



Living

Conservation

A  
Strategic Plan  
for  
Zoos SA

2012  
2017



Saving  
species from extinction  
and **connecting**  
people with nature



# Foreword

Elaine Bensted  
CE



## Zoos SA is a charitable conservation society

that exists to save species from extinction and to connect people with nature. This is a mission easy to be passionate about as it is so very vital to the quality of life for both people and animals.

Our vision is to lead and achieve long-term conservation change through our internationally renowned sites, programs and people. Our Strategic Plan clearly articulates our mission, purpose, approach and unique contributions to supporting life on earth and achieving a sustainable future. It provides the organisation with a clear direction, and for partners, members and supporters it provides a call to join our efforts knowing that you are making a very real and valuable difference.

I became Chief Executive in September 2012; one of the things that attracted me to the role was the vision shown in the Strategic Plan and the significant challenge that we all face in successfully implementing it. To help achieve the vision, the Zoos SA Strategic Plan maps out four clear goals which are supported by a range of specific strategies to be implemented over the next five years. Our focus will be on delivering actions to achieve these goals:

- Save species from extinction.
- Connect people with nature: inform, empower and inspire people to act.
- Work in an ethical and sustainable manner, influencing others to follow our example.
- Apply an innovative business approach to grow a sound and advancing organisation.

Any plan is only likely to succeed if you have all the key ingredients. Resources are always core because there are never enough to meet all the needs and challenges. The magic ingredient we bring however is the wonderful combination of dedication, skill and passion demonstrated daily by our team of staff and volunteers. As we translate our Strategic Plan into departmental plans, specific projects and individual performance plans to achieve our mission, we will be sure to become an even better organisation to be part of. Most importantly we will save species from extinction and connect people with nature.

Elaine Bensted, CE, Zoos SA

*“Our Strategic Plan clearly articulates our vision, purpose, approach and unique contributions to supporting life on earth...”*

*Elaine Bensted*

from the CE





# Foreword

## from the President

Dr Carla Litchfield  
President



**Zoos SA is a long-established and much treasured organisation** that is well recognised as an integral part of South Australia. Capturing the purpose and spirit of the society and our collective vocation for conservation and education has been an essential part of developing this key organisational document.

Our Strategic Plan brings together the ideas, energy and passion of our team with an overarching focus on how best to achieve our shared purpose and goals. It provides the framework for the organisation's Five-Year Business Plan and will guide our work over the next five years and beyond.

Our Plan demonstrates our commitment to mission as well as the organisational change required to consolidate a strong and sustainable foundation from which to realise our goals. To this end we are determined to value and invest in our team, partners and supporters, to build on our strengths, to advance business innovation and to foster a culture driven by our values.

We share a passion to: make our sites amazing places for people to re-connect with nature and respond to our calls to action; deploy our tremendous depth of skills in animal husbandry and breeding, science and fieldwork, veterinary care and more to achieve on-ground conservation; boost public awareness and conservation support through innovative education and visitor experience; and to lead by example by behaving sustainably and ethically within a framework of sound financial management.

The decline in the health of our planet provides a compelling reason why we, as part of the global community, must work hard with others to protect our future. By playing our part and actively engaging and connecting the community with our work and key messages, we will save species from extinction.

*"Our Strategic Plan brings together the ideas, energy and passion of our team... and will guide our work over the next five years and beyond."*

Dr Carla Litchfield

Dr Carla Litchfield, President, RZSSA



Who

## Our Mission

Zoos SA is a charitable conservation society that exists to save species from extinction and to connect people with nature.

## Our 20-Year Vision

Our vision is to lead and achieve long-term conservation change through our internationally renowned sites, programs and people.

We Are

*Saving species from extinction and connecting people with nature.*



# Our Values

## Passion

We inspire and influence through our valuable conservation efforts and recognise success.

## Effectiveness

We focus on clearly defined shared goals and support people to achieve them.

## Innovation

We seek creative ways to achieve goals and promote a culture of learning and improving.

## Integrity

We are guided by our values and deliver on our promises.

## Respect

We respect individual's values and encourage a culture of collaboration, listening and trust.



# Our History

## The Royal Zoological Society of South Australia

(RZSSA) was formed in 1878 and from the outset the Society has had a keen interest in rare and endangered species.

Adelaide Zoo was opened to the public on 23 May 1883 at a time of great resurgence and interest in natural history. Since then six generations of South Australians have passed through its gates.

