



Zoos Victoria CORPORATE PLAN

2024-2027

ZOOS
VICTORIA
Fighting Extinction

Acknowledgement of Country

Zoos Victoria acknowledges the Traditional Owners of the Countries upon which our four zoos stand — the Wurundjeri, Bunurong, Wadawurrung and Yorta Yorta peoples.

We recognise the deep historical, physical and spiritual connections that Victoria's First Peoples have with Country. We pay our respects to Elders past and present, and extend this respect to all Aboriginal and Torres Strait Islander Peoples.

We are dedicated to bringing about fundamental and transformative change alongside First Peoples. Our commitment lies in fostering meaningful partnerships that are based on listening, learning, sharing and collaborating for the health of Country. This includes addressing the enduring legacies of colonisation, supporting First Peoples' self-determination and honouring their stewardship of Country.

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Cover: Victorian Grassland Earless Dragon by Miroslav Bobek

Our Zoo-based Conservation Journey

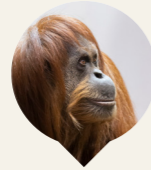


2009-10

Became a zoo-based conservation organisation

1.7 million visitors

85,000 members



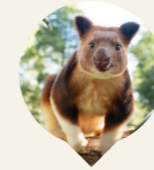
2010-11

First behaviour change campaign - Don't Palm Us Off



2011-12

World's first independently certified Carbon Neutral zoo



2013-14

First sister zoo - Port Moresby Nature Park



2014-15

Committed to 20 Fighting Extinction Species

Developed Education for Conservation framework



2018-19

World-first conservation breeding of Baw Baw Frog

Totes for Wildlife funded planting for the Helmeted Honeyeater



2017-18

Eastern Barred Bandicoots released on Phillip Island

20% of Victorian schools became Fighting Extinction Schools



2016-17

When Balloons Fly campaign

2.4 million visitors

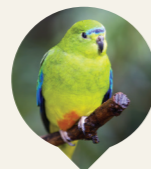
248,000 members



2015-16

Eastern Barred Bandicoots released on Churchill Island

World-first animal welfare assessment tool developed



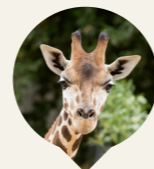
2019-20

Committed to 27 Fighting Extinction species

Emergency response during the Black Summer bushfires

Record number of Orange-bellied Parrots released

Lights Off for the Bogong Moth and Moth Tracker campaigns



2020-21

Mega Zoo TV series

Spotted Tree Frogs and Giant Burrowing Frog tadpoles rescued from bushfire impacted areas

Free digital education for 200,000 young people



2021-22

Eastern Barred Bandicoot reclassified from Extinct in the Wild to Endangered

Coffee for Wildlife campaign

Youth Leadership program

First Australian mainland zoo powered by 100% renewable energy



2022-23

Rediscovered Victorian Grassland Earless Dragon

Kyabram Fauna Park joins Zoos Victoria family

Totes for Wildlife funded planting for the Golden-rayed Blue Butterfly



2023-24

Spotted Tree Frogs released at West Kiewa River

2.8 million visitors

365,000 members

46% of VIC schools are Fighting Extinction Schools

Joy and Meaning

About Zoos Victoria

Zoos Victoria is a zoo-based conservation organisation located in Victoria, Australia. We are responsible for the operations of Melbourne Zoo, Healesville Sanctuary, Werribee Open Range Zoo and Kyabram Fauna Park. We are established and mandated under the Zoological Parks and Gardens Act 1995.



2024-2027

Over the next three years, Zoos Victoria is embarking on a transformative journey, placing 'joy' and 'meaning' at the heart of every experience for visitors, members, staff, volunteers and the community.

Embracing joy and meaning paves the way for a brighter future for wildlife, staff and the very communities we serve. By fostering joy, we aim to ignite a passion for wildlife conservation within each individual. Helping people to find meaning transcends mere entertainment, creating lasting memories and empowering visitors to become advocates for the natural world.

Building on 15 years of wildlife conservation, we will expand our programs in our zoos and outside our gates. Our refreshed 2030 Strategy and four organisational commitments will keep us focused - Fighting Extinction, future rich in wildlife, First Peoples and forging new paths. We have a bold target of improving the status of critically endangered Victorian species. Our staff, volunteers and members will be actively engaged in this journey, fostering a sense of shared responsibility as they learn about living with wildlife.

We will be relocating the Asian Elephant herd to Werribee Open Range Zoo. This strategic move is expected to not only improve the herd's welfare and living conditions, but also result in a substantial increase in visitors to Werribee Open Range Zoo. The move also provides an opportunity to catalyse the transformation of Melbourne Zoo.

Financial sustainability is a cornerstone of the next three years, ensured through strong fiscal management and innovative commercial products. A rigorous focus on cost management will enable the efficient delivery of programs. By 2027, we aim to significantly increase annual visitation to over 3 million visitors. This growth will be achieved through delightful and engaging visitor experiences, encouraging repeat visitation, and a robust brand campaign.

We need everyone on board to fight extinction and we are committed to furthering our role as an educational institution. This includes encouraging the broader Victorian community to champion wildlife conservation. Our focus on youth will nurture the next generation of conservation leaders. We will also stand shoulder-to-shoulder with teachers, providing them with the tools and resources needed to integrate conservation into their curriculum through the Fighting Extinction Schools program. We are expanding our network of hospitals to Victoria's south-west to provide vital care to wildlife in need. We will also scope the operability of a wildlife hospital at Kyabram Fauna Park to care for wildlife in the north.

This Corporate Plan charts a bold and purposeful course for the next three years. Through joy and meaning, we will harness a collective passion for conservation, fostering a brighter future for wildlife and communities alike. With a renewed focus on expanding wildlife conservation efforts, enhancing visitor experiences and ensuring financial sustainability, we are poised to make significant strides towards our goals.

