

A vibrant green and blue parrot, possibly a New Guinea parrot, is perched on a thick, textured tree branch. The parrot has a bright green body with blue and yellow accents on its head and wings. It is looking towards the right. The background is a blurred natural setting with tree branches.

ZOOS
SOUTH AUSTRALIA



Zoos SA
Business Plan
2026-2031

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.

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

As a conservation charity, Zoos SA exists to connect people with nature and to save species from extinction. This purpose underpins every decision we make and continues to guide our priorities as we deliver the 2026–27 Business Plan within our broader five-year strategic horizon.

Animal welfare remains fundamental to everything we do. Zoos SA's Animal Welfare and Ethics Charter reflects our commitment to world-leading care that provides animals with choice, control and agency. Our approach is grounded in ethical foundations, evidence-based management, continuous learning and improvement, and a commitment to advocating for every animal's right to thrive.

The 2026–27 year marks an important phase in the evolution of Zoos SA. With major developments completed or nearing completion at Monarto Safari Park, and planning underway for the renewal of infrastructure at Adelaide Zoo, our focus is firmly on strengthening the foundations that will support a sustainable, resilient and values-led future for the organisation.

Following a year of significant growth and change in 2024–25, it is vital that we consolidate this momentum while continuing to prioritise what matters most: the ethical care and welfare of animals, meaningful conservation outcomes, and high-quality experiences that are welcoming, inclusive and designed to inspire community connection with the natural world.

This Business Plan supports the delivery of Zoos SA's Strategic Directions for 2023–2028, specifically:

- 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.
- Innovating and growing our organisation.

In 2024–25, Zoos SA welcomed just under 655,000 visitors across our sites. While this represents a 3 per cent decrease on the previous record year for attendance, revenue from paid admissions, memberships, retail, catering, tours and experiences continued to grow. This reflects the importance of delivering value, quality and relevance if we are to deepen public engagement, expand our supporter base and grow investment in conservation.

The opening of Monarto Safari Resort has generated strong domestic and international interest and has made an immediate contribution to regional tourism through strong media interest and positive guest reviews. Managed by Journey Beyond, the resort includes 78 guest rooms and adjacent lodge, 20 luxury safari tents, offering guests immersive experiences ranging from guided safaris through the Wild Africa precinct to world-class wellness facilities. Importantly, the resort also provides a model for tourism-led conservation, with a portion of every stay contributing directly to Zoos SA's conservation programs.

Significant progress has also been made in strengthening Zoos SA's animal programs. In partnership with Auckland Zoo, Perth Zoo and Taronga Zoo, Zoos SA successfully rehomed Asian Elephants Burma, Permai, Putra Mas, Pak Boon and Tang Mo to a purpose-built 12-hectare habitat at Monarto Safari Park. This founding herd forms part of the Australasian Zoo and Aquarium Association's regional breeding and advocacy program, designed to deliver the highest welfare outcomes while supporting education and conservation efforts for wild elephant populations. The project is now in its final stages, with visitor facilities scheduled for completion during 2026–27.

Giant Pandas also continue to play an important role in Zoos SA's future, following the arrival of Xing Qiu and Yi Lan at Adelaide Zoo. This long-term arrangement reinforces Zoos SA's contribution to international conservation partnerships and enables us to share the story of Giant Panda conservation with local, national and international audiences over the coming decade.

Zoos SA is proud of its record in tourism excellence. Adelaide Zoo was the first South Australian organisation to win the Qantas Australian Tourism Award for Major Tourism Attraction, and more recently Monarto Safari Park was recognised with Voters' Choice Award at the South Australian Tourism Awards.

Through continued creativity, innovation and partnerships, this Business Plan is focused on enhancing visitor experiences, growing our supporter community, and increasing funding for the conservation work we undertake across our sites, throughout Australia and around the world.

Supporting the delivery of this Business Plan are a number of key reviews and planning initiatives. A major review of the Zoos SA Master Plan will commence in 2026–27 to reaffirm design principles and guide future capital investment. This review will ensure animal welfare, conservation outcomes, environmental sustainability and accessibility remain central, while also providing opportunities for community input into the future of our sites.

Our Conservation Directions framework continues to guide how we prioritise projects, partnerships and activities to achieve the greatest conservation impact. Our work ranges from restoring locally extinct species in South Australia through initiatives such as Marna Banggara, to undertaking critical research for species facing extinction, including the Mallee-emu Wren, and contributing specialist expertise to national recovery efforts for species such as the Tasmanian Devil, Orange-bellied Parrot, Regent Honeyeater, Western Swamp Tortoise and Red-tailed Phascogale. We also support international conservation projects, particularly where species are part of global management programs or play an ambassador role.

We also remain committed to reconciliation and inclusion. Through our Reconciliation Action Plan, we continue to strengthen relationships with the Kaurna and Ngarrindjeri peoples, the Traditional Custodians of the land on which our sites are located. We are currently in the process of developing a second Innovate RAP that will build on past achievements and support ongoing cultural awareness and education.

Through our Diversity, Equity, Accessibility and Inclusion Action Plan, Zoos SA continues to expand access and ensure our sites are welcoming for all. Initiatives include Relaxed Zoo hours, sensory-friendly events, support for visitors with accredited assistance animals, accessible safari experiences at Monarto Safari Park, and the provision of social stories and communication tools to support visitor planning and enjoyment.

Looking ahead, the Board and Leadership Team have identified the following priorities for the year:

1. Enhancing the Wild Africa precinct and expanding tours.
2. Continuing planning and securing funding for Adelaide Zoo redevelopment.
3. Delivering ongoing conservation and animal welfare programs.
4. Managing biodiversity risks, including Highly Pathogenic Avian Influenza.
5. Supporting sustainable animal collection planning through strategic imports and exports.
6. Advancing environmental sustainability initiatives.
7. Continued investment in business systems and applications.
8. Continued investment in cyber security.
9. Maintaining and developing organisational assets.
10. Leadership capability and development.

We remain steadfast in our commitment to Zoos SA's purpose and to our role in connecting people with nature and saving species from extinction – now and into the future.



Kathryn House AM
President, RZSSA



Dr Phil Ainsley
Chief Executive, RZSSA

2. Our Unique Assets

2.1 Sites

Adelaide Zoo

Since Adelaide Zoo opened to the public on 23 May 1883, over six generations of South Australians have passed through its gates. While Adelaide Zoo has retained many original and significant architectural, heritage¹ and botanical features it has a style and character all its own.

Adelaide Zoo occupies eight hectares and is home to 2,400 animals representing over 200 species of exotic and native mammals, birds, insects, reptiles, fish and amphibians, many contributing to national or international breeding efforts. It is also home to the only Giant Pandas in Australasia.

In 2024/25 we have seen success with conservation breeding programs including 93 Red-tail Phascogales released into predator free bushland. We continue to breed Orange-bellied Parrots, Western Swamp Tortoises and Regent Honeyeaters.

Adelaide Zoo's enviable city location allows us to consistently attract over 430,000 visitors a year and play a pivotal role in growing tourism in 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 2022, we became the first South Australian organisation to win a national award with Adelaide Zoo winning the QANTAS Australian Tourism Award - Major Tourism Attraction category. Since this time, we have been recognised by the industry with awards for cultural tourism (gold in 2024, silver in 2023) and for excellence in accessibility (silver award in 2024).

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.

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

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 agistment 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.

Conservation successes over the last year range from the successful hatching of Mallee-emu Wren, which disappeared in South Australia following the 2014 bushfires, to the birth of three Addax calves with fewer than 100 remaining in the wild. Conservation programs include those for Tasmanian Devils, Greater Bilbies, Brush-tailed Bettongs, Black-flanked and Yellow-footed Rock wallabies as well as for Scimitar-horned Oryx and Giraffe.

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 225,000 visitors and growing. Winning the Voter's Choice Award four years running, the South Australian Tourism Award for Major Tourist Attraction in 2023 and 2024 and silver for Excellence in Accessible Tourism in 2022 and 2023, 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 supplement with safari experiences. This has created one of the largest safari experiences outside of Africa, with tours commencing in 2025. It is hoped that this experience will appeal to not only South Australian and interstate visitors but also to those visiting from overseas.

The addition of Asian Elephants to the collection and the associated visitor viewing experience areas is anticipated to greatly enhance the attraction of Monarto Safari Park to visitors and drive membership.