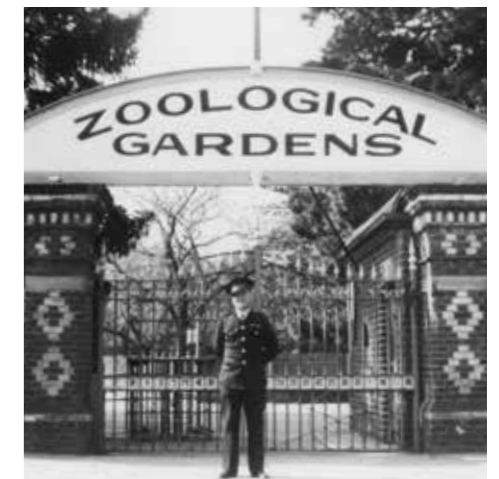
Adelaide Zoo is the second-oldest zoo in the nation and represents a significant and important part of South Australia's heritage, social and education history. Uniquely among Australian zoos it has retained many original and significant architectural features giving it a style and character all its own. Five structures are listed on the Register of State Heritage Items and the City of Adelaide's Register of Heritage Items.

The zoo is also a botanic garden, and the magnificent landscaping is the result of nearly 130 years of care and attention. Today's plantings provide enrichment for animals and visitors alike and displays such as the butterfly, water-wise and green-roof gardens demonstrate the organisation's evolving commitment to broader sustainability.

Located 70km east of Adelaide, Monarto Zoo is a natural wildlife sanctuary and one of the world's largest open-range zoos. Monarto began in 1983 as a closed special purpose agistment and breeding area and since its opening to the public in 1993, has built on this role and is now a recognised bio-park and major tourist attraction.

Warrawong Sanctuary is a wildlife reserve located 25 minutes from the city of Adelaide. Once a dairy farm, it was bought by Dr John Walmsley in 1969, enclosed by a feral-proof fence and opened to the public as a sanctuary in 1985. After a series of changes to land ownership the sanctuary is now owned by the Ngarrindjeri people and under lease to Zoos SA who manage the property in partnership.

The RZSSA (now known as Zoos SA) recognises and values its heritage, but is also a modern zoological organisation excited and proud of its ongoing role and contributions. Our sites are leaders in Australia in enclosure design and new developments provide a vision of the future.



# Looking to our Future

**Zoos SA is a much valued public South Australian institution** with a passionate team and supporter base. It has a high public profile, strong portfolio of conservation achievements and diverse experiences to share.

**Our organisation has many features attractive to investors, a large and diverse audience and a growing capacity to undertake conservation work and engage the community. Once operating a relatively small, conventional zoological collection it is now becoming a contemporary, progressive and world class conservation society.**

Our core business continues to be based around public zoo visits and educational services which have continued to transform over the past decade to become more adaptive, diverse and interactive. In addition to this, Zoos SA's broader conservation purpose has grown in prominence and professionalism. We apply world class conservation zoo standards and contribute to local and global conservation efforts through our integrated, science-based conservation policy and programs.

Zoos SA's business has doubled in scale over the past five years, offering more contemporary facilities and experiences, and developing a highly skilled team. However there is much still to be done in this challenging financial climate, especially given the persistent and

### **growing need for conservation both within and beyond our gates**

as life on earth continues to decline. Zoos and sanctuaries will become increasingly important to support species on the edge of extinction and as recruiting and learning centres for the next generation.

From a business perspective, ongoing infrastructure costs and organisational changes require more diversified income streams and the establishment of a sustainable financial platform that supports the organisation at the right scale and shape to support the unique and valuable work we do.



# Principles of Approach

In addition to our values we aspire in our work to be guided by the following principles:

- Our zoos and sanctuary are unique and lie at the heart of how we reach the community.
- We work for the mutual benefit of people, species and their habitats, and tell our story.
- We aim to lead in our care and presentation of animals.
- The species we care for tell global conservation stories.
- We undertake conservation programs where needed, both within and beyond our gates.
- We work to change hearts and minds and empower our visitors, members and partners to act, believing that everyone can contribute to nature conservation.
- We value and invest in our staff, volunteers, members and partnerships.
- We work with and learn from local communities to achieve conservation outcomes.
- We communicate effectively and work in an integrated way to focus our resources and maximise outcomes.
- As members of a team we are all responsible for customer and conservation outcomes.
- As land managers we maintain and improve the condition of our properties.
- We are independent and non-party political.





