

2024-2029

Zoological Parks Authority Strategic Plan




Department of Biodiversity,
Conservation and Attractions



Perth Zoo

SAVING  WILDLIFE



Zoological Parks Authority acknowledges the Traditional Custodians throughout Western Australia and their continuing connection to the land, waters and community.

We pay our respects to all members of Aboriginal communities and their cultures; and to Elders past, present, and emerging.

Embracing transformation – a step change for ZPA and Perth Zoo



Welcome to a new era for the Zoological Parks Authority (ZPA) and Perth Zoo, a momentous juncture in our journey that not only marks change for our organisation but also reflects the evolving landscape of the entire zoological industry. We find ourselves on the cusp of transformation, and this Strategic Plan is our roadmap for navigating this exciting path ahead.

Perth Zoo has embarked on this journey of change with the development of a visionary 20-year Master Plan.

This sets the stage for our evolution, propelling us forward as a wildlife conservation organisation and a modern, dynamic zoo. As we're evolving, some aspects of what we do, how we do it, and the external environment we operate in, have shifted. Our previous Strategic Plan, crafted before the Master Plan, no longer adequately captured the breadth and depth of our ambitions.

With a solid framework to guide our development, it was fitting that we update our Strategic Plan to guide our people, engage existing and new partners, and inspire our community.

The world of zoos is intricate, with multifaceted responsibilities and opportunities. It encompasses providing world-class animal care, maintaining and revitalising the 'attraction' to ensure it remains a 'must-see destination', attracting and retaining exceptional staff, raising vital funds, conducting cutting-edge scientific research, and leading the way in species conservation.

To excel in this complex environment and fulfill our mission, a clear and ambitious Strategic Plan is indispensable.

This Plan is our next significant step forward. It represents our collective commitment to embracing change, to pushing boundaries, and to delivering on our promise to protect wildlife, engage our community, and be at the forefront of the conservation world.

As we embark on this journey together, I acknowledge that our Strategic Plan is not just a document; it's a declaration of our dedication to the future of ZPA and Perth Zoo. It's an invitation to be part of something extraordinary, that will leave a legacy for generations to come.

Thank you for joining us on this exhilarating adventure.

Marion Fulker AM
Chair, Zoological Parks Authority

Defining our conservation commitments and impact through a collaborative approach.



Welcome to our Strategic Plan, a document born out of collaboration, authenticity, and a shared commitment to the future of wildlife, our beloved Perth Zoo, and ZPA – the organisation that fuels its important conservation work.

This Plan is not meant to gather dust on an executive shelf but to be a living, breathing guide that infuses purpose into every corner of our organisation.

In its essence, it represents a collective effort, one that involved every member of our dedicated staff, as well as our stakeholders.

It wasn't crafted from the top down; instead, it blossomed through multiple workshops, surveys and feedback sessions. This approach was intentional, ensuring that what we've created is genuine, resonating with the very heart of our organisation.

Our Strategic Plan serves a dual purpose. Internally, it's a compass that will navigate us towards a bright future. It will help us define our focus, establish our priorities, and track our progress.

Externally, it's a window into our aspirations and dedication. It's a tool to build understanding, trust, support, and enthusiasm among our diverse audiences, all of whom share an interest in the wellbeing of wildlife, Western Australia, and our various communities.

We understand that complexity doesn't breed effectiveness.

Hence, we've strived to make this Strategic Plan easily digestible, understandable, and simply articulated. It's a document that transcends jargon and bureaucracy, speaking directly to the passion that fuels our collective efforts.

As we embark on this exciting journey, remember that this Plan is not just a piece of paper; it's a promise. A promise to make a real difference, to protect wildlife, and to enrich the lives of our community.

Together, let's bring this plan to life and create a brighter future for ZPA, Perth Zoo, our people, and the remarkable creatures we strive to protect.

Thank you for being a part of this transformative journey.

Claire Wright
A/Executive Director, Zoological Parks Authority

Zoological Parks Authority (ZPA) is Western Australia's leading zoo-based conservation organisation, internationally recognised for our conservation work.

We are part of a global network of conservation organisations focused on safeguarding wildlife and habitats, sharing knowledge and expertise and inspiring people to act for a sustainable future.

Around the world, the effects of climate change and biodiversity loss are impacting species, habitats and communities at a rapid pace. The need for zoological authorities and associations to function as effective conservation organisations has never been more important.

To optimise our impact and keep pace with change, it is time to recognise our crucial role at the centre of a diverse network of conservation and social activities that drives shared understanding, behaviour change and community connection.

Our Strategic Plan 2024-29 has been developed during a time of significant change and is designed to position us as a globally recognised organisation, creating connection between humanity and the natural world. It envisions our future potential, setting an ambitious vision and supporting goals to guide us over the next five years.

The Strategic Plan has been informed by broad engagement with ZPA staff and stakeholders which identified shared opportunities and priorities:

Conservation and animal care

- Clearly defining ZPA's conservation focus areas
- Strengthening and enhancing ZPA's research functions
- Elevating animal welfare and management, facilities and practice.

Visitor engagement

- Systems and processes are limiting customer and member engagement, market development and diversification, and general growth of sustainable business operations
- Taking a more strategic approach to product development
- Elevating the Learning and Development function
- Implementation of Perth Zoo Master Plan 2040 , in an 'urban zoo' context
- Clearer brand definition and leveraging.

Organisational performance

- Strengthening partnerships, ensuring clear alignment with ZPA vision, purpose and values
- Authentic communications and 'voice,' providing insight into ZPA's broad operations and conservation focus areas
- Further defining and strengthening the relationship with DBCA
- Improving staff culture, satisfaction and engagement
- Improving business systems and processes.