20-Year Master Plan

It is impossible to be a leading tourism organisation without recognising the important role zoos and safari parks play in engaging people. The Master Plan is centred on developing sites that are dynamic, accessible and enrich the experiences of our visitors, members, staff and the animals in our care.

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 designed to:

- Renew and create distinct spaces with infrastructure and landscaping that:
 - Enables animals to express their full range of natural behaviours 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.

This year we will be undertaking a major review of the Master Plan to further enhance animal welfare, visitor engagement and our role in the conservation of wildlife. We will revisit our spaces and the design principles for habitats, visitor facilities and operational infrastructure. We will also be seeking community views about what they value about our sites now and would like to see in the future.

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, to fund major developments, we work hard to attract grant funding from local, state and federal government, corporate investment and private donations.

Delivered Projects

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:

- The construction of our elephant precinct at Monarto Safari Park and importation of elephants into the precinct.
- Introduction of Nile Hippos and a new drive through experience within Wild Africa utilising one of the largest waterholes and complemented with new off limit facilities. This area is now complete and forms part of the safari tour experience. Plans are in motion to import a male Hippo to join the two females.
- Improved visitor facilities with continued development of infrastructure to provide better protection from weather elements.
- Fire safety and protection for buildings at Monarto Safari Park.
- Further development in the Wild Africa experience area, including new giraffe, rhinoceros and cheetah facilities, fencing, irrigation and water reticulation and Sundowner location sites.
- The investment into the purchase/building of fourteen new safari vehicles (two styles) is now complete and a new garage and workshop facility to service these and other Monarto vehicles has been constructed. It has been fitted out and a mechanic has been employed to help reduce our transportation costs.
- Completion of Stage 1 of the Orangutan Forest Canopy Trail at Adelaide Zoo providing overhead connected towers and a new public viewing platform, allowing both Orangutans to be on display at the same time.
- Delivery of Komodo Dragon and Little Penguin habitats in the entry precinct of Adelaide Zoo.
- Building of a small animal breeding facility and a 'wilding' area for pre-release native wildlife as part of our medium to long-term bushfire response.
- Construction of a dedicated walk-through aviary for the Orange-bellied Parrots, enhancing the capacity of breed-and-release programs.
- Successful conversion of the former Seal Bay habitat to a new habitat for American Alligators, improving animal welfare outcomes and activation in the lower level of the zoo.
- Completion of habitat upgrades in the Capybara habitat to deliver full accessible viewing.

2026-27 Master Plan Projects

Projects we are ready to deliver in 2026-27 include:

- Further development of Wild Africa precinct and operation of tour experiences and functions.
- Completion of our elephant precinct at Monarto Safari Park.
- Subject to funding, we also hope to:
 - Provide additional habitat and breeding facilities for Sumatran Tigers at Adelaide Zoo.
 - Commence planning for a new Aussie Icons habitat.

2.2 People

Our people - staff, volunteers, members, sponsors and visitors - are the backbone of our organisation and are dedicated to our purpose of connecting people with nature and saving species from extinction. Their mix of dedication, skill, commitment and passion are all essential ingredients of our success.

Staff

Zoos SA is supported by a 397-strong workforce (272 FTE's as of March 2026) to work across our sites. The range of employees is broad, including keepers, conservationists, horticulturists, wildlife biologists, visitor services, teachers, veterinarians, vet nurses, corporate staff, trades people and more. Each has a unique skill set and experience to support our collection and working together we contribute proactively and positively to our amazing workplace.

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

They are 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 over 570 registered volunteers contributing 83,500 hours to our operations. The economic value of our volunteers is in the region of \$4.9 million annually.

Across the two sites, there are 32 programs available for volunteers to participate in, 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 2025, Zoos SA had just over 54,200 active members with a 72% renewal rate. In the 2024-25 financial year, we welcomed 326 new life members increasing our total to 5,360, together with 48,909 annual members.

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

Membership provides a critical revenue source comprising 11% of our annual revenue that goes towards animal care, breeding and conservation programs.

Visitors

Each year, more than 655,000 people visit our properties, making us one of South Australia's most popular and award-winning tourist destinations.

In the 2024-25 financial year, 655,786 visitors explored Adelaide Zoo and Monarto Safari Park. Our target for 2026-27 is to increase this to 781,000 visitors.

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 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 Leadership 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 has five Strategic Directions for 2023-2028 that set the agenda for what we intend to deliver. 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 and Ethics 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 Kurna 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.

Financial sustainability and cash management are critical and are regularly reviewed by the Finance and Audit Committee of the Zoos SA Board.

We are independent and non-party political.

Our Values in Action

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.
- Enhance the Wild Africa precinct and expand tours to support the onsite accommodation.
- Enhance the Asian Elephant precinct to ensure best welfare for new elephants and optimum experience for visitors.
- 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 54,200 valued annual and life members and further developing them as our advocates.
- Working collaboratively with just over 570 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 several 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 pressure on discretionary spending may impact our daily visitation. In addition, we may see ongoing impacts on event, catering, sponsorship and other funding revenue.
- Increasing biodiversity risks such as Highly Pathogenic Avian Influenza (HPAI).
- 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 because 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.
- A 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).
- Reliance on outside investment to support significant new capital ventures.
- The global rise of anti-zoo activism.
- Increasing cyber security and privacy threats and breaches.
- Maintaining ICT systems and databases for marketing, ticketing, fund raising and membership to ensure 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.

2026-27

Financial sustainability and cash management are 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 Zoos SA 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 2026-27.

We will continue to develop the safari tour experiences in the Wild Africa precinct at Monarto Safari Park.

We will continue to enhance the Asian Elephant precinct to ensure best welfare for new elephants and optimum experience for visitors.

We will continue our work on the international importation of Southern White Rhinoceros, Nile and Pygmy Hippos and Brazilian Tapirs.

Our Conservation Directions 2024-2029 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 recently updated Animal Welfare and Ethics Charter, we will continue to advance animal welfare management towards the optimal target of thriving, rewarding life for all the animals in our care.

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

During 2026 we intend to undertake a major review of the Master Plan and once completed will continue to seek investment for its implementation.

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

Recognising that the skills and commitment of our people underpins our success, and the ongoing development and wellbeing of our staff and volunteers will remain a priority.

2027-28 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 2026-27

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 and biodiversity loss through:

- Conservation programs for threatened species, both in situ and ex situ.
- Conservation investment and partnerships.
- Emergency wildlife recovery.
- Research and development.
- Conservation education and advocacy.

Key results to achieve:

- Direct investment into threatened species and in situ and ex situ conservation programs.
- Positive outcomes for native species through translocation and breed for release programs.
- Supporting partners and other stakeholders to achieve objectives set within relevant national and regional species recovery plans.

Our focus for 2026/27

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, species 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.

In 2023-24 we reviewed our Conservation Directions, updating it to ensure it remains relevant and connected to broader conservation efforts nationally and internationally, and to ensure the methodology we apply remains effective in selecting high impact projects and partnerships to support. 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

Guided by our Conservation Directions, continue to target and support projects and partnerships 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.

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 opportunities for Aboriginal Learning on Country Program (ALoC) and Student Trainee Programs at Monarto Safari Park.

Foster opportunities to expand indigenous engagement in conservation.

Share expertise, deliver research and develop partnerships to always be 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.

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 for both Adelaide Zoo and Monarto Safari Park.

Our focus for 2026/27

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

In addition to maintaining our ZAA accreditation status, last year we updated our Animal Welfare and Ethics Charter and developed an associated animal welfare strategy that supports our aim for optimal animal welfare standards.

Assessments of our animal visitor interactions are also 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 also 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. We continue to monitor emerging threats such as Avian Influenza developing strategies to safeguard our collection, working with government agencies and other zoos around Australia as we do so.

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); disseminate our knowledge and clinical experience to the benefit of all.

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 and Ethics Charter.

Review our animal welfare management practices to ensure an enriched thriving, rewarding life for all animals in our care.

Manage improvements to our animal habitats and facilities guided by exhibit audits.

4.3 Connecting with and influencing our audience

Adelaide Zoo and Monarto Safari Park serve as powerful platforms for education, engagement, and positive behaviour change. Our goal is to ensure every visitor, member, and participant in our programs leaves feeling empowered to take meaningful action for the natural world.