# Our

# Our Goals

# Goals

## Goal 1

### Save species from extinction

*“Providing a safe haven for species in the wild and finding a way that people and animals can live together is at the core of what we do and the reason I work here.”*

**Dr Wendy Foster**  
Manager Conservation Programs

*“I have been a strong advocate for Australian flora and fauna for the past ten years. European settlement brought many changes, including introduced animals and urbanisation and many native species have suffered. Zoos play a vital role in the recovery of species where captive breeding programs are needed to assist wild populations and by educating the public about the plight of species in their own backyards; most people are simply unaware of just how many have been lost and what can, and is, being done to help them.”*

**Brett Backhouse**  
Team Leader Native Fauna (Adelaide)





## Goal 2

Connect people with nature: inform, empower and inspire people to act

*"The great thing about this job is helping kids to develop empathy for wildlife and a desire to personally bring about positive environmental change."*

Ruth Hall  
Manager Education



## Goal 3

Work in an ethical and sustainable manner influencing others to follow our example

*"With more detailed monitoring of our use of water, energy and waste production we have made some great reductions . . . in time my target would be that everyone who works at the zoo considers resource use and environmental impact in their everyday work decisions and activities."*

Wayne Yorath  
Environmental Officer



## Goal 4

Apply an innovative business approach to grow a sound and advancing organisation

*"I never doubt that a small group of thoughtful committed people working towards the same goal can make a very powerful team. 10 minutes of my time can make a real difference to a customer's day and to their relationship with us and the animals in our care."*

Kurt Longbottom  
Zoo Bookings Team Leader



# Our Goals & Our Work

**It is intended that our mission drive the goals** of our Strategic Plan and that each goal be implemented in the context of the other three goals.

The goals reflect every aspect of the organisation's activity and each of our strategies is of equal importance.

This framework is intended to promote the inter-relationships of our work and to anchor that work firmly in our purpose.



# Relationship of Mission to Goals





# Achieving

# Our Strategies

# Our Goals

## Goal 1

*Save Species from Extinction*

### 1.1 Wild Conservation

Conservation of species and their habitats

Apply a science-based approach to our conservation work and seek to inform conservation policy.

Provide advice on conservation issues including the management of species and threats.

Facilitate funding to local, national and international conservation programs, with a particular emphasis on working with local communities and conservation organisations.

### 1.2 Habitats for the Future

Restoring and bringing species and habitats back

Act as a hub for knowledge on methods to bring species back to the wild.

Link our major exhibits to global conservation stories and programs.

Manage our land to showcase its diverse habitats and demonstrate how we can live, work and play within nature.

Restore habitat through sound land management, best available knowledge and collaborations with others to achieve landscape outcomes.

### 1.3 Last Chance Conservation

Ensuring we don't lose further species

Ensure that our collections are focussed on conservation outcomes.

Contribute to the Australasian Species Management Program process to ensure the best genetic diversity and outcomes for our collection.

Work as leaders in ex-situ conservation practices and undertake the highest level of husbandry.

Seek to work closely with all relevant interest groups and agencies to deliver conservation outcomes and support collaborative species recovery efforts.

## 1.4 Healthy Wildlife

### Leadership and coordination in wildlife health management

Work to improve the efficiency and capability to detect, communicate, respond to and manage the impacts of wildlife disease.

Work within and outside of the wildlife health sector to better integrate wildlife health as a key factor in ecological and human health management.

## Goal 2

*Connect people with nature, inform, empower and inspire people to act*

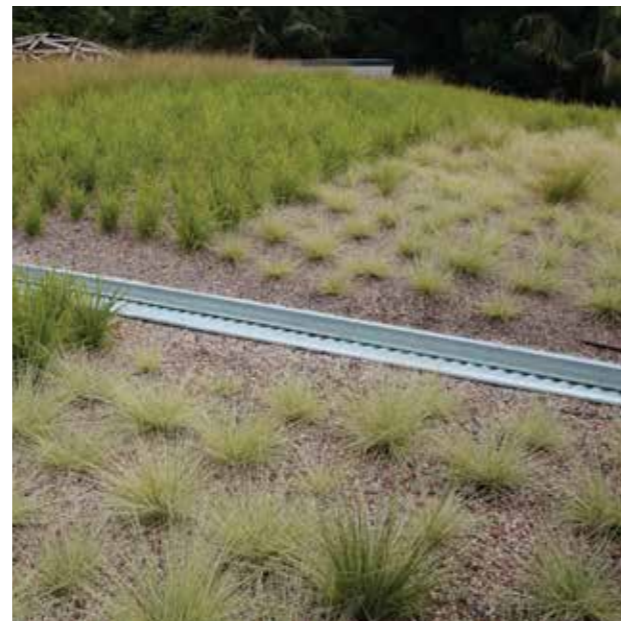
### 2.1 Awareness

#### Highlight local and global conservation issues

Identify key global conservation issues.