About ZPA and Perth Zoo

About ZPA

ZPA is a Statutory Authority established and regulated by the Zoological Parks Authority Act 2001. ZPA's governing body is the Zoological Parks Authority Board, responsible to the Minister for Environment and part of the Department of Biodiversity, Conservation and Attractions (DBCA).

About Perth Zoo

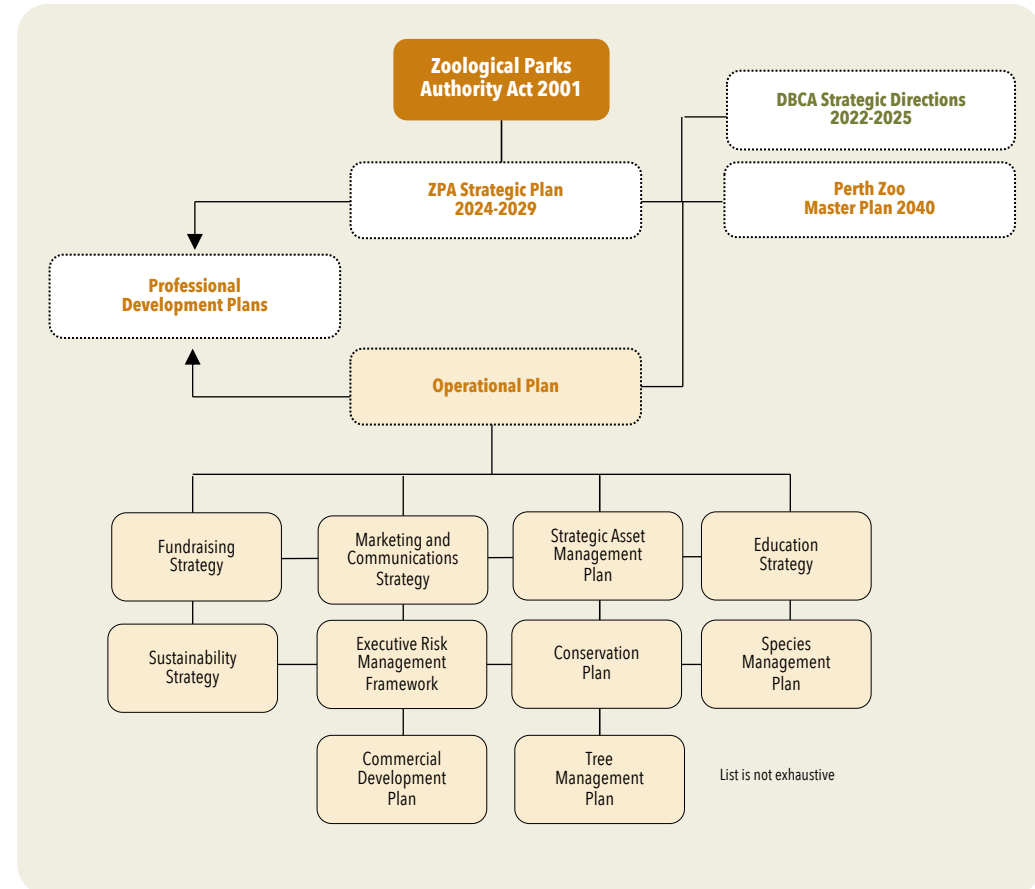
Perth Zoo is situated on Whadjuk Noongar Boodjar, on a 19-hectare site in the inner-city suburb of South Perth. Annual visitation is approximately 800,000 and it is a much-loved destination for families, students, conservation enthusiasts, local visitors and those from further afield.

Much of ZPA's conservation work takes place on site at Perth Zoo, including scientific research, visitor engagement and discovery and learning. Perth Zoo provides a connection to the natural world including breeding support programs for threatened Western Australian species such as Numbats, Dibblers, Western Swamp Tortoises and Anstisia Frogs. In partnership with DBCA, more than 4,000 animals have been released into the wild.

ZPA is an active member of both the World Association of Zoos and Aquariums and the Zoo and Aquarium Association Australasia and is globally recognised as a modern conservation zoo, committed to responsible stewardship of the species in our care.

As a licensed scientific establishment, Perth Zoo is required to abide by the Australian Code for the Care and Use of animals for Scientific Purposes and operates under guidance of an Animal Ethics Committee, responsible to the Zoological Parks Authority Board. A Perth Zoo Animal Welfare Charter sets out our commitment to the animals in our care.

We continually build our knowledge about animal welfare and husbandry, seeking to advance the welfare of the species in our care. The Zoo and Aquarium Association's animal welfare-based accreditation program provides independent assurance of the integrity of our work.



ZPA Strategic and Operational Planning Framework

The Future is In Our Hands

The Strategic Plan 2024–2029 builds on ZPA's expertise in wildlife conservation, community education and visitor engagement, cognisant of the macro drivers and challenges that face humanity and our planet.

Connecting the next generation with nature

In a world defined by rapid change and digital dominance, there is a growing gap between people and nature.



This 'nature deficit' impacts everyone, affecting our understanding of nature's role in our lives, climate stability, and overall wellbeing. But within this challenge lies a unique opportunity for future generations. Those born into a generation of unmatched tech know-how, have powerful tools at their fingertips. The challenge? Nurturing their natural curiosity.

The time is now, and we all have a role to play. Through conservation leadership and community connection, ZPA, our partners and collaborators can be part of a new era – a time where people and nature come back together. We can lead through strong connection with the natural world, securing a better future for generations to come.

Renewing our world

Every corner of the globe is grappling with an urgent crisis – losing precious species and systems at an alarming rate.



The responsibility to protect critical habitats has never been more vital. This is no longer just about overcoming the impacts of development and urbanisation; but a commitment to something greater – the renewal of our natural and human systems.

The path is clear: a comprehensive approach that embraces rules, designs, programs, partnerships, and the places we cherish. This is about a step change towards a lasting impact where nature and humanity thrive together.