We will:

- Elevate the quality of engagement across all touchpoints.
- Expand our reach and increase diversity in our audience engagement.
- Deliver meaningful experiences that encourage long-term conservation awareness and action.

Key results to achieve:

- Increased customer satisfaction, loyalty and advocacy.
- Greater community awareness of Zoos South Australia's conservation leadership.
- Measurable impact on visitor intentions and conservation behaviour change.

Our focus for 2026/27

For many visitors, Adelaide Zoo and Monarto Safari Park are their only opportunity to experience wildlife up close, making it vital that every interaction - whether through education, encounters, or immersive experiences - inspires meaningful change.

Driving member and visitor engagement remains at the heart of our strategy. As we continue to adapt to external economic pressures, it is more important than ever to amplify our conservation stories and inspire tangible action. Through compelling campaigns, interactive experiences, and deeper storytelling, we will enhance our visitors' understanding of conservation challenges and empower them to contribute.

With Australia's only giant panda pair, Yi Lan and Xing Qiu, at Adelaide Zoo, the introduction of Asian Elephants at Monarto Safari Park, and the opening of the Monarto Safari Resort and Wild Africa precinct, we have an unprecedented opportunity to attract new audiences to fully realise the potential of these major investments. These milestones will not only drive visitation growth but also reinforce the vital role of modern zoos in global conservation, deepening our guests' connection to the species we are dedicated to protecting.

Our Wild Learning programs set the benchmark for real-world conservation education, offering relevant, accessible, and immersive experiences that boost student engagement and conservation literacy. We are expanding our reach through teacher professional development, equipping educators with the tools to integrate conservation themes into their classrooms. By fostering lifelong learning, we aim to build a community of advocates committed to protecting wildlife and habitats.

With Monarto Safari Park securing back-to-back Major Tourism Awards in 2023 and 2024, Adelaide Zoo receiving the Cultural Tourism Award in 2024, and Monarto Safari Park also winning the 2025 People's Choice Award – Experiences & Services, Zoos SA continues to strengthen its reputation in a highly competitive tourism market. This momentum is further reinforced by our partner Journey Beyond winning Gold for Best New Tourism Business (2025) for the Monarto Safari Resort, collectively positioning our destinations as leading visitor experiences and destinations of choice.

Ensuring our sites and programs are welcoming and inclusive is a key priority. We will implement our second Diversity, Equity, Accessibility, and Inclusion (DEAI) Action Plan, with focus on physical environment, communication, culture and people, and experiences.

To sustain and grow our conservation efforts, we will continue building high-impact partnerships:

Deepening and broadening relationships with donors and funding bodies, current and new, to secure long-term support for conservation programs, capital developments, and innovation.

We will explore new cross-industry partnerships to extend our reach beyond traditional conservation funding streams and expand initiatives like Grapes for Good, which successfully combined tourism, conservation, and community engagement.

To sustain and grow our conservation efforts, we will strengthen donor and funding partnerships for long-term support while exploring new cross-industry collaborations beyond traditional funding.

By embedding inspiration, education, and action into every interaction, we will turn visitors into conservation champions, ensuring a stronger, more sustainable future for wildlife and wild places.

Actions

Build community awareness of our conservation charity status through consistent messaging and 'conservation charity' mentions in media coverage.

Collaborate with peak organisations 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 and feels they belong.

Provide high-quality learning opportunities through our Wild Learning programs, experiences and presentations.

Seek regular 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.

Every individual matters. Every individual has a role to play, every individual makes a difference.

4.4 Demonstrating and championing environmental sustainability

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

We will:

- Minimise 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:

- Carbon dioxide (CO₂) emissions (mapping and a carbon reduction plan).
- ISO Certification.
- Plastic free champions.

Our focus for 2026/27

We recognise the World Association of Zoos and Aquariums (WAZA) 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.

Continue to audit our carbon emissions to understand our carbon footprint and develop a strategy to reduce our carbon footprint.

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.

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.
- Continue to 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 2026/27

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 will continue building an organisational culture that supports 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. We will ensure we have a psychologically safe workplace where employees are encouraged to bring their whole selves to work and feel safe to raise any concerns or issues they may encounter in the workplace.

Risk management practices will continue to receive attention through 2026-27. 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 annually.

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 assessments 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 needs 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.

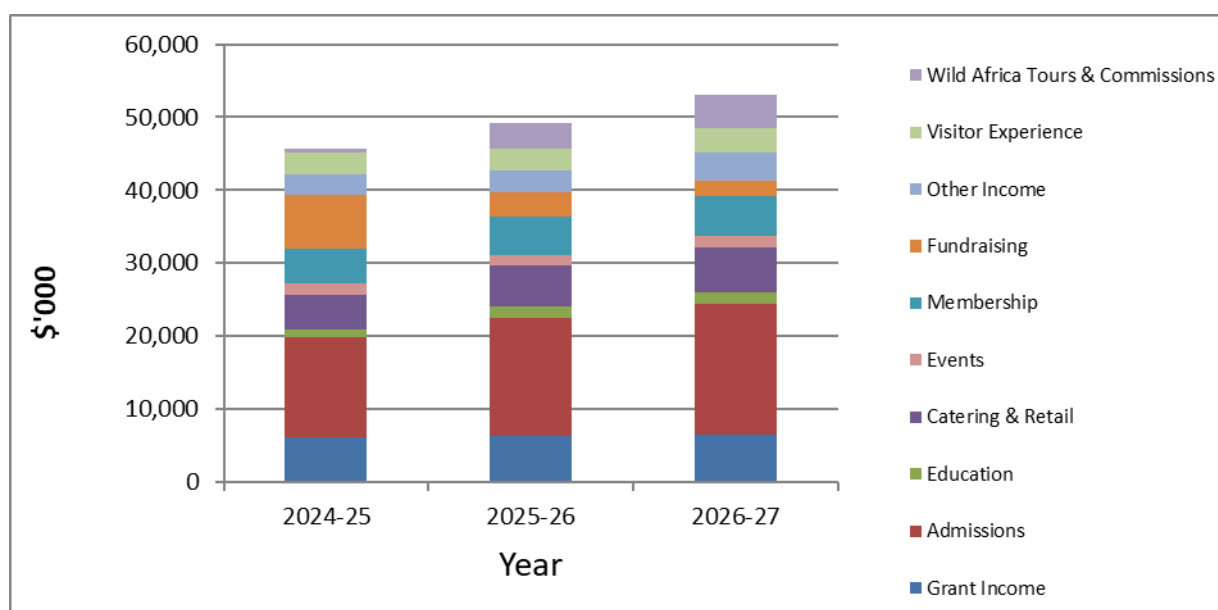
5. Income and Expenditure Summary

The 2026-27 Annual Budget is explained further at Appendix A and for detailed forecast figures, see Appendix B.

5.1 Income Forecast

The Business Plan is based on forecasts for the next five years, commencing with the 2026-27 financial year. These are included in Appendix A.

The graph below shows actual income for 2024-25, and forecasts for 2025-26 and 2026-27.



Visitation

Visitation in 2025-26 has increased on 2024-25. The 2026-27 budget builds on that even further with total expected visitation of 781,000.