Build community awareness of local and global conservation issues.

Use important conservation themes, issues and programs to focus our organisational activities.



### 2.2 Inform and Educate

#### Provide accurate, expert information and leadership

Explain the mechanisms by which conservation issues come about.

Provide clear examples and scientific evidence of the issues.

Explain why human actions can make a difference and how the outcomes impact people.



### 2.3 Connect and Understand

#### Provide interactive opportunities which engage and inspire

Provide diverse and engaging opportunities for the community to discover and connect with our collection and conservation messages.

Use our collection as the cast in our conservation stories.

Operate integrated campaigns with common messages.

Create formal education, tertiary and professional programs that both link into applicable curriculum and support our themes.

### 2.4 Act

#### Offer solutions so people take action and make informed personal choices

Provide information and direction to enable people to take positive action.

Show people how and why their actions will make a difference.

Showcase and celebrate our conservation achievements as a tool to motivate further action.



# Goal 3

*Work in an ethical and sustainable manner influencing others to follow our example*



## 3.1 Welfare

Conduct our activities to reach the highest welfare standards

Underpin our conservation, education, recreation and research activities with appropriate animal welfare outcomes at all times.

Seek to satisfy the five welfare domains of nutrition, environment, health, behaviour and mental well-being for all animals in our collection.

Set a leading standard for husbandry, veterinary care and exhibit design that balances the needs of visitors, staff and the animals in our care.

Communicate our practices and accomplishments to achieve animal welfare.

Excel in our duty of care to customers.



## 3.2 Environmental Footprint

Manage the impact of our activities to reduce our environmental footprint

Identify measurable targets and mechanisms to reduce consumables such as electricity, water and paper, and waste such as greenhouse gas emissions and landfill waste.

Educate and showcase the methods and benefits of individuals reducing their environmental footprint.

Empower our Green Team to work with staff, volunteers and visitors to reduce the organisation's footprint.

Ensure our land management practices satisfy our duty of care and continuously improve.



## 3.3 Ethical Purchasing and Services

Use and align ourselves with sustainable products and services

Purchase and sell products and services that play a role in an ethical and sustainable future by choosing products from fair trade, recycled or sustainable sources where viable.

Display environmental leadership through our own practices and by demonstrating links between purchasing and sustainable lifestyles.

Encourage our suppliers to have similar environmental values.



# Goal 4

*Apply an innovative business approach to grow a sound and advancing organisation*

## 4.1 Our Team

A well developed, motivated, passionate team with pride in the organisation

Recognise and value our diverse team of staff and volunteers.

Invest in training and development opportunities for our team supporting their performance and growth.

Ensure a safe and supportive environment for staff, volunteers and members.

Support mechanisms to communicate our knowledge and achievements with our team and with supporters and partners, inspiring those who engage with us.

## 4.2 Our Partners

Valuable relationships with like-minded organisations and individuals

Understand and recognise the needs of partners, including members, donors, sponsors, community organisations, government, collaborating scientists, media and grant providers.

Create mutually beneficial and successful relationships with partners, exploring shared goals and linked rewards including brand association.

Align with like-minded partners committed to conservation and engage with others, including suppliers, to influence change through raising awareness and by sharing our passion.

## 4.3 Innovation

Create products, experiences and services for people to discover and enjoy that also provide increasing income streams

Offer a diverse range of products, experiences and services at our sites, in the field and via the internet that fulfil consumer needs, are profitable and are in keeping with our goals and values.

Value people by providing quality products, and professional and engaging customer service.

Integrate marketing approaches across the organisation to achieve the dual purpose of raising local, national and international investment as well as conservation awareness.

Enhance environments and platforms to provide opportunities for organisations and individuals to relax, learn, have fun and support conservation.

## 4.4 Sustainable Finances

Growing business through clearly defined goals and continuous improvement

Ensure our brand is synonymous with good business achieved through well structured planning and clearly communicated key performance indicators.