New technologies grant unprecedented insights into the world around us. As we broaden our focus beyond stand-alone species, there is recognition of the significance of the interconnected ecosystems that sustain life. By focussing on the bigger picture, we can work together towards a harmonious, interconnected planet.

Elevating the destination experience - from awe to action

The evolution of zoos is far more profound than just innovative exhibits. It's about showcasing research, conservation and animal care through immersive experiences, that shift our core values and behaviours.



In step with global trends, ZPA is at the forefront of advancing its visitor destination offering at Perth Zoo. Planning for tomorrow's expectations today is about creating enriching environments and new benchmarks in responsible animal care, in alignment with visitor engagement.

Guided by the Perth Zoo Master Plan 2040, the vision propels us toward a future zoo that is profoundly enlightening and empowers behaviour change through unforgettable learning experiences.

The transformative role of Zoological Associations

Historically, zoological associations have embodied four pillars - conservation, education, research and engagement. Today, a transformation is underway.



The future value proposition is zoos as a vital component of a broad network of conservation and societal endeavours. The significant reach, impact and benefit of their work is increasingly recognised across a string of related fields including health, human connection and wellbeing.

ZPA operates an intricate business with a wide-ranging scope and influence, underscored by the reciprocal connection between its conservation practices, and the role of Perth Zoo as a visitor destination and expression of its work.

This symbiotic relationship is essential to sustain both in-situ and ex-situ conservation programs and grow their reach and impact.

Connecting Master Plan and Strategic Plan

Perth Zoo Master Plan 2040

Perth Zoo Master Plan 2040 (the Master Plan) is a once in a generation, long term redevelopment framework for Perth Zoo; guiding improvements for our animal habitats, facilities for our conservation practice, elevating the visitor experience and attracting and educating new visitor markets. The Master Plan will guide Perth Zoo's physical evolution over the next 20 years, through a series of interdependent projects which strengthen ZPA's position as a global conservation organisation and community educator.

A range of transformational ideas underpin the Master Plan, and the vision is well on its way to being realised through delivery of phase one of the Parkland Heart redevelopment. A new Café and Playground, strategically positioned at the heart of Perth Zoo, transforms this space into a central hub, increasing dwell time and visitor offering, enhancing revenue generation opportunities and overall financial sustainability.

Appealing to all ages and abilities, key elements include a wheelchair accessible trampoline, rope tunnels, misting cloud deck, slide, swing, brachiating ropes and towers, and a giant climbable Numbat. The Café features multiple outlets catering to a variety of tastes, including a choice of dine-in or grab and go options, and wine and coffee bar.

These projects are central to enhancing the visitor experience, increasing patronage and membership and setting the scene for phase two of the Parkland Heart Precinct, commencing in 2024. This will feature a new exhibit for our Gibbon family located on the Main Lake, sheltered seating areas and function space, and new unisex ablutions block including a Changing Place facility.

Enabling the Master Plan

As an ambitious framework for growth and improvement, delivering the Master Plan will involve all aspects of our organisation. Successful implementation, including securing strategic investment, partnerships and delivery expertise will require coordinated action across government, ZPA and partners.

A strategic focus on philanthropic activities, investment attraction and revenue diversification will be required to identify, attain and leverage funding opportunities that align with the Master Plan vision, from both the public and private sector.

The Strategic Plan 2024-2029 has been developed to enable our Master Plan priorities and identifies areas across the organisation that can be strengthened to achieve these.

'The Zoo that moves with you'

Four central concepts underpin the Master Plan

1. Innovative design and immersive exhibits, providing visitors with experiences to venture behind the scenes, deepening their understanding of the natural and cultural wonders of our state, and beyond.
2. The ability to adapt and respond to global strategies for improving animal welfare, management, and conservation, with a focus on key species such as Asian Elephants, Sumatran Orangutans, Sumatran Tigers, and Western Australian Native Species Breeding Programs.
3. Strengthen Perth Zoo's position as a global conservation organisation and community educator, with partnerships and collaborations at state, national and global levels.
4. Improve Perth Zoo legibility and accessibility, providing a great day out for all visitors, catering for all ages, abilities, and cultures.