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 Zoos SA 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:

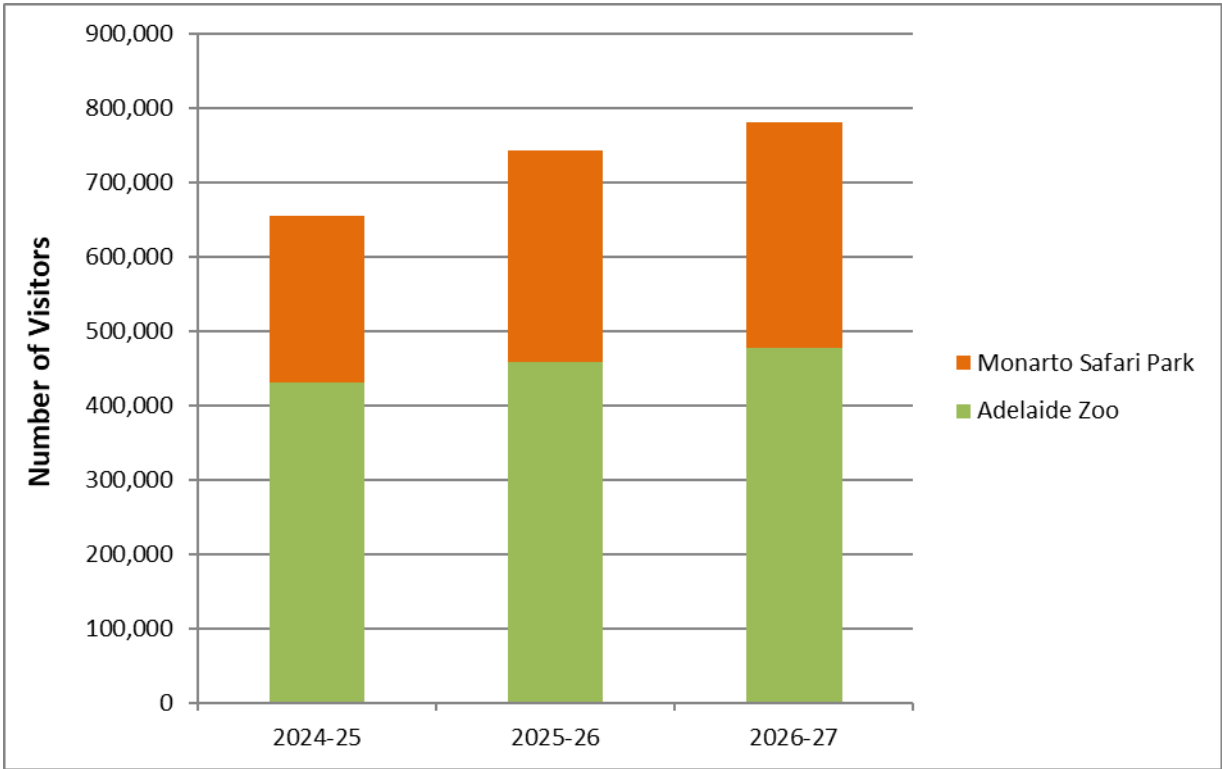
- Increasing the visitation from South Australians travelling in their own state;
- Strengthening relationships with interstate and overseas resellers;
- Promotion of the new developments for Asian Elephants, Wild Africa accommodation and safari experiences, as well as ongoing promotion of existing high profile experiences being Lions 360 at Monarto Safari Park, and Pandas, Tigers, and Native animal experiences with proximity to Adelaide CBD at Adelaide Zoo; and
- Introducing technology based experiences at both sites which will combine cutting-edge Virtual Reality (VR) technology with conservation storytelling. This activation will enhance our visitor experience with immersive and educational attractions, and support our mission by showcasing wildlife and conservation stories beyond what is physically possible onsite.

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

A rise in admission fees was endorsed by the Board, effective 1 July 2026 and has been reflected in the 2026-27 budget.

Analysis of Admission Numbers:

Actual admissions for 2024-25 and forecasts for 2025-26 and 2026-27.



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 4% on 2025-26 levels during the 2026-27 year. Life membership campaigns have produced more subdued results in the 2025-26 year compared to previous year's, which is expected to repeat in 2026-27. To compliment this existing product, two new Senior Membership products (5 & 10 years) will be delivered in 2026-27.

Annual membership sales continue to perform very well and are slightly ahead of budget in 2025-26. Annual memberships revenue is recognised over 12 months, so this will have a positive impact on revenue for 2026-27, and in additional years assuming our current retention rates continue. We expect that the take up of memberships in 2026-27 will be enhanced by the opening of the new Asian Elephant precinct at Monarto Safari Park in July 2026.

Wild 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 2026-27, we expect Wild Learning revenue to increase on that of 2025-26. Our focus for 2026-27 is to continue to refresh and enhance our education program offering. These program changes, as well as the introduction of Asian Elephants at Monarto Safari Park, are expected to increase education attendance, in particular at Monarto. The Education team will also explore opportunities to utilise the VR technology that will be onsite to enhance our messaging to students.

Visitor Experience

Zoos SA will continue to review and refine 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 and revenue.

We expect experience income will grow during the plan period. The development of new experiences and refinement of existing experiences will be done with sensitivity to both welfare requirements and developing industry animal interaction standards whilst being cognisant of this important income stream.

Wild Africa Tours and Accommodation Commissions

Monarto Safari Resort and Safari Lodge facilities in the Wild Africa precinct are complete, with the lodge opening in April 2026. Safari tours taken by resort guests are forecast to continue to be strong in the 2026-27 year in line with what has happened in 2025-26.

Additional products will be delivered for both resort and lodge guests to enable further income opportunities and to ensure higher occupancy rates at the accommodation facilities.

Catering and Retail

Catering commissions for Adelaide Zoo and Monarto Safari Park are based on a percentage of gross sales. These have been increased for the 2026-27 financial year in line with an expected uplift in attendance at both sites.

Retail targets are based on sales per visitor and are linked to visitor numbers. We have factored in an increase in the per-customer spending to better reflect the earnings which have been improving over the last few years. This increase has been quite pronounced at Monarto, which is being driven largely by purchases from accommodation guests.

Sponsorship, Fundraising and Animal Adoption

Income forecasts are based on an ongoing focus on digital fundraising, corporate partnerships and philanthropic contributions.

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.

Additional resources have been included in the budget to expand our Fundraising and Sponsorship income streams, in particular for major sponsor and philanthropic opportunities.

Marketing and Communications

Our marketing and public relations plan, and subsequent targeted communications will help support visitation and other income streams.

In 2026-27, we will maintain our position as a leader in marketing, delivering a range of progressive partnerships, public relations, 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.

Capital Expenditure Funding

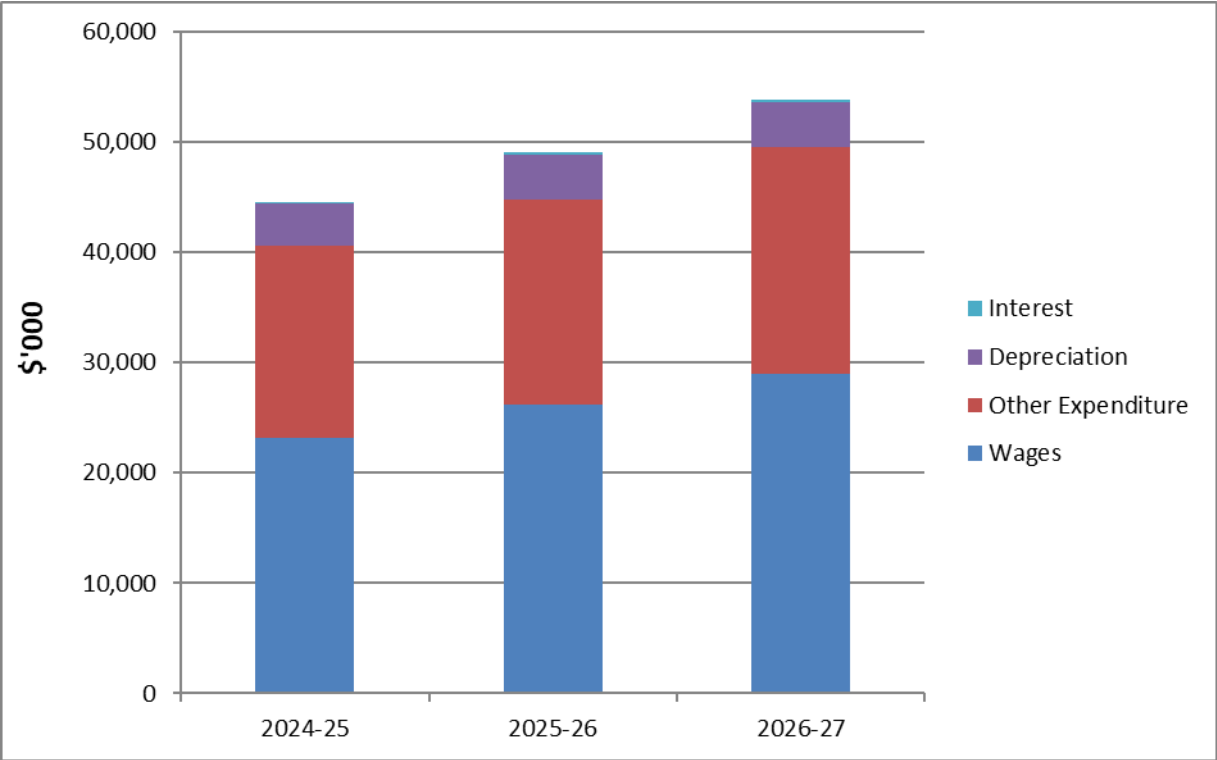
Income for 2026-27 includes external funding opportunities that will be used for new capital projects. This includes opportunities from Corporate Sponsors, Major Donors and Philanthropic organisations who are looking to support a conservation charity.