As our organisation continues to evolve and innovate, we remain steadfast in our mission to safeguard our planet's precious biodiversity for generations to come.

What Drives Our Planning



When We Plan

<p>Oct</p> <p>Corporate Plan quarterly review, completion of Annual Financial Statements and Annual Report</p>	<p>Nov</p> <p>Annual Report submitted to Parliament</p>	<p>Jan</p> <p>Corporate Plan quarterly review</p>	<p>Feb</p> <p>Corporate Plan and operations plans progress review, operational risk review, budget assumptions</p>
<p>Mar</p> <p>Corporate Plan guides planning for new financial year, including prioritised projects for external funding, operational planning, policy and organisation action plans</p>	<p>Apr</p> <p>Corporate Plan quarterly review, Board approval of new financial year budget as well as priority funded projects</p>	<p>Jun</p> <p>Operations plans are finalised</p>	<p>Jul</p> <p>New financial year begins</p>

2030 Strategy

Our Moral Purpose

Fighting Extinction and creating a future rich in wildlife

Our Values



Always Compassionate

We are conscious and considered in our work. We're empathetic, respectful and caring to all humans and wildlife.



Always Optimistic

Humans are the greatest hope for wildlife. We recognise our responsibility to inspire members, visitors and future generations. We're confident that we can ensure a bright future for wildlife.



Always Trustworthy

We are a transparent, trusted source of information. Our people operate with integrity, and are an open-source always. We are an evidence-based organisation committed to advancing conservation and science.



Always Curious

We are always learning. We are always seeking to learn more from the world around us. We're the game-changers always seeking to learn more from the world around us.



Always Inclusive

We acknowledge the Traditional Custodians of the land on which we live and work. We provide a safe and accessible environment for everyone to work in, visit, and enjoy. We are responsible for protecting and connecting all that we share our planet with.



Always Calm

Our zoos provide a relaxed, serene space to connect with nature. We are composed in our leadership and considered in our actions.

Our Commitments

First Peoples

We will engage in meaningful partnerships with First Peoples to support work that is done for Country.

Fighting Extinction

We will ensure no Victorian, terrestrial, vertebrate species will go extinct on our watch.

Future rich in wildlife

We will connect people with wildlife, guide wildlife-friendly choices, and contribute to the global effort to safeguard our planet.

Forging new paths

We will take considered risks when facing the complex challenges of conservation, and will be a strong and trusted voice that speaks up for wildlife and communities.

Our Focus Areas



Working for Wildlife

Lead and support the recovery of targeted species

Respond to wildlife in need and advance standards of care and welfare

Ensure that animals in our care have a conservation purpose and are thriving

Living with Wildlife

Create memorable moments that connect people to conservation and help them take action for wildlife

Advocate for the conservation and welfare of wildlife and share our expertise to support others

Explore new conservation pathways that improve people's relationships with wildlife in their daily lives

Creating Special Places

Continuously improve and care for our amazing spaces

Create an environment where everyone is welcome and included

Delight and inspire our customers through exceptional experiences

Thriving Ethical Business

Sustainably grow our revenue streams to support the operations of our zoos and meet our conservation goals

Use an evidence-based approach to decision making, innovation and continuous improvement

Minimise our environmental footprint and model best practice

Valuing Our People

Ensure that our people go home safe and well today and every day

Provide resources, and improve capability and facilities to support our people to achieve our purpose

Provide positive and engaging workplaces with opportunities to thrive

Create a diverse workforce where everyone feels welcomed, included and valued

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) play a crucial role in the management and strategic monitoring of Zoos Victoria. They serve as essential metrics that help measure the effectiveness and progress towards our goals. KPIs are quantifiable indicators, providing valuable insights into various aspects of performance, such as financial health, operational efficiency, customer satisfaction, and animal welfare. By tracking KPIs, Zoos Victoria will monitor overall performance, identify areas for improvement and make informed decisions. KPIs serve as an early warning to evaluate if we are on track to meet targets or if we need to make adjustments. Additionally, KPIs foster transparency and accountability within Zoos Victoria as they provide a shared understanding of performance expectations and priorities.

Focus Area	Key Performance Indicator	Frequency of Measure	Description	Three Year Target
Working for Wildlife	Reduced extinction risk	Quarterly	Fighting Extinction species with extinction risk reduced or stabilised as a result of conservation actions	100% of FE species
Working for Wildlife	Animal welfare	Quarterly	Zoo animal welfare improvement actions implemented or on track	98% actions implemented
Living with Wildlife	Action for wildlife	Quarterly	% visitors identify their intent to take action for wildlife in the exit survey	>10% increase over 3 years
Living with Wildlife	Social licence	Quarterly	People that believe, "Zoos Victoria is an organisation which works to save endangered animals"	>85% of people
Living with Wildlife	Capacity building	Quarterly	Professionals trained through consultancy, teacher programs, outreach, etc.	10% increase professionals trained per annum
Living with Wildlife	Fighting Extinction Schools	Quarterly	Victorian schools that have acted for wildlife in the past five years	20 new schools per annum
Creating Special Places	Customer delight	Monthly	Visitor intention to promote Zoos Victoria through delivery of great day every day	>70% Net Promoter Score (NPS)