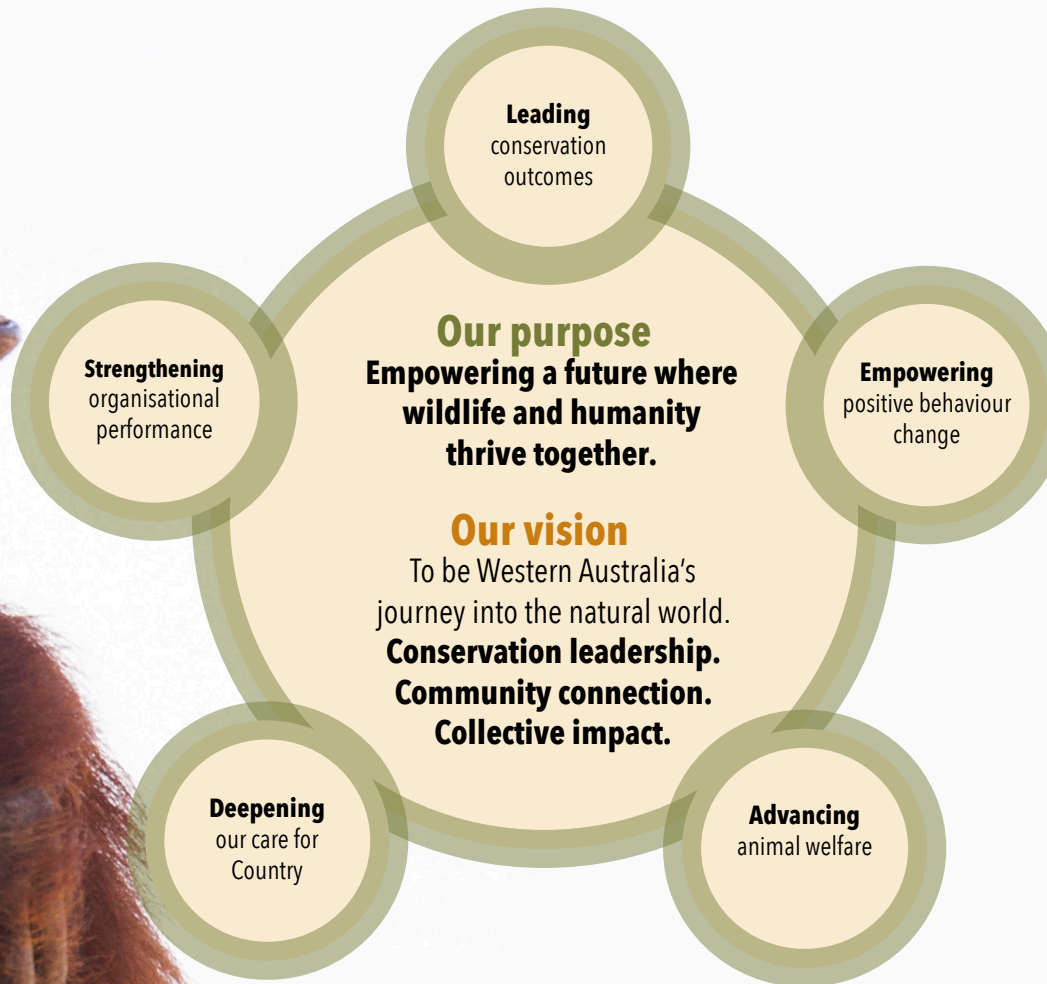


Master Plan Transformational Projects

To date, state government has invested \$51.8 million in the realisation of the Perth Zoo Master Plan 2040, with a new Café, Function Centre, and Playground opened to the public in late 2023, and delivery of the Primate Run Exhibit, to be completed in 2025.

Significant investment will be required to enable ongoing delivery of transformational projects, which will be a core focus for ZPA during this Strategic Plan 2024-2029:

• Café and Function Centre	Completion 2023
• Playground	Completion 2023
• Primate Run and Parkland Heart	Completion 2025
• African Savannah Expansion	Design commenced
• Asian Rainforest Precinct	Planning commenced
• Conservation and Biodiscovery Science Precinct	Planning commenced
• New Main Entry	Planning to commence 2027
• Commercial and accommodation opportunities	Planning to commence 2028
• Nocturnal and Platypus House	Planning to commence 2029



The values that drive us:

We lead with integrity

As leaders in our field, we are committed to excellence and accountability in everything we do.

We are curious and brave

We see the opportunity in a challenge, question the status quo and strive for innovation, having fun along the way.

We empower action

Our work motivates others to make positive changes to save wildlife and habitats. Every small step makes a difference.

We are stronger together

Globally connected and locally focussed, we are a strong, networked and nurturing team, celebrating success and accomplishing big goals, together.

Goal 1: Leading Conservation Outcomes

- 1 ZPA's conservation and science expertise is highly regarded and internationally recognised.
- 2 High value research advances conservation and animal welfare.
- 3 Strong partnerships facilitate expansion of conservation work.
- 4 ZPA's response to wildlife under threat makes a positive conservation impact.

As a conservation organisation, our commitment is to create a world where wildlife is protected, our knowledge and passion are shared, and people are empowered to safeguard species and our planet's future, making a collective impact.

Over the next five years, our investment and resources will be targeted to our specified conservation domains. Our ex-situ focus will continue to centre on WA threatened species including the Hairy Marron, Ground Parrot and Black Cockatoos, Native Species Breeding Programs; and together with DBCA, we will make a meaningful impact on Western Australia's wildlife health.

A new Conservation Strategy, supported by fit-for-purpose investment structures and strategic engagement will strengthen our existing partnerships and build new high-impact collaborations across Australia, and internationally.

A key component will be to strengthen financial and commercial partnerships that broaden and deepen our conservation reach and impact. The vital role of our volunteer network, which operate as community conduits, including Perth Zoo Docents Association, will continue to be critical.

Finally, elevating the visibility and understanding of our conservation work – both for visitors to Perth Zoo and through our affiliates and networks – is a key strategic priority and will ensure our conservation and science research and expertise is highly regarded and internationally recognised.

Success Measures

- ➔ Number of threatened species offspring bred for release into natural habitats
- ➔ Number of research communications produced
- ➔ Partnerships directly support conservation of key species at Perth Zoo and in native habitats
- ➔ Habitats and displays educate visitors on conservation issues and responses

Goal 2: Empowering Positive Behaviour Change

- 1 Visitors' experience is inclusive and accessible, empowering their own positive conservation action.
- 2 Engagement outreach builds conservation advocacy and stewardship.
- 3 Seamless customer engagement amplifies ZPA's reach and impact.
- 4 Perth Zoo is Western Australia's 'must-do' conservation tourism experience.

Perth Zoo is both a gateway and destination for visitors and community to experience, understand and embody ZPA's vital conservation work. As a modern conservation tourism experience, Perth Zoo should be strategically positioned as a 'must-do' experience for all visitors to Perth and Western Australia.

In context of its important visitor destination role, Perth Zoo is more than a great day out – it is a journey of shared discovery and learning, inspiring understanding and behaviour change, experienced through multiple touchpoints.

This Strategic Plan sets the foundation for both our conservation work, and the Perth Zoo visitor experience, to be more open and accessible to multiple markets. Using powerful and authentic storytelling and immersive visitor experiences, we can enable deeper insight into Western Australia's ancient culture, heritage and environment and the natural world beyond; empowering positive conservation action.