Government Grant

A grant from the South Australian Government will provide \$6.52m to Zoos SA in 2026-27. This grant is governed by an agreement between Zoos SA and the South Australian Government which was effective from 1 July 2023 and has an expiry date of 30 June 2028.

5.2 Expenditure Forecast

Actual expenditure for 2024-25, and forecasts for 2025-26 and 2026-27.



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 2026-27 when compared to the 2025-26 forecast. This is due largely to additional new staff at Monarto Safari Park necessary to operate the Wild Africa precinct, as well as new staff associated with revenue growth opportunities in Retail, Functions and Fundraising.

An analysis of the FTE count from 2023-24 to 2026-27 is as follows:

FTE Actual for 2023-24 and 2024-25, and forecasts for 2025-26 and 2026-27.

Actual 2023-24	Actual 2024-25	Forecast 2025-26	Budget 2026-27
224	250	273	277

Salaries have been indexed in the 2026-27 budget. The indexation is in line with the current Enterprise Agreement, which commenced on 1 July 2024 and is in place for 3 years.

Operating Expenses

Expenditure continues to be closely monitored and controlled by management. In 2026-27, we expect other operating expenses to increase by 11% on the 2025-26 forecast. We continually assess operating expenses and seek cost-effective supplies that provide benefits in the short and longer term.

The 2026-27 budget includes costs for the operations of the Wild Africa precinct including the full year costs for the Safari Lodge operations. This cost increase is offset by increased tour and accommodation commission income. The budget also includes costs for the new Asian Elephant habitat, as well as additional bus hire costs associated with the increased attendance expected when the elephant visitor precinct opens in June 2026.

Some elements of the operating budget have been increased to reflect the heightened fuel costs that exist as at April 2026 due to the war in the Middle East. These include raw fuel, bus hire costs, hay, meat, and bamboo that all have high energy inputs.

Site maintenance costs have been increased in the 2026-27 budget to ensure existing and new assets are preserved and contribute to a positive visitor experience.

Animal transfer costs have also increased in the 2026-27 to reflect an ongoing commitment to improve and maintain the animal collection at both sites.

Commission payable to resellers of Zoos SA products has increased on the 2025-26 forecast reflecting exposure to greater tourism markets as well as the success of the Wild Africa accommodation and the cross-selling opportunities that have been created.

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 site 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, system integration with third party resellers and the further development of the Customer Relationship Management system with a view to utilising customer purchasing and donation history to promote further purchasing opportunities.

The capital budget for 2026-27 shows a gross investment of \$3.20m. This includes \$1.90m for a redevelopment of the carnivore precinct at Monarto, \$292k for the final elements of the Wild Africa precinct, and the critical replanting of the bamboo plantation at Bolivar.

Our focus continues to be 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 E. This will be reviewed during the year to ensure the best outcome with funds available.

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 September 2024. This facility includes our primary funding facility, a facility to fund some costs of construction of our Wild Africa safari vehicles, a facility to fund some costs of construction of our Asian Elephant precinct, and a facility to fund the core IT infrastructure refresh project.

The 2026-27 cash flow budget includes repayments as required by each of these facilities. Cash forecasts included in the 5-year forecasts support the ability for the organisation to make these repayments over the forecast period.

6. Appendices

Appendix A: Zoos SA Annual Budget 2026-27

The 2026-27 Annual Budget proposes total revenue of \$52.34m, earnings before interest and depreciation of \$2.81m, an operating deficit of \$1.47m, and a total deficit of \$674k after including funding for capital investment. The 2026-27 budget and comparisons to the 2025-26 forecast can be seen in the following table:

Income	2024-25 Budget	2024-25 Forecast	Variance	%
Admissions	17,876,365	16,109,790	1,766,575	11%
Education	1,617,378	1,547,035	70,342	5%
Membership	5,413,219	5,189,366	223,853	4%
Retail	4,637,738	4,550,505	87,233	2%
Catering and Venue Hire	1,568,312	1,186,539	381,773	32%
Events	1,558,839	1,415,303	143,536	10%
Visitor Experience	3,375,841	3,002,600	373,241	12%
Wild Africa Tours and Commissions	4,609,660	3,464,374	1,145,286	33%
Sundry	1,121,502	189,721	931,781	491%
Interest and Dividends	73,500	196,694	(123,194)	-63%
Grants - Government	6,517,344	6,358,386	158,959	2%
Fundraising	2,100,688	1,875,445	225,243	12%
Conservation	1,869,500	1,914,050	(44,550)	-2%
Total Income	52,339,885	46,999,808	5,340,078	11%
Expenditure				
Salaries, Wages & On-Costs	29,022,656	26,203,601	(2,819,055)	-11%
Other Expenditure	20,505,745	18,515,439	(1,990,306)	-11%
Total Expenditure	49,528,401	44,719,040	(4,809,361)	-11%
Total EBITDA	2,811,484	2,280,767	530,716	
Profit On Sale Of Assets	0	(383)	(383)	100%
Depreciation	4,037,190	4,101,779	64,589	2%
Interest Expenses	243,747	195,715	(48,031)	-25%
Surplus/(Deficit)	(1,469,453)	(2,017,110)	546,891	
Extraordinary Items				
Bequests	0	613,336	(613,336)	(1,210)
CAPEX Funding	794,996	1,522,585	(727,589)	-48%
Total Extraordinary Items	794,996	2,135,920	(1,340,924)	
Total Surplus/(Deficit)	(674,457)	118,810	(794,033)	

The 2025-26 financial year is forecast to finish with a surplus of \$119k. This result includes funding for capital projects of \$1.52m which is primarily associated with development of our Asian Elephant habitat at Monarto Safari Park.

The operating income for 2025-26 is expected to total \$47.00m which reflects a full year of Wild Africa Tour and Commission income from the Monarto Safari Resort and income from the Safari Lodge for the last quarter.

Staff costs have been forecast to total \$26.20m and include keeping staff to cater for 5 elephants, an additional safety advisor dedicated to Monarto, increased staffing in the Fundraising & Sponsorship Department as well as tour hosts for the Wild Africa precinct.

Other operating expenditure has been forecast for the year 2025-26 to total \$18.52m which includes a higher than planned level of site maintenance done during the year, increased 3rd party reseller commissions, and the additional costs of buying in bamboo for the Giant Panda due to the plantation seeding event.

2026-27 Budget Summary

The 2026-27 budget has been developed within a framework that includes programs and projects to achieve Zoos SA's strategic objectives, as outlined in the 2023-28 Strategic Directions document. 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 2026-27 budget. Since the creation of the 2023-28 Strategic Directions document, Zoos SA has had the opportunity to have five Asian Elephants at Monarto Safari Park since November 2025. This significant project along with the opening of the accommodation in our Wild Africa precinct has significantly influenced the 2026-27 budget, in terms of revenue growth as well as cost increases to support the expanded activities.

Zoos SA balances our annual priorities with a longer-term view, such that we deliver on planned outcomes for 2026-27, but also best position the organisation for future budget success. The 2026-27 operating and capital expenditure budget is based on the following priorities:

- Enhancing the Wild Africa precinct and expanding tours;
- Continuing planning and securing funding for Adelaide Zoo redevelopment;
- Delivering ongoing conservation and animal welfare programs;
- Managing biodiversity risks, including Highly Pathogenic Avian Influenza;
- Supporting sustainable animal collection planning through strategic imports and exports;
- Advancing environmental sustainability initiatives;
- Continued investment in business systems and applications;
- Continued investment in cyber security;
- Maintaining and developing organisational assets; and

- Leadership capability and development.