Establish robust management information systems that deliver cost accounting and management information to ensure closely monitored performance.

Develop productivity and efficiency measures that are linked to staff performance management via clear targets relating to outcomes and cost effectiveness.

Work to maintain and renew ongoing integrity and viability of the organisation's assets and infrastructure.

The organisation will strive to achieve the most with what it has and inspire more investment by delivering on its commitments (see Appendix 1).





# Our

## Critical Success Factors

To be successful  
we will need to:

- Commit to the adoption and implementation of the Strategic Plan and associated planning framework.
- Secure and build the necessary conservation and business skills and knowledge.
- Secure and focus the necessary conservation and business resources to use what we have to best effect (see Appendix 1).
- Communicate effectively and work well together within our organisation with effective leadership to achieve our common goals.
- Foster and harness the support of our staff, members, volunteers, partners, community and other stakeholders.
- Become a preferred partner in business and conservation.
- Foster a working environment where innovation, creativity and continuous improvement are encouraged.
- Demonstrate our commitment to sustainability and ethical practices through our actions.

# Plan

*Our Strategic Plan defines our direction... We are determined to develop and empower our staff and volunteers to achieve our goals.*



# Plan Purpose & Scope

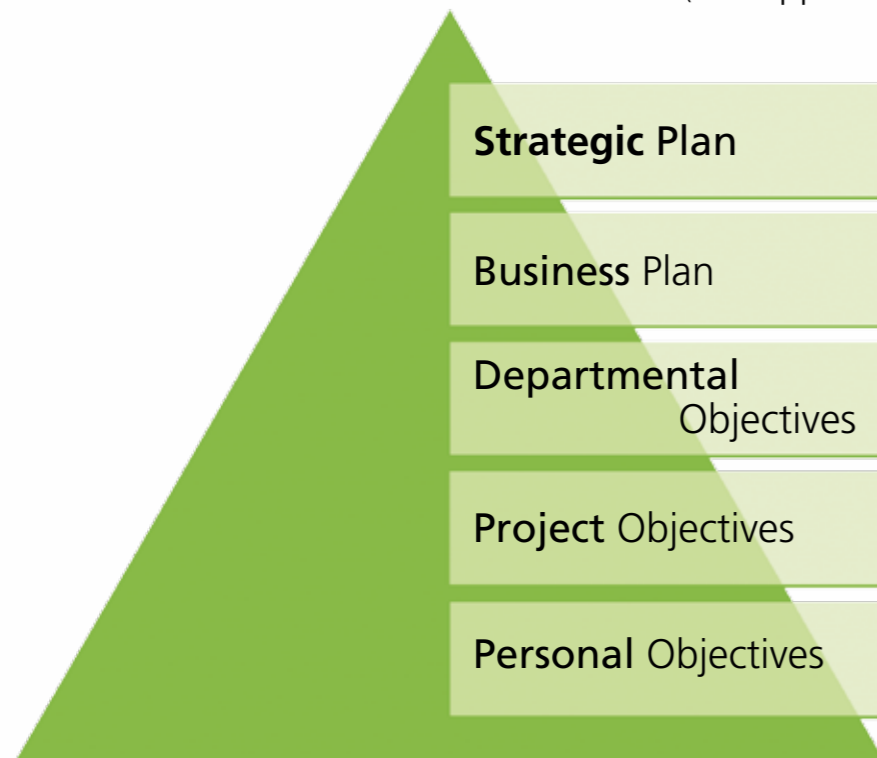
## Our Strategic Plan defines our direction:

it helps us to make decisions about where to best work together and spend our resources to achieve our goals.

Over time business and departmental planning, reporting, evaluation and staff performance development will reflect its priorities. In equal measure the work of our team will be strengthened by the direction and integration it provides.

## How the Strategic Plan will drive our daily business...

The Plan's implementation will be driven by our brand and guided by our conservation directions (see Appendix 2).



# Commitment to Implement

## Zoos SA is committed to deliver

on our mission and to develop the culture and put the processes in place to uphold our values and principles. We are determined to develop and empower our staff and volunteers to achieve our goals.

We are committed to the collaborative approach that underpinned the development of the Strategic Plan and will continue this through the cycle of future annual reviews. A full review of the Strategic Plan is scheduled for 2017. The Business Plan, which outlines the key drivers to achieve the Strategic Plan, will be supported by detailed departmental plans developed in consultation with staff.

We endeavour to monitor, measure and report our efforts against the Strategic Plan transparently and maintain high standards of operation and effective financial management.