Perth Zoo Master Plan 2040, together with a Tourism and Visitor Experience Plan, will support this, enhancing the Perth Zoo destination experience, and guiding planning and delivery of immersive habitat and 'behind the scenes' experiences.

Strengthening and expanding ZPA's Learning and Discovery functions, to include both online and in-situ programs will improve appeal and participation, enabling us to build next generation advocacy and stewardship.

Optimised digital infrastructure and customer management systems – both onsite and online – are needed, as a cornerstone of visitor and member engagement.

Success Measures

- ➔ Visitor satisfaction score
- ➔ Net promoter score
- ➔ Growth in annual visitation
- ➔ Average cost per visitor
- ➔ Number of Discovery and Learning participants
- ➔ Number of new memberships
- ➔ Membership renewal rate

The Dibbler

Native Species Breeding Program

In the early 1900s, the Dibbler was thought to be extinct - but in 1967, a pair was collected from Cheyne Beach on the south coast of Western Australia.

In 1997, Perth Zoo's breeding program for Dibblers commenced and 25 years later, 981 captive-bred adults have been born for release into the wild, with an additional 93 pouch young released with their mothers.

Perth Zoo is the only place in the world to breed this crepuscular carnivorous marsupial.

Since inception, new populations have been successfully established on Escape Island in Jurien Bay, in Peniup Nature Reserve and on Gunton Island on the South Coast.

The success of the current translocation site on Dirk Hartog Island (DHI) is still unknown, however in May 2023, the first DHI recruit was captured. Excitingly, this individual was not only born on DHI but also had eight pouch young!

This captive breeding program has contributed to establishing at least three new populations and has enabled multiple research projects into species growth, reproductive biology, behaviour, diet, and fertility.

In 2023, the Dibbler program will cease with the last zoo-bred Dibblers released. It's bittersweet, however completion means it has made a conservation impact, meeting all original KPIs and helping to turn the fate of this animal around.



Image credit: ZPA / Alex Asbury

Late Lights

Curating A New Target Audience

Perth Zoo has a strong, loyal family audience, however capturing young adults - the future family market - was a challenge with the current visitor offer.

While this 'gap' is not uncommon for zoos, we saw an opportunity to diversify our visitor offer to attract this vital demographic. The approach included creating new events marketed at young adults, including acoustic Valentine's Day concerts, late night openings on Saturdays during summer and 'Late Lights', a lighting installation exhibition in the Spring evenings of 2022 - traditionally a non-event season for Perth Zoo.

The Late Lights exhibition was visually engaging, inspiring people to share social media moments, resulting in the largest September / October school holiday visitation on record. This positively impacted other business areas, including retail sales.

Website traffic increased 30 percent, animal encounters were booked at near capacity, email open rates were double the industry benchmark, Net Promoter Score (likelihood to recommend Perth Zoo) doubled in the exhibition month and, importantly, our in-ground visitation research tracker confirmed that the Late Lights exhibition piqued interest from infrequent visitors.

This demonstrates that the curated visitor experience appealed to the target audience, adding value to ensure Perth Zoo was on the consideration set for new target audiences, in turn broadening reach and visitation base.

The installation's success has paved the way for creation of bespoke WA fauna lanterns, being the centre piece of Perth Zoo's 125th birthday celebrations.



Goal 3: Advancing Animal Welfare

- 1 ZPA demonstrates and promotes positive animal welfare standards.
- 2 Innovation and partnerships drive continuous improvement of animal welfare.
- 3 ZPA makes a valued contribution to Western Australia's native wildlife health.

Positive animal welfare is the foundation for our conservation work. We continually build our evidence-based knowledge and practice in animal welfare and husbandry, drawing from global networks and research. This enables us to deliver continuous improvement to the overall health, wellbeing and enrichment of the animals in our care.

This Strategic Plan highlights further evolution, through innovation and partnering. Building the capacity of our behavioural and animal welfare research and monitoring programs will enable us to strengthen our evidence-based approach. Research partnerships with tertiary education and other stakeholders will be key, supported by technology including Artificial Intelligence.

Improving the quality of Perth Zoo's animal habitats and facilities, through a program of continuous evaluation and improvement, is a core focus. Through design innovation, new and refurbished habitats, including 'back of house' facilities, will align with best industry practice in the context of our 'urban zoo' footprint.

Deepening visitor understanding of our animal care and welfare practice will broaden advocacy for our conservation work. Improved and authentic strategic communications that highlights our commitment to exemplary care is needed, to drive member engagement and philanthropic activities.

ZPA's veterinary function plays a critical role in our state's emergency response for wildlife incidents. Training domestic veterinarians and wildlife rehabilitation workers and developing procedures to deploy specialist emergency response assistance will ensure both capability and capacity is available when urgently required.

Success Measures

- ➔ ZAA Animal Welfare Accreditation awarded
- ➔ Percentage of assessed species in a positive or neutral welfare state
- ➔ Number of ZAA ASMP / SAG positions held by Perth Zoo staff
- ➔ Number of wildlife rehabilitation cases treated

Goal 4: Deepening our Care for Country

- 1 Perth Zoo visitors are immersed in Western Australia's First Nations culture and unique ecosystems.
- 2 ZPA's sustainability commitments are embedded across the organisation.
- 3 Perth Zoo's botanic estate enhances understanding of biodiversity.

Perth Zoo is situated on Whadjuk Noongar Boodjar, connected to Derbarl Yerrigan / Swan River in Boorloo / Perth. We are at the start of a journey to recognise and express ZPA's deep commitment to, and care for Country.

Perth Zoo of today, and precincts identified in the Perth Zoo Master Plan 2040, present significant opportunities to share information and broaden visitors' understanding and awareness of First Nations' culture, heritage and Connection to Country. Ancient wisdom and cultural narratives, when shared with cultural authority in partnership with Traditional Custodians, can be a powerful call to action for visitors to understand and respond to today's conservation and climate challenges. The Strategic Plan highlights opportunities to extend our cultural knowledge to guide habitat planning and design including application of art, language and the Noongar six seasons to guide biodiversity and ecosystem resilience. There is opportunity to improve Perth Zoo's physical and programmatic connection with destinations including Kaarta Koomba / Kings Park, Derbarl Yerrigan / Swan River and Wadjemup / Rottnest Island.