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 unique experiences 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;
- Continuing to evolve 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 comments in the 2026-27 budget to note include:

- Admissions income is budgeted to be 11% higher than the 2025-26 forecast, and 16% higher than the 2025-26 budget. Adelaide Zoo paid attendance is budgeted to be 3.4% higher than the 2025-26 forecast and Monarto Safari Park attendance is budgeted to be 19.0% higher. Monarto paid attendance is expected to be much higher than the forecast due to the forthcoming opening of the Asian Elephants precinct (in July 2026), and the additional visitation expected from the Safari Lodge guests at the Wild Africa accommodation;
- Education revenue is also expected to grow by 5% on the 2025-26 result with newly developed education programs commencing in the year and the expected interest in elephants from school groups;
- Membership revenue has increased on the current year forecast and is driven largely by price rises. Annual membership sales have continued to be strong and are expected to remain popular. Whilst life membership sales have declined during the 2025-26 year, 2 new membership products have been included in the budget providing for a Seniors 5 or 10 year membership;
- Retail revenue aligns closely with admissions, and the budget allows for an increase on the current year forecast. Retail sales are expected to benefit from interest in Asian Elephants at Monarto Safari Park as well as the full year effect of expanded accommodation facilities in Wild Africa;
- Catering and Venue Hire revenue is expected to increase on 2025-26 due to improved function demand at Adelaide and expected further opportunities at Monarto;

- Events income includes ticket sales for the Universal Kingdom: “Ice Age” event, Boo at the Zoo, and Fundraising events sales. The budget for 2026-27 assumes an increase on the 2025-26 forecast;
- Visitor Experiences income is expected to increase in 2026-27 on the 2025-26 forecast by 12%, but is a decline on the 2025-26 budget of 7.5%. The budget includes the full use of the Asian Elephants precinct at Monarto Safari Park, the introduction of a virtual reality (VR) experience which will be available at both sites, as well as the ceasing of some of the existing experiences that are not in line with current tourism industry expectations for animal interactions;
- Wild Africa Tours and Commission income has increased in the 2026-27 budget and totals \$4.61m. This increase is due largely to the full year effect of the Safari Lodge accommodation being open (commenced in April 2026);
- Government Grant income is budgeted to increase on the 2025-26 year due to a contracted annual escalation. The current operating grant agreement with the Department for Environment and Water runs from 1 July 2023 to 30 June 2028;
- Fundraising is budgeted to be higher than the 2025-26 forecast with the 2026-27 budget supported by additional staff resourcing;
- Other operating expenditure will continue to be closely managed but includes an increase of 11% on the 2025-26 forecast. This includes:
 - Supplies that are impacted by higher fuel prices including Bus Hire for Monarto, animal food, and raw fuel for transport within the Monarto site;
 - Site maintenance costs that have been increased in the 2026-27 budget to ensure existing and new assets are preserved and contribute to a positive visitor experience;
 - Animal transfer costs have also increased in the 2026-27 to reflect an ongoing commitment to improve and maintain the animal collection at both sites; and
 - Commission payable to resellers of Zoos SA products has increased on the 2025-26 forecast reflecting exposure to greater tourism markets as well as the success of the Monarto Safari Resort accommodation and the cross-selling opportunities that have been created.
- The FTE budget for 2026-27 is an average of 277 FTEs. This is an increase on the average FTE of 273 forecast for June 2026. The increase is largely due to additional staffing required for the Wild Africa precinct, and filling roles that had remained vacant over the last year;
- A new 3-year Enterprise Agreement came into effect 1 July 2024. The 2026-27 budget includes an escalation in line with the requirements of the agreement;

- Our budgeted investment in capital is \$3.20m. This includes \$1.90m for a redevelopment of the carnivore precinct at Monarto, \$292k for the final elements of the Wild Africa precinct, and \$100k for the critical replanting of the bamboo plantation at Bolivar. Our overall capital investment is supported by external funding of \$794k. These funds are budgeted to be sourced from fundraising initiatives. Zoos SA will be contributing \$2.40m towards the capital budget. There is a strong likelihood additional funding will be sourced (from bequests, donations and philanthropic organisations) to support planned capital expenditure; and
- The 2026-27 cash flow budget includes repayments required for our ANZ finance facilities. These repayments amount to \$1.26m.

Further detail relating to the 2026-27 Annual Budget including income, payroll, expenditure, capital and debt reduction is included within Section 5, Income and Expenditure Summary of this Business Plan. The 2026-27 budget in comparison to future forecasts can also be viewed within Appendix B of this Plan.

Appendix B: Income and Expenditure

	2024-25 Actual \$000	2025-26 Forecast \$000	2026-27 Forecast \$000	2027-28 Forecast \$000	2028-29 Forecast \$000	2029-30 Forecast \$000	2030-31 Forecast \$000
Income							
Admissions	13,567	16,110	17,876	18,032	18,663	19,316	19,992
Education	1,059	1,547	1,617	1,674	1,733	1,793	1,856
Membership	4,831	5,189	5,413	5,359	5,532	5,712	5,898
Retail	3,863	4,551	4,638	4,725	4,890	5,061	5,238
Catering & Venue Hire	959	1,186	1,568	1,589	1,635	1,682	1,731
Events	1,538	1,415	1,590	1,638	1,687	1,737	1,789
Visitor Experience	2,834	3,003	3,376	3,486	3,608	3,735	3,865
Wild Africa Tours & Commissions	611	3,464	4,610	4,748	4,890	5,037	5,188
Grant Income	6,203	6,358	6,517	6,680	6,847	7,018	7,194
Fundraising	7,321	3,398	2,139	2,246	2,302	2,360	2,419
Conservation	2,209	1,914	1,870	1,916	1,964	2,013	2,064
Other	689	1,001	1,921	1,000	1,026	1,054	1,077
Total	45,684	49,136	53,135	53,093	54,777	56,518	58,311
Payroll							
Wages including oncosts	23,116	26,204	29,023	29,894	30,940	32,023	33,144
Expenses							
Other Expenditure	17,427	18,515	20,506	20,184	20,789	21,413	21,593
EBITDA							
Interest	122	196	244	148	63	10	-
Depreciation	3,867	4,102	4,037	4,077	4,117	4,157	4,197
Earnings							
	1,152	119	(675)	(1,210)	(1,132)	(1,085)	(623)

Notes and 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.

Appendix C: Cash Flow Analysis

	2024-25 Actual \$000	2025-26 Forecast \$000	2026-27 Forecast \$000	2027-28 Forecast \$000	2028-29 Forecast \$000	2029-30 Forecast \$000	2030-31 Forecast \$000
Cash Flows from Operating Activities							
Receipts							
User Charges	26,475	38,730	43,300	42,176	43,587	45,048	46,553
Donations, Bequests and Sponsorship	2,713	2,056	1,344	1,411	1,446	1,483	1,520
Payments							
Wages & Salaries	(22,869)	(26,384)	(29,022)	(29,894)	(30,940)	(32,023)	(33,144)
Suppliers/Other	(17,815)	(18,068)	(20,506)	(20,184)	(20,789)	(21,413)	21,593)
Net Cash Used in Operating Activities	(11,496)	(3,666)	(4,884)	(6,491)	(6,696)	(6,905)	(6,664)
Cash Flows from Capital and Investing Activities							
Purchase of Property, Plant & Equipment	(7,174)	(6,537)	(3,196)	(1,450)	(2,000)	(2,600)	(3,000)
Funding for Property, Plant & Equipment	4,658	1,425	795	835	856	877	899
Proceeds from sale of / (Purchase of) Investments	(67)	-	-	-	-	-	-
Interest and Dividends Received	268	197	74	75	77	79	81
Net Cash Used in Capital and Investing Activities	(2,315)	(4,915)	(2,327)	(540)	(1,067)	(1,644)	(2,020)
Cash Flows from Financing Activities							
Net State Government Grants Received	6,203	6,358	6,517	6,680	6,847	7,018	7,194
Net Other Government Grants/Other Grants Received	1,872	1,710	1,870	1,916	1,964	2,013	2,064
Repayment of Borrowings	(159)	(776)	(1,255)	(1,405)	(939)	(407)	-
New borrowings	2,638	326	-	-	-	-	-
Payment of Interest	(122)	(196)	(244)	(148)	(63)	(10)	-
Net Cash Provided by Financing Activities	10,432	7,422	6,888	7,043	7,809	8,614	9,258
Net (Decrease)/Increase in Cash Held	(3,379)	(1,159)	(323)	12	46	65	574
Cash at the Beginning of the Year	5,617	2,238	1,079	756	768	814	879
Cash at the End of the Year	2,238	1,079	756	768	814	879	1,453