At the heart of the Strategic Plan is our resolve to harness our strengths as an organisation, to work effectively as a team under our common goals and to actively engage the community with our work and key messages to save species from extinction and connect people with nature.







# Glossary

## Glossary of Terms

### Photographic Credits

*Our thanks to all of the photographers who have contributed their amazing images to this document.*

**Australasian Species Management Program**

Provides coordinated management and planning for species residing in the member institutions of the Zoo and Aquarium Association (ZAA).

**Brand**

The reputation of an organisation, product or service that consumers can identify and connect to; more than just the promise, the brand is also the full experience associated with the delivery of the product.

**Campaign**

A series of coordinated activities undertaken to achieve a large-scale objective.

**Charitable Conservation Society**

A member-based not-for-profit conservation organisation with tax deductible status.

**City of Adelaide's Register of Heritage Items**

Places of local heritage significance in the central part of Adelaide City recognised under the Development Act 1993.

**Continuous Improvement**

An ongoing effort to improve products, services, processes or practices.

**Duty of Care**

The legal obligation imposed on South Australian land holders to adhere to a standard of reasonable care in the management of the natural resources on their land, e.g. native vegetation.

**Ecological Footprint**

A derived measure of human demand on the Earth's ecosystems.

**Emissions**

The production or discharge of something, in this case greenhouse gases (which are water vapour, carbon dioxide, methane, nitrous oxide and ozone).

# Glossary of Terms (continued)

<b>Ex-situ Conservation</b>	The process of conserving “off-site”, or not in the natural habitat; in this case it applies to conservation efforts that occur at one of our zoos or the sanctuary, e.g. captive breeding of threatened species.
<b>Extinction Crisis</b>	The sixth wave of known mass extinctions of plants and animals; uniquely this period of mass extinction is likely to be caused by one species (humans) rather than natural events.
<b>Five Welfare Domains</b>	Five essential aspects of animal welfare recognised by the Zoo and Aquarium Association and the Australian Animal Welfare Strategy.
<b>Innovation</b>	The act of designing and introducing new things or methods.
<b>In-situ Conservation</b>	Conservation activities undertaken on site with a species’ natural habitat; in this case it applies to conservation efforts that occur in the wild, e.g. protecting habitat or engaging local communities.
<b>Integrated Conservation</b>	An emerging approach where human use and benefit are considered in tandem with a range of different conservation approaches to achieve a long-term conservation outcome.
<b>Integrated Marketing Approach</b>	The process of managing and integrating all aspects of marketing associated with a particular campaign or project.
<b>Integration</b>	To create links between previously separate departments or ideas to create an interrelated whole.
<b>Key Performance Indicators</b>	Measures of success against goals or activities.
<b>Landscape</b>	A scale of conservation planning or activity that incorporates different properties, vegetation types and landforms.
<b>Non-government Organisation (NGO)</b>	A citizen-based not-for-profit association that operates independently of government, typically to deliver community outcomes, e.g. environmental.

<b>Non-party Political</b>	Not of, dealing with, or relating to any particular political party.
<b>Register of State Heritage Items</b>	Places of heritage significance to South Australia recognised under the Heritage Places Act 1993.
<b>Restoration</b>	To bring habitat back to a state of health, function and viability.
<b>Robust Management Information Systems</b>	Information systems that withstand rapidly changing needs and environments; largely computer-based.
<b>Science-based Approach</b>	Adopting the best available scientific knowledge to make decisions.
<b>Species Recovery</b>	The process of developing and implementing species recovery plans and programs to improve the conservation status of species in the wild.
<b>Strategic Plan</b>	A plan that defines the purpose, strategy, directions and priorities for resource allocation within an organisation.
<b>Sustainable</b>	The ability of something to persist, including wildlife, resources, human or financial capital.
<b>Wildlife Health</b>	A state of health that allows species to prosper within complicated ecosystems, recognising that people are part of the system.
<b>Zoos and Sanctuary</b>	Adelaide Zoo, Monarto Zoo and Warrawong Sanctuary for the purposes of this Strategic Plan.