The botanic estate is an important asset to Perth Zoo and improving visitor understanding of biodiversity. Its role and profile can be elevated through improved interpretation that highlights sustainable practice including species selection, water conservation and habitat-building gardens. Succession planning for the current botanical collection is required, particularly in context of climate change.

ZPA's core functions include a range of sustainability commitments. Embedding these in line with the state's climate response will ensure the impact of climate change on species and habitat loss, leadership in climate resilience for wildlife and human habitats, and clear targets and strategies are well defined and understood.

Success Measures

- ➔ Habitats and displays educate visitors on First Nations culture and ecosystems
- ➔ Materials and energy reduction and reuse
- ➔ Sustainability of the botanic estate

Black Cockatoos Caring For Our Endangered Species

There are three endemic species of Black Cockatoo in south-western Australia. Over the last 50 years, populations have been declining, mainly due to habitat loss from land clearing.

Black Cockatoos are endangered, and each year we treat more than 200 wild Black Cockatoos which present at veterinary clinics with injuries due to being hit by cars, attacked by ravens or illegal shooting.

Every cockatoo is anaesthetised for a full veterinary evaluation, including radiography and clinical pathology. Many cockatoos present with fractures requiring orthopaedic surgery. Every effort is made to successfully treat these endangered birds, and ZPA works with partner organisations to rehabilitate them and return them to wild flocks.

In partnership with universities, we are also involved in researching the health of wild Black Cockatoos. This has included a doctoral research project by a Perth Zoo resident veterinarian, identifying baseline health parameters, investigations into the use of satellite tracking technology to monitor individual birds in the wild, and biochemical techniques for determining the age structure of wild cockatoo populations.

Excitingly, Black Cockatoos treated at Perth Zoo and released to the wild have gone on to pair and reproduce - a conservation success story.



Partnering To Strengthen Our Care For Country

In February 2023, ZPA's Clontarf Traineeship Program commenced, in partnership with Clontarf Aboriginal College and the Shoreline Foundation Ltd (Shoreline).

The program provides the workplace experience component of a Certificate II in Conservation and Ecosystem Management, for eight indigenous students.

Perth Zoo's connection with native plants, animals and sustainability, as well as our education program, were important considerations in forming the partnership.

Trainees work across different aspects of Perth Zoo's operations with a key outcome being to remove some of the barriers to employment that currently exist for young Aboriginal people. Our staff take up the role of 'Zoo Coach' and guide students to apply their knowledge within the Perth Zoo setting.

We feel privileged to see trainees develop, including their dedication and determination.

Our Gwabba Boodja (Beautiful Bushland) program is another initiative to deepen understanding and care for Country amongst primary school children from pre-primary to Year 2.

Developed with Djurandi Dreaming, it focuses on the Noongar six seasons, and enabling children to discover more about the animals of the South West, the importance of country, and how the bush changes throughout the year to meet animals' needs.



Goal 5: Strengthening Organisational Performance

- 1 Business systems and resourcing enable capacity and capability to deliver ZPA's strategy.
- 2 A strong, capable and collaborative culture underpins the organisation.
- 3 Reconciliation action initiatives are implemented in line with DBCA RAP.
- 4 ZPA's financial model facilitates strong future growth.
- 5 ZPA is positioned and recognised as a leading global conservation organisation.

To elevate the impact and reach of our conservation work and role as a conservation destination, our organisation needs to be enabled through improved business systems and processes and a strong, capable and collaborative culture.

Current business systems, processes and procedures are hindering ZPA's efficacy and require significant improvement to enable us to deliver outcomes, engage with new visitor markets, diversify and grow revenue streams and drive financial sustainability. Investment in new business systems and processes that prioritise customer engagement and business performance is a clear priority for this Strategic Plan.

DBCA and ZPA deliver a range of shared functions and programs and formalising these, including a forward plan for Perth Zoo Science program, will improve cross-government alignment, prioritisation and resources allocation.

A healthy organisation is founded in strong partnerships and development of an alliance framework that transforms our partnering approach will enable us to better leverage opportunities across government, corporate, tertiary and community sectors. A new approach is also needed in shaping funding partnerships and investment structures that support conservation outcomes. Together with DBCA, we will continue our commitment to provide opportunities for First Nations people and communities through initiatives aligned with DBCA Reconciliation Action Plan (RAP).

New strategic brand positioning for ZPA as a global conservation organisation and Perth Zoo as Western Australia's leading conservation tourism experience, is needed. This will ensure the symbiotic relationship between 'conservation' and 'attraction' is understood and collectively embraced by staff, stakeholders and community.

Success Measures

- Growth in customer engagement
- Staff turnover rate at or lower than industry average
- Number of active volunteers
- Number of new revenue streams; percentage revenue growth
- Continual improvement in brand awareness and perception

Perth Zoo Master Plan 2040

A New Heart and Hub

Perth Zoo Master Plan 2040 outlines an ambitious vision and framework for growth, improving assets and facilities for animal care and welfare, the visitor experience and our overall organisational positioning and strength.

This vision is well on its way through one of the first deliverables - a new, multi-million-dollar playground - with cutting-edge design that encourages play, understanding and celebrating Perth Zoo's conservation work.

The playground appeals to children of all ages and abilities, incorporating optimum access including a wheelchair-accessible trampoline, sensory areas, a communications board for neuro-diverse children, a climbable giant Numbat, rope tunnels and brachiating ropes, feather hammocks, slides, swings, tactile elements, and audio spotlights.