Notes and assumptions

New borrowings are to fund the server infrastructure

Appendix D: Balance Sheet

	2024-25 Actual \$000	2025-26 Forecast \$000	2026-27 Forecast \$000	2027-28 Forecast \$000	2028-29 Forecast \$000	2029-30 Forecast \$000	2030-31 Forecast \$000
Current Assets							
Cash and Cash Equivalents	2,239	1,079	756	768	814	879	1,453
Receivables, Prepayments & Inventories	3,059	2,310	2,360	2,410	2,460	2,510	2,560
Total Current Assets	5,298	3,389	3,116	3,178	3,274	3,389	4,013
Non-Current Assets							
Available-for-sale Investments	553	564	564	564	564	564	564
Property, Plant & Equipment	71,584	74,019	73,178	70,551	68,434	66,877	65,680
Total Non-Current Assets	72,137	74,583	73,742	71,115	68,998	67,441	66,244
Total Assets	77,435	77,972	76,858	74,293	72,272	70,830	70,257
Current Liabilities							
Loans & Borrowings	834	776	1,255	1,405	939	407	-
Sundry Creditors	9,721	10,739	11,510	11,485	11,460	11,435	11,410
Employee Benefits	4,881	4,680	4,700	4,750	4,800	4,850	4,900
Total Current Liabilities	15,436	16,195	17,465	17,640	17,199	16,692	16,310
Non-Current Liabilities							
Loans & Borrowings	3,623	3,230	1,496	(59)	(532)	(407)	-
Income in Advance	4,780	4,820	4,840	4,860	4,880	4,900	4,920
Employee Benefits	440	440	445	450	455	460	465
Total Non-Current Liabilities	8,843	8,490	6,781	5,251	4,803	4,953	5,385
Total Liabilities	24,279	24,685	24,246	22,891	22,002	21,645	21,695
Net Assets							
Reserves	110	122	122	122	122	122	122
Retained Funds	53,046	53,165	52,490	51,280	50,148	49,063	48,440
Accumulated Funds	53,156	53,287	52,612	51,402	50,270	49,185	48,562

Appendix E: Capital Budget

	Site	Gross Cost	Contracted Funding	Net Cost
W, H & S				
Emergency Capital	AZ/MSP	70,000	-	70,000
Total W, H & S		70,000	-	70,000
Animal Health				
Dental machine	AZ	10,000	-	10,000
Equipment shed	MSP	8,000	-	8,000
Animal health centre	MSP	30,000	-	30,000
Intensive care unit	MSP	4,000	-	4,000
Total Animal Health		52,000	-	52,000
ICT				
Network switch upgrades	AZ/MSP	30,000	-	30,000
Software licencing and upgrades	AZ/MSP	45,000	-	45,000
User upgrade computers	AZ/MSP	25,000	-	25,000
Total ICT		100,000	-	100,000
Exhibits				
Giant Panda birthing den	AZ	18,000	-	18,000
Nocturnal house lighting upgrade	AZ	14,281	-	14,281
Black and White Lemur habitat upgrades	AZ	38,500	-	38,500
Maned Wold fencing	AZ	12,000	-	12,000
Reptile lighting upgrade	AZ	9,688	-	9,688
Koala shade sail	AZ	12,000	-	12,000
Ruffed Lemur habitat upgrade	AZ	27,500	-	27,500
Tamarin habitat Upgrade	AZ	23,000	-	23,000
White-cheeked gibbon habitat upgrade	AZ	15,000	-	15,000
Giraffe feeding area upgrade	AZ	10,800	-	10,800
Meat room upgrade	MSP	78,000	-	78,000
Lemur heating and cooling	MSP	20,000	-	20,000
Chimp PA system upgrade	MSP	9,632	-	9,632
Carnivores facility upgrade	MSP	1,900,000	-	1,900,000
Total Exhibits		2,188,401	-	2,188,401
Assets & Infrastructure				
Replacement of vehicles and equipment	AZ/MSP	160,000	-	160,000
Bamboo plantation	AZ	100,000	-	100,000
HVAC replacement	AZ	30,000	-	30,000
Mower for Bolivar site	AZ	8,000	-	8,000
Meerkat exhibit upgrades	MSP	35,000	-	35,000
Visitor Centre front entrance upgrades	MSP	39,000	-	39,000
Wild Africa precinct	MSP	292,023	-	292,023
Total Assets & Infrastructure		664,023	-	664,023

Community Engagement

Maptivate application	AZ	30,000	-	30,000
Surveillance camera infrastructure	MSP	71,660	54,660	17,000
Meerkat PA system	MSP	10,000	-	10,000
Outpost bus stop seating	MSP	10,000	-	10,000
Total Community Engagement		121,660	54,660	67,000

Total Capital Budget		3,196,084	54,660	3,141,424
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Summary Capital Budget	Gross Cost	Contracted Funding	Net Cost
W, H & S	70,000	-	70,000
Animal Health	52,000	-	52,000
ICT	100,000	-	100,000
Exhibits	2,188,401	-	2,188,401
Assets & Infrastructure	664,023	-	664,023
Community Engagement	121,660	54,660	67,000
Total Capital Budget	3,196,084	54,660	3,141,424

Appendix F: Risk Analysis

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
1 Revenue is insufficient to meet strategic objectives and Business Plan actions.	Reduced government grant. Loss of key current sponsorships. Loss of high-profile animals. Unable to attract new sponsors. Unable to meet membership revenue budget. Unable to meet other revenue budgets. Increasing operating expenditure/cost pressures. Industrial relations changes resulting in reduced flexibility (ie conversion of casuals to permanent part time). Increased costs of Zoos SA 2024-2027 Enterprise Agreement. Delays in completion of additional stages of Wild Africa precinct at Monarto Safari Park. Unable to secure funding support for intended Master Plan developments at Adelaide Zoo. Delays in completion of elephant habitat.	Regular communication with Government. Government operating grant funding agreement in place to June 2028. High quality animal welfare and assessment strategies and processes and population succession planning. Strong management of our relationships with sponsors. Implementation of strategic marketing activities. Make best use of stakeholder information to identify opportunities to promote the organisation. Work to retain existing and attract new members. Undertake appeals with support of our existing major partners. Implement visitor experience activities. Monthly monitoring and control of financial performance. Diversify income streams. Regular communication with development partner. Careful Wild Africa cost forecasting and management. 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. Strong project management and cost forecasting for elephant precinct and project.	Major	Possible	Extreme
2 Inability to maintain or replace ageing assets, leading to reduced service delivery and/or compliance issues.	Unable to fund expenditure required to maintain existing infrastructure. Unable to attract funding for investment in new infrastructure.	Ensure sufficient percentage of capital expenditure (CAPEX) is allocated to projects, incorporating new or improved habitats in process where possible. Strong oversight of asset maintenance programs and maintenance budgets. Approach key potential investors in capital projects. Work with external stakeholders to invest in new infrastructure. Ensure WHS priorities reviewed and incorporated as appropriate. Defer maintenance of items with low priority risk profile.	Moderate	Possible	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
3 Reduction in visitor numbers.	Visitor numbers decline due to poor weather. Visitor numbers decline due to perceived value for money and/or competition for discretionary spending. BTS/BAE reductions due to mandate age groups. BTS/BAE reductions due to evolving ethics protocols. Education numbers reduce due to funding pressures in schools or reduced interest in our education offering. Increased use and types of use of Botanic Gardens. Visitor numbers decline due to lower consumer confidence due to high costs of living.	Implementation of strategic marketing activities. Market more seasonal opportunities. Promote status as a conservation charity, running costs, price comparisons, and a place of safe entertainment. Seek opportunities to value-add to visit through calendar and events. Explore educational connection pieces to drive renewed interest and confidence. Implement amended visitor experience activities. Proactive communication with Botanic Gardens. Ensure online communications are maintained or increased to continue engagement. Maintain tourism accreditations. Ensure perceived value in visits remains stable. Embed DEAI (Diversity, Equity, Accessibility & Inclusion) practices and work closely with community groups.	Moderate	Moderate	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
4 Ability of organisation to acquire and care for appropriate animals or plants for its collection.	Enclosures do not meet standards. Unable to source animals for the collection. Restrictions on ability to import/export animals. Outbreak of disease. Poor animal welfare or care. Animal/s stolen or deliberately injured/killed. Ageing animal collection at Adelaide Zoo.	Carry out annual habitat audits against animal welfare charter. Carry out regular Animal Visitor Interaction audits for all animal encounter and experience offerings. Maintain ZAA accreditation. Regularly review staffing levels and budgets. Maintain active membership of ZAA, WAZA and Australasian Species Management Program. Develop/maintain relationships with regional and overseas zoo associations. Encourage/assist with development of Australian Import Risk Assessments. Adjust collection plan to best utilise/display those species available to the zoos. Maintain high quarantine license and standards to protect vulnerable species. Maintain the Zoos SA Animal Welfare and Ethics Committee. Ensure robust preventative medicine program of all collection animals. Identify external sources for disease incursion and act to compartmentalise risks. Regularly undertake security checks on habitats. Maintain communications with overseas and interstate zoos holding animals for transfer to Zoos SA. Succession planning for aged animals within habitats at Adelaide Zoo. This has resulted in conversion of existing space to accommodate American Alligators in place of Australian Sea lions, the expansion of Little Penguin habitat to improve welfare outcomes and the opening of a newly renovated space near giraffe for otters. Active engagement with species programs in Australia and overseas is seeing the return of some species to the Adelaide site such as the Rainbow Bee-eater.	Moderate	Unlikely	Moderate