Focus Area	Key performance indicator	Frequency of Measure	Description	Three Year Target
Creating Special Places	Improved facilities	Monthly	Expenditure on capital and repairs and maintenance as a % of annual depreciation	110%
Thriving Ethical Business	Visitation	Monthly	Total visitors to Zoos Victoria properties	>3,000,000 visitors per annum
Thriving Ethical Business	Memberships	Monthly	Active Zoos Victoria members	>400,000 members
Thriving Ethical Business	Revenue	Monthly	Operating income excluding government grants	\$141.8 million
Thriving Ethical Business	Diverse revenue	Monthly	Commercial and other income	\$35 million
Thriving Ethical Business	Conservation funding	Monthly	Tied funding secured for conservation	\$5 million
Thriving Ethical Business	Expenditure	Monthly	Operating expenditure	\$148.8 million
Thriving Ethical Business	Emissions	Annually	Reduction from 2022/23 emissions inventory	9% reduction in emissions
Valuing Our People	Safety	Monthly	Lost Time Injury (LTI) standard claims	<4 LTI per annum
Valuing Our People	Wellbeing	Monthly	Psychosocial hazards reported in ZV Safe assessed and controlled	>90% hazards
Valuing Our People	Cultural safety	Monthly	Staff that report favourable cultural safety in monthly survey	90% staff
Valuing Our People	Positive workplace	Annually	Reduction in negative behaviours experienced, reported in People Matters survey	>10% reduction per annum



What influences our planning

Current and emerging challenges and opportunities impact the way we think about, and plan for, the future.



Financial sustainability

Financial sustainability ensures the long-term viability and resilience of Zoos Victoria. This includes growth opportunities, strategic investments and effective risk management.



Healthy Country

Supporting the self-determination of First Peoples is vital to the health of Country, which includes a culturally-grounded approach to managing the environment.



Resilience

Victoria's wildlife and ecosystems need support to build resilience in a changing world. This includes overcoming the challenges of a changing climate and the impacts of biodiversity loss. Within these adversities lie the seeds of opportunity for innovation.



Social licence

Australian zoos need to maintain public trust through a strong social licence as they balance visitor experiences, animal and wildlife welfare, as well as community engagement.



Science and data

The science and data used to understand wildlife conservation, animal welfare, visitor experience and community attitudes is ever-evolving. Research will continue to inform decision-making at our zoos and out in the field.



Partnerships

Exchanging expertise and resources through strong partnerships is a key to success. It is important to work alongside a range of partners, Traditional Owners, government, other organisations, communities, as well as members of World Association of Zoos and Aquariums (WAZA) and the Zoo and Aquarium Association Australasia (ZAA).



Local and global initiatives

There is a global urgency to address biodiversity loss. The '2022 Global Biodiversity Framework' was approved by 192 countries and provides a roadmap to stop wildlife extinctions and recover biodiversity. Zoos primarily contribute to the achievement of Target 4 through ex-situ conservation. Further to this, the Victorian Government's ambition is captured in 'Protecting Victoria's Environment - Biodiversity 2037' plan.



Human health and wellbeing

A collaborative approach by governments, organisations, businesses and communities will be critical to effect lasting change for the physical, mental, emotional and social health.



Digital innovation and security

In our increasingly connected world, organisations and communities rely heavily on online services. Secure digital platforms and emerging technologies will continue to play a role in providing easy access to information and services.

Working for Wildlife

Zoos Victoria stands against extinction. We will ensure no Victorian, terrestrial, vertebrate species will go extinct on our watch. This includes taking brave and urgent actions to secure the State's diverse, unique and imperilled invertebrates. Working for Wildlife describes the work that we do every day for animals living in our zoos and in the wild. Over the next three years, we will further refine our conservation efforts, leveraging our wildlife hospital network and enhancing our ability to respond to wildlife in need in an emergency. Our dedication to zoo animal welfare will evolve with deeper insights from welfare surveys, cutting-edge research and powerful partnerships.



Threatened Species

We will lead and support the recovery of targeted species.

Activity types:

- Deliver – ready to start or continue
- Develop – create something new
- Explore – be curious and not committed
- Improve – make important changes
- Review – evaluate and action recommendations

Priority	Activity	Lead
Species focus	Review Fighting Extinction and Watchlist species list	WCS
Conservation planning	Develop conservation action plans for Fighting Extinction species and integrate into Miradi management software	WCS
Emergency response	Develop emergency response plans for key Fighting Extinction species and ensure systems for activation are in place	WCS
Watchlist species planning	Deliver planned and urgent actions for watchlist species and associated programs	WCS Properties
Conservation plan delivery	Deliver Fighting Extinction species conservation action plans and other urgent actions	WCS Properties
Invertebrates	Explore priority needs and opportunities to protect Victoria's terrestrial invertebrates, and develop an action plan to direct ZV's commitment to invertebrate conservation	WCS Properties
Redefining conservation	Improve conservation approach by supporting First Peoples and their assertions for Country	WCS
Research	Deliver and support research programs that advance knowledge and drive applied conservation outcomes	WCS Properties
Conservation leadership	Improve staff leadership expertise, including conservation breeding, translocations and other in-situ species recovery actions	WCS Properties
Collective capability	Improve collective conservation capacity by bringing together research institutions, landscape managers and other sectors	WCS
Future conservationists	Deliver internship and training programs that provide early career opportunities and practical conservation experience	WCS

How we recover endangered species

Zoos Victoria is part of a community effort to reduce the risk of extinction for targeted endangered and critically endangered species of animals. We largely focus on Victorian terrestrial vertebrates that are on the brink of extinction, often due to a range of threats. We also recognise the critical importance of working to secure Victoria's diverse and unique invertebrates. Our work requires urgent, brave and innovative actions that harness the collective capacity of our community to each play a role in securing a future rich in wildlife.

Conservation breeding

Maintaining insurance populations to mitigate risk of species extinction and/or enable the establishment or supplementation of populations in the wild.

- Baw Baw Frog
- Corroboree Frog - Southern
- Corroboree Frog - Northern
- Helmeted Honeyeater
- Leadbeater's Possum
- Lord Howe Island Stick Insect
- Orange-bellied Parrot
- Plains-wanderer
- Pookila
- Regent Honeyeater
- Spotted Tree Frog
- Tasmanian Devil
- Victorian Grassland Earless Dragon

Habitat enhancement and protection

Supporting and undertaking work that ensures habitats are protected, enhanced, and appropriately managed.