It will be central to enhancing the visitor experience and increasing patronage and was concept tested by Perth Zoo Members and the wider community.

The development of a new café precinct next to the Playground was a strategic move, to transform Perth Zoo's heart. It features multiple outlets to suit all visitors, including dine-in, grab and go, and a coffee and wine bar.

These inaugural Master Plan projects will create a central hub, increase dwell time and visitor offering, enhance revenue generation opportunities and overall financial sustainability.



ZPA Strategic Plan 2024-2029 Enabling strategies

Our vision

To be Western Australia's journey into the natural world.

Conservation leadership. Community connection. Collective impact.



Our purpose

Empowering a future where wildlife and humanity thrive together.

Leading conservation outcomes

1 ZPA's conservation and science expertise is highly regarded and internationally recognised.

2 High value science and research advances conservation and animal welfare.

3 Strong partnerships facilitate expansion of conservation work.

4 ZPA's response to wildlife under threat makes a positive conservation impact.

Key strategies

1. Develop a Conservation Strategy, to include:
 - Confirmation of ZPA's ex-situ specialist conservation domains and focus areas: *WA threatened species including Hairy Marron, Ground Parrot and Black Cockatoos, Native Species Breeding Programs*
 - Definition of ZPA's in-situ conservation contribution and focus areas, in collaboration with DBCA and other partners
 - Fit-for-purpose investment structures
 - A communications plan to improve stakeholder awareness and understanding.
2. Target ZPA's conservation resources and funding in line with its specialist domains and focus areas.
3. Develop a species management plan, aligned with conservation goals, animal welfare standards and the Perth Zoo Master Plan 2040.
4. Promote ZPA's conservation activities onsite at Perth Zoo, online and through professional partnerships.
 1. With DBCA and partners, build and strengthen capacity of ZPA's science and research program, including social sciences, as a core business, including investment in resourcing, systems, facilities and technology.
 2. Develop clear pathways for ZPA staff to participate in research projects and outreach activities.
1. Develop a conservation partnerships framework to build high-impact collaborations across Australia and internationally.
 2. Strengthen financial and commercial partnerships to implement conservation action and expand conservation work.
 3. Continue to strengthen volunteer partnerships including Perth Zoo Docents Association, to expand conservation work.
1. In collaboration with state agencies responsible for Western Australia's native wildlife, formalise ZPA's responsibilities and focus areas in wildlife health and conservation medicine.

The values that drive us

We lead with integrity

We are curious and brave

We empower action

We are stronger together

Our vision

To be Western Australia's journey into the natural world.
Conservation leadership. Community connection. Collective impact.



Our purpose

Empowering a future where wildlife and humanity thrive together.

Empowering
positive behavior
change

1

Visitors' experience is inclusive and accessible, empowering their own positive conservation action.

2

Engagement outreach builds conservation advocacy and stewardship.

3

Seamless customer engagement amplifies ZPA's reach and impact.

Key strategies: 2024 - 2029

1. Elevate Perth Zoo conservation interpretation and communication, delivering authentic, engaging content and clear call to action in strategic locations.
 2. Through the Perth Zoo Master Plan 2040, prioritise diverse, sustainable and immersive habitat experiences (not animal dependent) that drive deep engagement and understanding of conservation and directly encourage behaviour change.
 3. Incorporate digital technology to enhance visitor's experience, understanding of conservation and climate priorities, and to increase engagement with global stakeholders.
 4. Prioritise planning, funding and delivery of 'behind the scenes' experiences of conservation, biology and veterinary medicine.
1. Resource and expand the Discovery and Learning function as a core business:
 - Develop new Discovery and Learning products and programs, with cross-organisation input
 - Broaden its reach and impact to online and in-situ programs.
 2. Integrate Discovery and Learning capability and functionality into new habitat and exhibition design, ensuring education content and experiences are not solely animal-dependent.
 3. Develop a Conservation Education Strategy to include:
 - Clear focus areas, key messages and measurable outcomes
 - Cross-functional development of new products and programs
 - Broadening reach and impact both on site at Perth Zoo and online.
1. Invest in a customer relationship management system to improve customer visibility, segmentation, engagement and conversion (membership and donation), across all stages of the customer journey.
 2. Define and document ZPA's customer journey from pre-planning to post-visit, to optimise:
 - Overall customer experience; marketing ROI
 - Member and donor conversions
 - Diversified revenue streams including donations, memberships, product bookings and sales
 - Community and stakeholder awareness, advocacy and behaviour change.
 3. Ensure Perth Zoo's onsite digital infrastructure is optimised for customer engagement and conversion:
 - Fast, reliable Wifi and internet connection
 - Accessible, integrated membership sign up and online donations
 - Strategic visitor communications.
 4. Integrate digital systems including website, booking platforms, and CRM to enable integrated customer management and positive user experience.

The values that drive us

We lead with integrity

We are curious and brave

We empower action

We are stronger together

Our vision

To be Western Australia's journey into the natural world.
Conservation leadership. Community connection. Collective impact.



Our purpose

Empowering a future where wildlife and humanity thrive together.

Empowering
positive behavior
change

Key strategies: 2024 - 2029

1. Undertake a strategic review of current visitor products and experiences considering market trends, current and future customer demand, animal welfare and conservation goals.
2. In line with the Perth Zoo Master Plan 2040, develop and implement a cross-functional, collaborative approach to new infrastructure and product development to diversify market demand and optimise return on investment.
3. Develop a Tourism and Visitor Experience Plan that aligns with the Perth Zoo Master Plan 2040 and defines Perth Zoo's role and function as an iconic Western Australian visitor attraction for local, national and international markets.
4. Strengthen and grow local markets including:
 - Market definition and development
 - Market diversification and future growth opportunities, to ensure ongoing destination competitiveness.