# Photographic Credits

- Page 1 Yellow-footed Rock Wallabies, *David Mattner*
- 3 Behind-the-Scenes Lemur Encounter, *Zoos SA*
- 4 Rainforest frog, *istockphoto*
- 6 Giant Panda, *David Mattner*
- 8 White-cheeked Gibbon & young, *David Mattner*
- 9 Panda introductions, *David Mattner*
- 10 Chimpanzee, *Monarto Zoo, David Mattner*
- 11 Adelaide Zoo front entrance gate, *Zoos SA*
- 11 Orangutan performing on bicycle, *Zoos SA*
- 11 Broilgas near Minchin Steps, *Zoos SA*
- 12 Sumatran Tiger enrichment, *David Mattner*
- 12 Visiting zookeeper at Panda enclosure, *David Mattner*
- 13 Monarto Restoration Project, *David Mattner*
- 13 Warrawong presentation, *David Mattner*
- 14 White Rhinoceros, *David Mattner*
- 15 First parent-raised Palm Cockatoo in Aust. zoo, *David Mattner*
- 16 Planetkeeper program, hiding food, *Zoos SA Education*
- 16 Recycling bins, *David Mattner*
- 16 Solar panels, *Monarto Zoo, David Mattner*
- 17 Volunteers, *AZ Information Centre, David Mattner*
- 17 Guided tour, Giant Panda enclosure, *David Mattner*
- 18 Keeper and Brazilian Tapir, *David Mattner*
- 18 Behind-the-Scenes Squirrel Monkey Exp., *Zoos SA*
- 19 Diagram images in order – Tasmanian Devil joey, *David Mattner*; Cheetah, *George Dreimanis*; Children's Zoo experience, *Zoos SA*; Hand-raised Woylie joey, *David Mattner*; Boobook Owl, *Akós Lumnitzer*
- 19 Zoomobile outreach presentation, *David Mattner*
- 20 Warrawong waterway, *David Mattner*
- 20 Southern Bell Frog, *istockphoto*
- 22 Green roof garden, *Envirodome, David Mattner*
- 22 Warrawong presentation, *Zoos SA*
- 23 Warrawong walk, *Kate Haensel*
- 24 Immersion Orangutan exhibit, *David Mattner*
- 24 Sea Lion enrichment, *David Mattner*
- 24 Monarto Restoration Project, *David Mattner*
- 25 Solar panels at Monarto Zoo, *David Mattner*
- 25 Panda enrichment, *David Mattner*



- Page 25 Envirodome, *Water–within every living thing, David Mattner*
- 27 Tasmanian Devil joey, *MZ insurance pop., David Mattner*
- 27 Hand-raised Woylie (Brush-tailed Bettong), *David Mattner*
- 27 Panda keeper presentation, *Zoos SA*
- 28 Kluet – Sumatran Orangutan, *David Mattner*
- 29 Sea Lion training, *David Mattner*
- 29 Sea Lion training, *David Mattner*
- 31 Staff training session, *Zoos SA*
- 32 Spotted Hyaena cub, *Monarto Zoo, David Mattner*
- 35 Zoomobile outreach program, *Jessica Langley*
- 36 Social Entrepreneur award, *Zoos SA*
- 36 Collecting Mallee Fowl eggs, *Zoos SA*
- 36 Mallee Fowl, *Zoos SA*
- 36 Volunteer providing enrichment, *David Mattner*
- 37 Chimpanzee vet check, *Wendy Foster*
- 37 Brush-tailed Rock Wallaby pouch transfer, *Zoos SA*
- 37 Community partnership, *Anangu Pitjantjatjara Yankunytjatjara Lands, Wendy Foster*
- 38 Warrawong landscape, *David Mattner*
- 38 Red-collared Lorikeet, *Kate Haensel*
- 39 Hyacinth Macaw, *David Mattner*
- 39 Amazonian Tree Boa, *David Mattner*
- 40 Sumatran Tiger, *David Mattner*
- 41 African Wild Dog, *Monarto Zoo David Mattner*
- 42 Siamang, *David Mattner*
- 43 Keeper with Fennec Fox, *David Mattner*



Our

# Acknowledgements

## Acknowledgements

### A Strategic Plan

is only as good as the journey taken to write it and the quality of the travel companions. On both counts this Plan excels.

Zoos SA would like to recognise the members of the Strategic Planning Steering Group for their significant contribution:

Beth Pohl, Clayton Spencer, Di West, Gert Skipper, Glen Holland, John Grenfell, Michael Shanahan, Paul Armstrong, Peter Clark, Peter Whitehead, Ruth Hall, Sarah Brown, Simon Habel, Steve Callery, Tony Russo, Vicki-Jo Russell, Vicky Whiteway, Dr Wendy Foster and former CEO Dr Chris West.