- Eastern Barred Bandicoot
- Golden-rayed Blue Butterfly
- Helmeted Honeyeater
- Leadbeater's Possum
- Mountain Pygmy-possum
- Plains-wanderer
- Smoky Mouse
- Spotted Tree Frog
- Victorian Grassland Earless Dragon

Translocation

Moving threatened species from breeding programs or other wild populations in order to establish new populations, supplement existing populations, or undertake genetic rescue.

- Baw Baw Frog
- Brush-tailed Rock-wallaby
- Helmeted Honeyeater
- Key's Matchstick Grasshopper
- Leadbeater's Possum
- Mallee Emu Wren
- Orange-bellied Parrot
- Plains-wanderer
- Pookila
- Regent Honeyeater
- Spotted Tree Frog
- Tasmanian Devil

Community programs

Involving communities in conservation programs through zoo experiences, education and targeted actions.

- Golden-rayed Blue Butterfly
- Helmeted Honeyeater
- Lord Howe Island Stick Insect
- Mountain Pygmy-possum
- Southern Bent-wing Bat
- Spotted Tree Frogs

Monitoring and research

Monitoring wild populations to support recovery, and undertaking research to improve the effectiveness of management activities and approaches.

- Conservation technology
- Cryopreservation and biobanking
- Disease and health
- Emergency response
- Ex-situ husbandry and breeding
- Genetic management
- Population monitoring
- Species ecology and biology
- Species surveys





Wildlife Welfare

We will respond to wildlife in need and advance standards of care and welfare.

Priority	Activity	Lead
Wildlife care	Review operation of facilities, hospitals and Marine Response Unit to advance standards of care and welfare	Properties WCS
Emergency response	Improve preparedness to care for wildlife impacted by declared emergencies	WCS Properties
Capacity building	Deliver and support outreach and training programs that build capacity and improve wildlife care and welfare	WCS Properties
Wildlife hospital	Deliver new wildlife hospital in partnership with Eastern Maar Aboriginal Corporation	WCS Properties
Wildlife health	Deliver proactive and reactive disease screening in wild populations, and disease risk assessments as required for key species	Properties WCS
Free-ranging wildlife on properties	Review internal processes for monitoring and managing wildlife on properties	WCS Properties
Research	Deliver strategic research designed to advance understanding and application of welfare in wildlife conservation work	WCS Properties

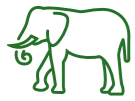


Veterinarian Dr Bonnie McMeekin

How we help wildlife during emergencies

Zoos Victoria is part of the Wildlife Emergency Response Network in Victoria. We work alongside the Victorian Government and other partners to respond to the needs of wildlife and deliver high-quality, evidence-based care.





Zoo Animal Welfare

We will ensure that animals in our care have a conservation purpose and are thriving.

Priority	Activity	Lead
Animal welfare action plans	Deliver welfare improvement plans for animals in our care	Properties WCS
Welfare risk response	Improve welfare of zoo animals through animal welfare risk assessments, investigations and reviews	Properties WCS
Research	Deliver a strategic research program that supports evidence-based management and advancements in animal welfare	WCS
Species planning for conservation purpose	Review species planning frameworks and supporting tools in line with conservation purpose and develop long-term implementation plans	WCS Properties
Capacity building	Deliver opportunities for impactful staff learning experiences and decision support tools that advance welfare of animals in our care	WCS Properties
Partnerships and alliances	Improve the sharing of animal welfare, and expand knowledge locally and globally	WCS
Wildlife in our care	Review processes for managing welfare of wildlife temporarily in zoo care with a view to eventual release	WCS



Tamar Wallabies at Werribee Open Range Zoo

How we care for zoo animals

An ethical zoo is one that can provide robust moral justification for housing animals, grounded in evidence-based decision-making and always on a path of continuous improvement. The combination of our animal welfare guiding principles and daily practices leads to high standards of welfare and an opportunity for visitors to see positive animal behaviours.

Animal welfare guiding principles

Justified

Aligned to conservation mission

Humane

Meeting the physical, social and psychological needs of animals

Effective

Using evidence-based management and resources

Animal welfare daily practice

Staff expertise

Developing staff expertise through training and engagement

Latest science

Gaining new knowledge about advancements in animal welfare

Continuous Improvement

Continuing to improve systems and processes

Good for animals, visitors and conservation

Animals living well

Thriving not just surviving

A great visitor experience

Increased visitation and bookings

Increase in reach and impact

Increase social licence and visitor conservation engagements





Living with Wildlife

Living with Wildlife is about people power. We are going to find new ways to use the joy of zoo experiences to support people on their conservation journeys. Our approach will also involve community education programs and targeted campaigns. We will level-up our storytelling, nurture relationships with our supporters and actively engage stakeholders. We will measure our impact through social science, which will also help us better understand the conservation ethic of Victorians. We have left some space to explore new pathways that bridge the gap between concern and action, fostering a community living respectfully alongside wildlife and engaged in conservation actions.

Purposeful Experiences and Programs

We will create memorable moments that connect people to conservation and help them to take action for wildlife.