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
5 Risk of safety issues resulting in an injury or death.	Animal escape or visitors gaining access to animal habitats resulting in injury/death. Environmental incident causing injury/death/illness. Employee seriously injured/killed at work. Visitor serious injury on site. Violent incident on site including an act of terrorism. Injury/death because of falling tree limbs.	Ensure staff use policies and procedures. Ensure appropriate staffing for all dangerous animal rounds even when operating with limited expenditure. Develop and regularly review safe operating procedures and emergency management plans. Appropriate reporting to the Board and Board-subcommittees in the event of a significant safety incident. Safety second system established, which includes cross checking and documenting steps and actions. Regular inspections of facility containment documented with SOPs. Emergency procedures in place and drills (including terrorism examples). Chemical handling certificate (ChemCert) provided as appropriate. Risk Assessment and/or Job Safety Analysis for any new sites/jobs/equipment or hazards before work commences. Employees attend a medical upon recruitment. Attendance at Induction, Manual Handling and other training. Requirement to undertake JSAs, Risk Assessments and/or appropriate physical assessment before commencing any high-risk roles. Effective Zoos SA WHS committees. Regular scheduled safety audits conducted on habitats and other environments. Regular scheduled checking of all public areas and facilities. Tree hazard assessment and rectification. Regular inspection, maintenance and accreditation of buses and safari vehicles.	Major	Unlikely	High
6 Major incident that prevents the normal operations of a facility.	Failure of ICT systems for extended period. Loss of key services (electricity, gas, water etc) for extended period. Outbreak of major contagious disease (animal). Outbreak of major contagious disease (human).	Implementation and review of IT Strategic Plan. Ensure relationships with utility providers. Establish back-up plan to cover such things as generators, emergency water storage and reticulation. Work with local authorities to contain outbreak and minimise loss of zoo animals through disease or culling. Ensure sufficient resources/sites are maintained for emergency quarantine purposes. Ensure crisis management plan is maintained. Staff health program developed and implemented. Work with local authorities to contain outbreak. Development and implementation of isolation and containment procedure for the safety of workforce and collection.	Major	Unlikely	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
7 Bushfire at or near Monarto.	Monarto Safari Park Bushfire Management Plan not fully operational.	Monitor and minimise bushfire risk within Monarto Safari Park (including fire fuel load, fire breaks etc). Maintain and regularly review Bushfire Management Plan for staff, visitors, volunteers, assets and animals. Develop good relationships with local experts in bush fire management and mitigation (e.g. DEW, CFS). Appointment of Duty Managers with emergency services expertise. Try and ensure bushfire protection systems are installed with new developments and continue to allocate some capital funding to upgrade existing facilities. Ensure regular testing of installed bushfire protection systems during bushfire season.	Moderate	Possible	High
8 Zoos SA unable to recruit, retain and/or develop volunteers, key personnel or Board members.	Low staff or volunteer morale. Inability to fill positions. Low retention of staff or volunteers. Lack of succession planning – overly reliant on key individuals. Limited regional recruitment potential for Wild Africa development. Union (UWU) recruitment drive for members and influence across workforce.	Consultation and involvement in decision making via the EBA and the Staff Representative Forum groups. Regular CE staff forums for open discussions. Regular reviews of non-EBA staff salary increases. Retention strategies for key and critical roles and personnel. Regular staff satisfaction and engagement surveys. Regular CE volunteer forums and information updates. Regular volunteer satisfaction and engagement surveys. Appropriate volunteer induction programs. Implementation of the Zoos SA People Plan. Monitor and benchmark local and industry salaries and aim to maintain a position within the expected salary range. Provision of flexible working/work life balance options. Training and Development provided to ensure skill level of junior and middle managers is increased. Encourage a culture of devolving tasks and allowing team members to grow and develop. Board succession planning to include regular discussions and Board effectiveness evaluations. Working closely with regional employment agencies to aid sourcing staffing levels required for Wild Africa. Enterprise Agreement 2024-27 supported by communication and training plans. Strong and prompt communication with the workforce. Rewarding and engaging with the workforce across all facets of the employee lifecycle.	Moderate	Possible	High

Risk Area	Contributing Factors	Mitigation Action	Consequence	Likelihood	Rating
9 Non-compliance with contractual, legislative and regulatory requirements.	Non-compliance with repayment or covenant requirements of finance facilities. Non-compliance with legislation/regulations. Lack of knowledge and/or documentation of contractual arrangements. Insufficient Cyber Security and Artificial Intelligence controls in place. Insufficient data privacy controls in place.	Strong cash flow management and planning. On-going monitoring of cash flow requirements for Wild Africa and Elephant developments and operation. Report on compliance register to Zoos SA Board annually (via Risk Committee). Integrate relevant legislative/regulation compliance matters into organisational policies, strategies, and induction processes. Contract register established and reviewed on a regular basis by Leadership Team. 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 Directions. Appropriate Cyber Security Framework and Privacy Framework in place, with regular reporting to Risk Committee.	Moderate	Possible	High
10 Deterioration of relationships with key stakeholders, including political changes in policy.	Deterioration of relationship with Government. Deterioration of relationship with external financier. Poor relationship with key sponsors / donors / funders and lack of grant funding available. Major adverse media coverage and loss of reputation. Change of Government policy reduces funding available for conservation projects.	Develop and implement Government Relations Strategy. Maintain regular contact with DEW officials – from both financial and conservation perspective. Quantify and communicate broader economic, environmental, and social benefit. Ensure regular opportunities for Premier, Ministers and key financier officials to attend functions. Ensure all timelines are met regarding financial reporting. Keep account manager informed of any major business changes. Regularly meet with key sponsors and funders to talk through opportunities and issues. Ensure any contractual arrangements are being met. Conduct media and crisis communication management training. Maintain strong relationships with the media.	Major	Unlikely	High

Appendix G:

Priority Conservation Projects and Partnerships

International Projects

Centre for Conservation Research
(Asian Elephants)

Cheetah Conservation Foundation

China Wildlife Conservation Association

Giraffe Conservation Foundation

International Tiger Project
(part of Wildlife Asia)

Komodo Survival Program

Madagascar Flora and Fauna Group

Northern Rangelands Trust *(part of SERA)*

Painted Dog Conservation Inc

Red Panda Network

SAN Parks Honorary Rangers

SERA Wildlife Conservancy

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

The Orangutan Project *(part of Wildlife Asia)*

TRAFFIC

Wild Welfare

Wildlife Asia

Zambian Carnivore Program *(part of SERA)*

Local Projects

Black-flanked Rock-wallaby
(Waru) (APY Lands)

Greater Bilby *(Rewilding for Conservation)*

Kangaroo Island Dunnart

Mallee Emu Wren

Marna Banggara Rewilding Project *(Brush-tailed Bettong translocation)*

Orange-bellied Parrot

Plains-wanderer

South-eastern Red-tailed Black Cockatoo *(Cockies Helping Cockies)*

Red-tailed Phascogale
(Rewilding for Conservation)

Tasmanian Devils

Western Swamp Tortoise