Sincere thanks also to Andrea Van De Water, Lea Kent, Loretta Vodic and Janet Marta for their much appreciated support to the steering group, and to all managers and team leaders across the three properties for convening or assisting to run staff consultation sessions on the Plan.

Zoos SA would like to thank Dr Carla Litchfield, President RZSSA, former President Kevin McGuinness and serving Board members for their contributions and strong support for the Plan. The Plan could not have been written without the hard work and talents of Vicki-Jo Russell who facilitated its development and translated our ideas so concisely.

Most importantly we acknowledge the significant contribution made by Zoos SA staff and volunteers who shaped this document through workshop discussions, formal submissions and informal discussion. We have worked hard to ensure the final document reflects your considered comment and shared aspirations for our wonderful organisation.



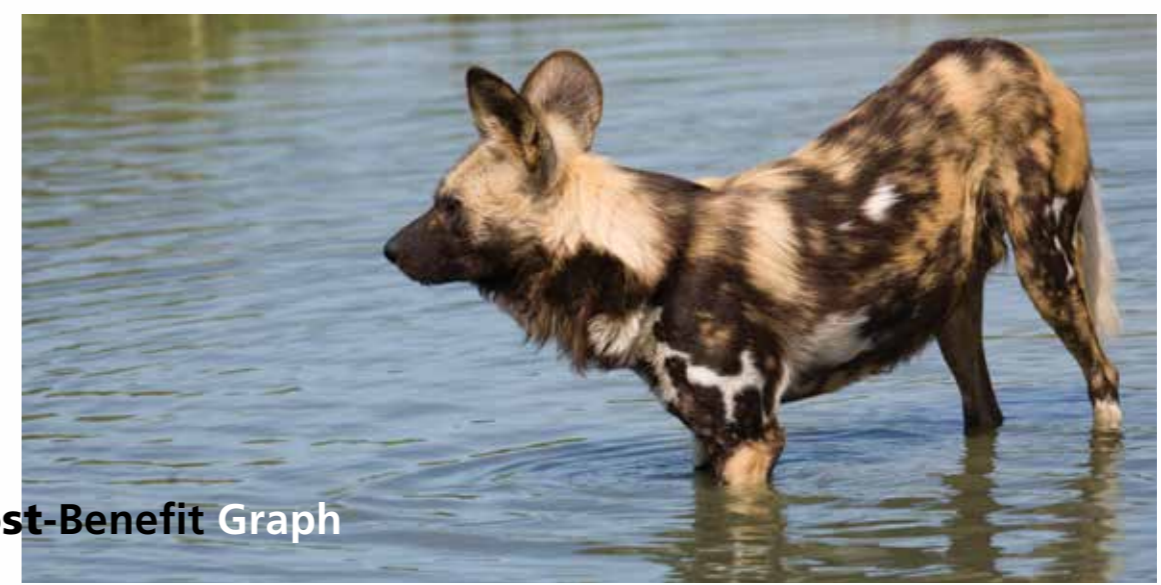
*“Plans are nothing; planning is everything.”*

*Dwight D. Eisenhower*



# Strategic Plan

*The brand approach to which we aspire places customers, and their relationship to our brand, at the core of the business.*



Cost-Benefit Graph

**This diagram**

provides a simple decision-making framework intended to ensure we drive best outcomes for effort.

VALUE	Yes Priority	Investigate
	Why bother?	Definite No
	EFFORT	

While low value outcomes achieved for little effort and high value outcomes achieved for high effort may be prioritised, the framework prompts further investigation and justification before a final decision is made.

Cost-Benefit Graph

# Appendix 2



**Circles of Planning Influence**

## This diagram

provides a picture of how the organisational plans are intended to fit together and inform one and another with our brand at the centre. The “Brand Onion”, as this is known, represents a brand orientation approach to running an organisation and the degree to which decisions support and build the brand in the long term.

The brand approach to which we aspire places customers, including retail customers, partners, stakeholders, employees and suppliers, and their relationship to our brand, at the core of the business.



A clearly defined brand acts as a “guiding light” assisting organisational decision-making and planning.

The model also assumes a financial value is placed on the “brand/s” in terms of reputation, customers and associated future earnings potential.

In summary, the brand strategy is the business strategy.

**Circles of Influence**

Leading & achieving long-term conservation change through our internationally renowned sites, programs & people.



ZOOS  
SOUTH AUSTRALIA