Priority	Activity	Lead
Best practice tools	Improve visitor experience by using behaviour change tools that engage people on a pathway to conservation action	WCS Properties
Visitor activations	Improve visitor activations (major projects to drive visitation) through relevant and measurable conservation messaging, e.g. dinosaurs	BD Properties
Conservation partnership stories	Improve how conservation partnership stories are embedded in visitor experience, including relationships with First Peoples	Properties MCD
Conservation education	Deliver programs that build public capability in conservation and animal welfare, especially youth	WCS Properties
Conservation campaigns	Deliver priority campaigns that address emerging conservation issues and align with property focus where possible	WCS Properties
Social research	Deliver research program that measures campaign efficacy as well as visitor attitudes, beliefs and behaviours	WCS
Member advocates	Improve the way that Zoos Victoria members are engaged and supported in their conservation actions	BD WCS
Digital storytelling	Improve digital storytelling and experiences that profile properties, partners and support conservation messaging	MCD
Philanthropy	Deliver programs and experiences that strengthen meaningful relationships with supporters and donors	BD

Voice for Wildlife

We will show leadership for the conservation of wildlife, and share our expertise to support others

Priority	Activity	Lead
First Peoples relationships	Improve relationships with Traditional Owners, including the custodians of where our properties are located, and explore how Zoos Victoria can provide value to communities	Properties WCS
Advocacy	Improve stakeholder relationships to provide feedback on policy or issues that influence positive change for wildlife and conservation	WCS
Amplifying the voices of others	Review the way the voices of conservation and welfare partners are amplified	WCS MCD
Sharing expertise	Improve the way approaches and experiences are shared, contributing to positive outcomes for wildlife and people	WCS
Capacity building	Improve the conservation, welfare, sustainability and behaviour change skillsets of others	WCS
Global Conservation	Review Global Conservation program to optimise impact of sister zoo and international conservation partnerships	WCS Properties
Fighting Extinction Schools	Improve and deepen impact through strong relationships, including integration with school excursions	WCS Properties
Welfare education	Improve broader community welfare-based education	WCS

Exploring Conservation Pathways

We will explore new conservation pathways that improve people's relationships with wildlife in their daily lives.

Priority	Activity	Lead
Community education	Explore ways to involve the broader community in wildlife conservation, including youth engagement and partnerships with public landholders	BD WCS
Social research	Explore Victorian community attitudes, beliefs and interactions to better understand people's daily relationship with wildlife	WCS
Future zoos	Explore what influences community conservation pathways, inside and outside our gates	WCS
Diverse ways of knowing	Explore opportunities to exchange knowledge, experiences and resources with partners, including First Peoples and CALD communities	WCS



Creating Special Places

Creating Special Places encompasses what we do every day to make our zoos amazing places to work, visit and play. As they enter, our visitors will immediately feel transported to a space filled with wonder, joy and meaning. Every detail will be thoughtfully designed to welcome everyone and inspire a deep connection with nature and conservation optimism. We will continue to develop a 10-year asset investment strategy, upgrade animal care facilities, focus on accessibility and provide exceptional customer experiences. Our special places will intertwine community and conservation, leaving lasting imprints on hearts and minds.



Capital Development

We will continuously improve and care for our amazing spaces.

Priority	Activity	Lead
Investment strategy	Develop and implement a 10-year Asset Investment Strategy that meets the objectives and measures of the Strategic Asset Management Plan	Properties Finance
Capital Development Investment Plan/ AMAF	Develop an agreed AMAF based 10-year capital development, renewal, replacement plan for each property that lists priorities for delivery by 2030	Properties Finance
Project management	Develop a formalised approach to manage investment in asset renewal, animal welfare, threatened species, visitor engagement, staff amenity, and inclusion and diversity projects	Finance Properties
Asset management	Deliver actions to meet Asset Management Attestation Framework (AMAF) requirements under the State Government Standing Directions	Finance Properties
Staff amenities	Review compliance with WorkSafe workplace facilities and working environment, including multifaith spaces, and deliver priority upgrades	Properties
Showcasing conservation work	Develop at least five Fighting Extinction species stories at each property that don't necessarily include a zoo animal experience	Properties WCS
Breeding and research facilities	Deliver priority conservation breeding and research facilities	Properties WCS
Multi-faceted facilities	Develop infrastructure that enables innovative zoo experiences for both visitors and animals, including flexible habitats that offer flexibility for rotation of new species and future planning	Properties WCS
First Peoples involvement	Deliver opportunities for First Peoples' involvement in future capital development	Properties WCS Finance



Visitor Delight

We will delight and inspire our customers through exceptional experiences.

Priority	Activity	Lead
Great day, every day	Improve visitor experience by creating delightful moments, which are then reflected in net promoter scores e.g. onsite activities retail, catering, shade and shelter	BD MCD Properties
Staff and visitor interaction	Develop a ZV-wide approach to interacting with visitors, including simple reasons to communicate	Properties HR
Peak day entry experiences	Review entry experiences to better manage peak days, including parking and gate entry	Properties
Peak day dispersal	Develop peak day plans for each property and ways to drive off-peak visitation	Properties BD



Accessible Visitation

We will create an environment where everyone is welcome and included.

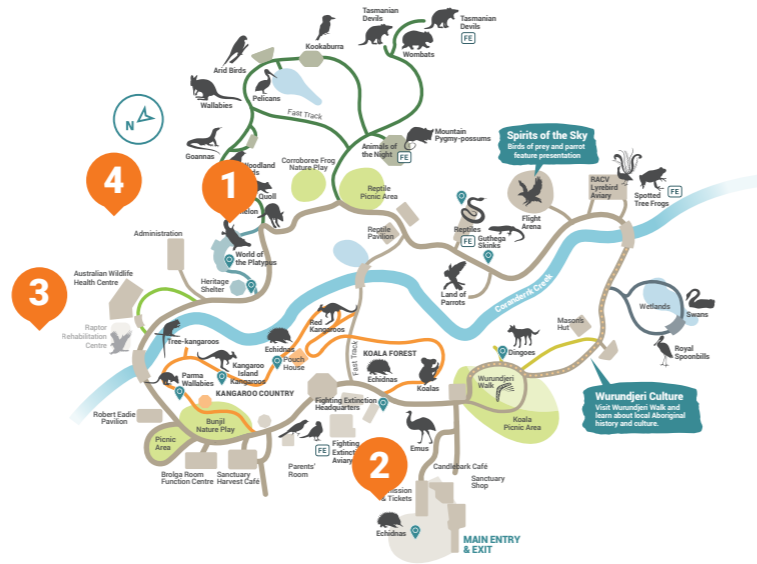
Priority	Activity	Lead
Inclusive physical environment	Develop accessibility audit process and incorporate priorities into capital development, maintenance and budget planning	Properties
Diversity and inclusion partnerships	Develop strategic partnerships with key disability access and inclusion organisations	HR
Digital road map	Review accessibility functions of website and digital channels	MCD
Multilingual	Review onsite and online experiences to ensure they meet the needs of CALD and other communities	MCD
Education and training	Improve education and training opportunities for staff and volunteers in order to provide an inclusive environment for all	Properties HR

Major Projects

Healesville Sanctuary

Share sanctuary in the Yarra Ranges

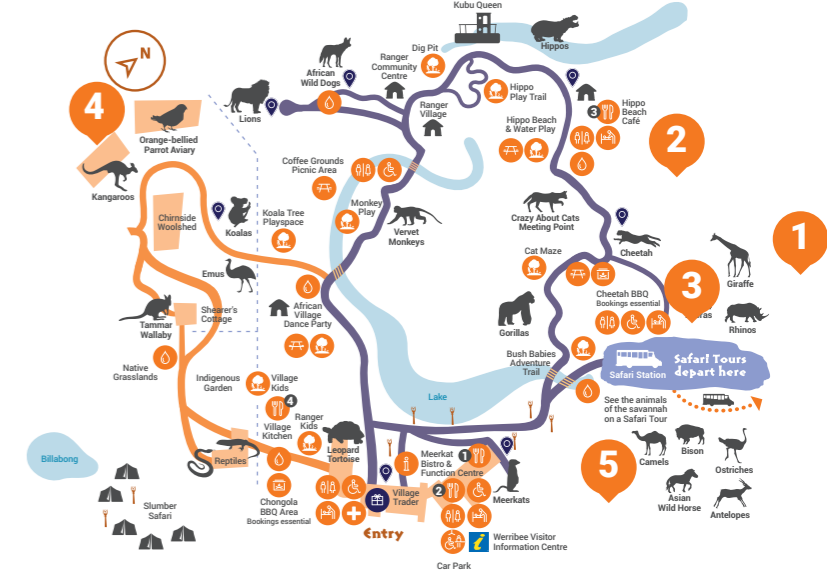
1. Australian Platypus Conservation Centre
2. Conservation and Learning Precinct
3. Wildlife welfare facilities
4. Staff support facilities



Werribee Open Range Zoo

Fearless frontier for the future of zoos

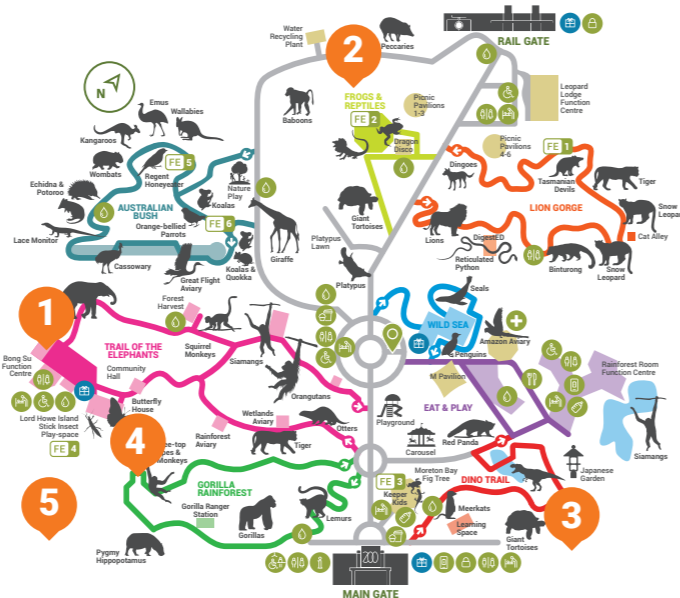
1. Elephants
2. Waterhole Trail
3. Electric buses
4. West entry
5. Staff amenities



Melbourne Zoo

Wild life in the heart of Melbourne

1. Elephant replacement
2. Victorian Grassland Earless Dragon conservation breeding centre
3. Staff amenities
4. Permanent ropes course (design and plan)
5. RAPID Hub (chytrid research)



Victoria

Across our State

1. Wildlife hospital in Victoria's south-west
2. Haining Farm fencing for the breeding of Leadbeater's Possum

- A. Healesville Sanctuary
- B. Melbourne Zoo
- C. Kyabram Fauna Park
- D. Werribee Open Range Zoo



Kyabram Fauna Park

Inspiring change by example

1. Regent Honeyeater conservation breeding facility
2. Zoo habitat upgrades
3. Veterinary hospital
4. Water play
5. Amenities / service upgrades





Thriving Ethical Business

Thriving Ethical Business demonstrates how we successfully operate and grow our business to deliver on our mission. Over the next three years, a rigorous assessment of our revenue streams and pricing models will ensure they support long-term financial sustainability. Distinct brands will be established for each property, highlighting unique strengths and contributions to conservation. New sponsors, funders, and partners will be sought, with a particular focus on attracting international tourism. We will strive to be an organisation that visitors, members and donors want to join and support. We will share the learning from our environmental sustainability initiatives. We won't just thrive as a business; we will thrive as a force for good.

Commercial Focus

We will sustainably grow our revenue streams to support our operations and meet our conservation goals.

Priority	Activity	Lead
Property branding	Develop a family of brands framework to showcase the strengths and differences between properties	MCD Properties
Grow total revenue	Deliver increased revenue, including spend per head and gross margins on commercial activities such as retail and catering	BD Properties
Diverse revenue	Explore and scope new revenue streams and build membership program	Properties BD MCD
Pricing model	Review and implement updated pricing model	BD Finance
Cost management	Develop a viable and disciplined approach to managing and reducing cost of business, including wages and overheads, whenever possible	Finance
Threatened Species recovery investment	Improve sustainable funding for Threatened Species recovery work, including securing new funding sources	WCS BD Finance
Partnerships revenue	Improve sponsorship program and increase partnerships to support visitor economy, including international tourism	BD
Community fundraising	Develop community fundraising trial as a third campaign for National Threatened Species Day	BD
Systems	Improve technical systems to enable better planning, management and operations	MCD



Sustainability

We will minimise our environmental footprint and model best practice.

Priority	Activity	Lead
Communication	Improve communications plan to better showcase sustainability initiatives to our community	WCS MCD
Net zero certification	Deliver Climate Active certification for carbon neutrality or net zero emissions and explore Nature Positive certification	WCS Properties
Strategy	Develop decarbonisation strategy, including annual assessments	Properties WCS
Renewable energy	Develop additional onsite solar PV systems and other sustainable power opportunities	WCS Finance
Electrification of vehicles	Improve number of new low emissions passenger and light commercial vehicle fleet	Properties WCS Finance
Building efficiency	Improve building efficiency through electrification and reduction in gas consumption	Properties WCS
Waste management	Explore alternative resource recovery measures to increase waste diversion rates	Properties WCS
ESG procurement	Improve supplier use of ESG (Environmental, Social and Governance) management software to enhance analysis of supply chains	Finance
Procurement Reform	Deliver actions to meet Victorian Government Procurement Reform requirements for government agencies, including support for First Peoples-owned business	Finance



Innovation and Continuous Improvement

We will use an evidence-based approach to decision making, innovation and continuous improvement.

Priority	Activity	Lead
Efficiency	Improve efficiency in major systems, including reporting transformation, data governance, records management and data availability	MCD
Technology	Investigate new technology to offer more efficient systems, which streamline business processes and reduce errors	MCD
Staff training and development	Improve opportunities and training in LEAN, decision making and problem solving	HR
Mindset and culture	Deliver initiatives that cultivate a continuous improvement mindset and culture	HR

Our climate is changing

Climate change is threatening the ongoing existence of the diverse wildlife that shares our planet. As a zoo-based conservation organisation, we are committed to fighting wildlife extinction. Therefore it is our duty and purpose to urgently tackle the devastating threats from climate change, through our own actions, those of our community and in our vast and varied work for wildlife.

Wildlife

We are dedicated to fighting extinction of endangered species
We have delivered specialised breeding facilities and scientific expertise, and partnered with other experts, to give our most critically endangered species a fighting chance.



Habitat

We partner with organisations to protect critical habitats and revegetation and restoration activities in key locations across Victoria.
Through our Carbon Neutrality program, we have invested carbon offsets that protect biodiversity hotspots around the world.



People Power

We are influencing people to demand change, inspiring wildlife-friendly actions amongst our millions of visitors, members and supporters.

For example, our Don't Palm Us Off campaign inspires people to demand mandatory labeling of palm oil on products, and our Bubbles Not Balloons campaign enables people to make wildlife friendly choices, by blowing bubbles not harmful balloons. Together, our voices are much louder.



Extreme Weather Events

We partner with experts to expand our rescue and response teams, enhancing preparedness for future natural disasters, and wildlife emergency response capability to help wildlife affected by future extreme weather events, such as the 2020 bushfires.



Emissions and Energy

In 2011, we became the world's first independently certified Carbon Neutral zoo. We're powered by 100% renewable energy, including on-site solar PV and off-site wind. We also recycle water, divert waste from landfill and provide a wide-range of meat-free menu items to further reduce our emissions.



SUSTAINABLE DEVELOPMENT GOALS

Zoos Victoria supports the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, and recognises that ending poverty and other deprivations go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



Valuing Our People

Valuing Our People shows how we support and recognise the contributions of our workforce and volunteers. New equity, diversity and inclusion plans are being implemented to cultivate a welcoming, safe and strengths-based work environment. We will also review and prioritise a list of staff amenity upgrades. Leadership and professional development opportunities will also be expanded. Through fostering a culture of positivity and support, our aim is to create a meaningful, joyous and forward-thinking workplace experience for every team member as we all work together to Fight Extinction and create a future rich in wildlife.

Safety and Wellbeing

We will ensure that our people go home safe and well today and every day.

Priority	Activity	Lead
Mental health	Develop new approach to supporting mental health in the workplace, including principles of good work design	HR
Trauma informed approach	Develop a trauma-informed approach to supporting staff who work in critical emergency response and complaints management	HR
OH&S training plan	Develop OH&S training plan, including OH&S cultural maturity staff survey in 2025	HR
OH&S training delivery	Improve safety awareness training and further develop specialised OH&S training	HR
Workplace safety	Develop a risk-informed and protective approach to managing physical and psychosocial risks in the workplace, including addressing safety concerns and risk identification	All

Workforce Management and Capacity

We will provide resources and improve capability and facilities to support our people to achieve our purpose.

Priority	Activity	Lead
Staff amenities	Improve facilities for staff and volunteers, including work spaces, changerooms and lunch spaces	HR
Inclusive spaces	Improve provision of inclusive spaces, including multifaith spaces	HR
Reporting	Develop a suite of reporting from Finance and HR systems to provide insights and better manage workforce and rostering practices	HR Finance MCD
Systems	Deliver new, integrated HR and Payroll systems	HR MCD
Organisational design	Review if organisation is fit-for-purpose in relation to design, structure, job roles and productivity	HR

Culture, Leadership and Development

We will provide positive and engaging workplaces with opportunities to thrive.

Priority	Activity	Lead
Culture	Deliver cultural and leadership renewal plan priorities	HR
Positive behaviours	Deliver initiatives that empower managers and staff to reduce bullying, sexual harassment, occupational violence and discrimination in our workplace	HR
Learning and development	Improve learning and development opportunities, and resourcing for all our people	HR
Leadership	Deliver a leadership development program aligned with our Cultural Renewal Program for senior, frontline and emerging leaders	HR



Inclusion and Diversity

We will create a diverse workforce where everyone feels welcome, included and valued.

Priority	Activity	Lead
Access and inclusion	Deliver Access and Inclusion plan priorities, including Disability Advisory Committee and Youth Advisory Committee	HR WCS
Gender equity	Deliver Gender Equality Action Plan priorities	HR
Partnerships	Improve the number of partnerships that are helping to deliver diversity and inclusion initiatives	HR
Pathways to employment	Improve pathways to employment, including work experience, internships, traineeships and direct employment	HR
Cultural competency	Improve staff cultural competency through training and development opportunities, including First Peoples cultural competency	HR
First Peoples opportunities	Improve internship, traineeships and direct employment opportunities for First Peoples	HR

Diversity, Equity, Inclusion and Belonging (DEIB)

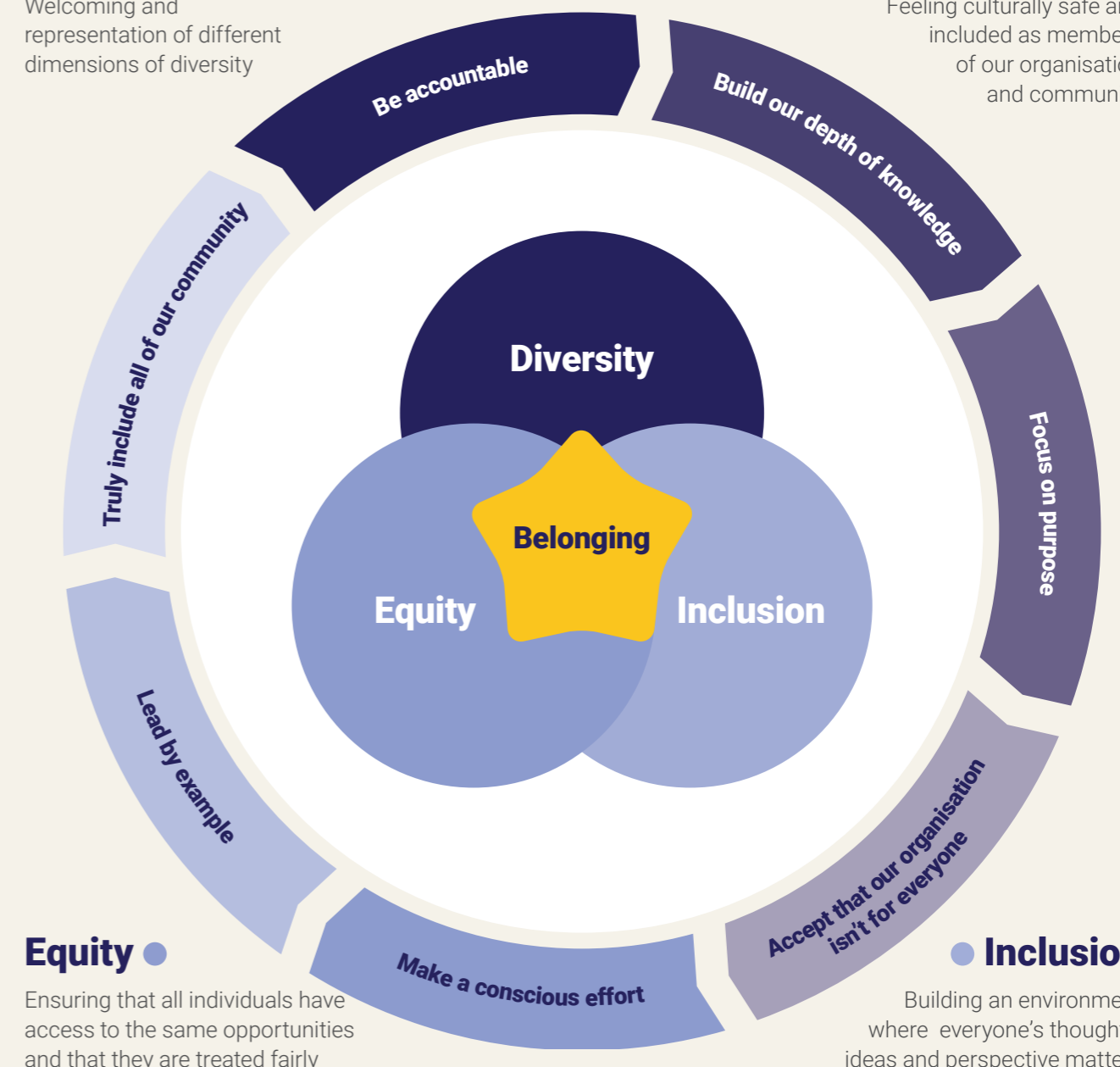
In the intersection of Diversity, Equity and Inclusion there is Belonging. It's a sense of everyone experiencing a strong connection with our organisation and feeling empowered to speak up, make a change and develop the culture. This in turn provides our people with equal opportunities to bring their whole self to work, feel valued and reach their potential. The key to support this is to nurture a culture of organisational learning and effectiveness and psychological safety for all our people and our visitors.

Diversity ●

Welcoming and representation of different dimensions of diversity

● Belonging

Feeling culturally safe and included as members of our organisation and community



Equity ●

Ensuring that all individuals have access to the same opportunities and that they are treated fairly

● Inclusion

Building an environment where everyone's thoughts, ideas and perspective matters