4 Perth Zoo is Western Australia's 'must-do' conservation tourism experience.

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**Advancing
animal welfare**

1 ZPA demonstrates and promotes positive animal welfare standards.

2 Innovation and partnerships drive continuous improvement of animal welfare.

3 ZPA makes a valued contribution to Western Australia’s native wildlife health.

Key strategies: 2024 - 2029

1. Review ZPA's current capacity, habitats, facilities and practice and adopt a program of continuous evaluation and improvement in animal welfare.
2. Develop an authentic, ongoing communication program with clear outcomes and call to action:
 - Highlighting ZPA's commitment to exemplary care
 - Improving visitor understanding and managing expectations
 - Growing memberships and donations.
3. Build in design innovation and continuous improvements to habitats, including 'back of house' facilities and practice.

1. Build capacity of ZPA's behavioural and animal welfare research and monitoring programs:
 - Partner with tertiary education and other stakeholders to develop and apply actionable research outcomes
 - Incorporate new research and technology including AI.

1. Develop ZPA's veterinary wildlife health capacity to manage the emergency response for wildlife incidents:
 - Assist state-wide training of domestic veterinarians and wildlife rehabilitation workers
 - Develop procedures to deploy specialist wildlife emergency response veterinary assistance to wildlife incidents within the state
 - Develop and maintain tertiary education partnerships to support the emergency response team.

Deepening
our care for
Country

1

Perth Zoo visitors are immersed in Western Australia’s First Nations culture and unique ecosystems.

2

ZPA’s sustainability commitments are embedded across the organisation.

3

Perth Zoo’s botanic estate enhances understanding of biodiversity.

Key strategies: 2024 - 2029

1. In partnership with Traditional Custodians, develop a ZPA Care for Country ‘road map’, to inform Perth Zoo’s expression of First Nations’ Culture and Connection to Country, including implementation of Perth Zoo Master Plan 2040, ensuring:
 - A cultural narrative to guide habitat and project planning and design, including art, language, biodiversity, six seasons, flora, fauna and cultural protocols
 - Connection with local, regional and global ecosystems
 - Perth Zoo’s role as a ‘gateway to Western Australia’, connecting to Kaarta Koomba (Kings Park), Derbarl Yerrigan (Swan River), Wadjemup (Rottnest Island), future Aboriginal Cultural Centre and regional Western Australia
 - Application to Perth Zoo interpretation and Discovery and Learning programs.

1. Develop and strengthen ZPA’s Sustainability function.
2. Align and maintain ZPA’s Sustainability Strategy and Vision (2020) with emerging government policy, strategies and targets.
3. Define and communicate ZPA and the state’s climate response, to include:
 - Impact of climate change on species and habitat loss, including WA’s biodiversity hotspot status
 - Being a ‘voice of leadership’ on climate resilience for wildlife and human habitats
 - Clear net zero targets and strategies, and sustainable business practices including sustainable supply chains, waste and energy reduction
 - Engagement with young people to define climate leadership and future commitments.

1. The botanic estate is positioned as a key component of the Perth Zoo visitor experience, through:
 - Destination marketing and promotion
 - Discovery and learning products and experiences that showcase the gardens
 - Improved onsite interpretation, highlighting positive behaviour change such as water conservation and habitat-building gardens.
2. Strengthen the botanic estate through implementation of the Perth Zoo Master Plan 2040, including:
 - Succession planning for the current botanical collection, ensuring its resilience to climate change
 - Extension and sustainability of the collection, through habitat and landscape design.
3. Leverage partnerships with DBCA, Botanic Gardens and Parks Authority (BGPA) and other stakeholders to strengthen and sustain the botanic collection.

Strengthening organisational performance

Key strategies: 2024 - 2029

1

Business systems and resourcing enable capacity and capability to deliver ZPA's strategy.

1. Prioritise scoping, funding and implementation of transformational business systems that improve user experience, customer engagement and business performance, including:
 - Online platforms - e-commerce (ticketing and bookings, retailing) customer journey, including memberships and philanthropy (CRM)
 - Internal systems and processes including HR, finance and procurement
 - Improved technology infrastructure including consistent WIFI and internet connectivity across Perth Zoo.
2. Develop a future-facing workforce plan aligned with the organisation’s vision and values, considering:
 - Current priorities and capacity gaps
 - Workplace culture; skills and capabilities
 - Training and development
 - Future demand and growth priorities.

2

A strong, capable and collaborative culture underpins the organisation.

1. Formalise the shared functions and programs between ZPA and DBCA to support organisational development and conservation delivery, including:
 - A forward plan for Perth Zoo Science program
 - A functional and collaborative design for the Conservation Science Precinct
 - Opportunities and procedures for staff participation in in-situ conservation programs.
2. Implement an internal engagement program to facilitate cross-functional collaboration, improve communication and inform decision-making.
3. Achieve continuous improvement in work health and safety culture.
4. Strengthen and grow relationships with Perth Zoo volunteers including the Perth Zoo Docents Association.

3

Reconciliation action initiatives are implemented in line with DBCA RAP.

1. In partnership with Traditional Custodians, define and implement reconciliation action initiatives aligned with DBCA Reconciliation Action Plan (RAP), to provide opportunities for First Nations peoples and communities, ensuring:
 - ZPA's Governance frameworks create opportunities for leadership, collaboration and inform decision-making for strategic projects and programs
 - Commitment to and Care for Country is embedded across all aspects of the organisation’s operations, projects and programs
 - Opportunities and pathways for economic empowerment are identified
 - ZPA and Perth Zoo is culturally safe and inclusive for all; cultural awareness and safety commitments are defined and evident across the organisation’s policies and practice
 - Staff are engaged and supported throughout implementation.

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Our purpose

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**Strengthening
organisational
performance**

Key strategies: 2024 - 2029

1. Diversify funding and revenue opportunities to ensure:
 - Operational sustainability and future growth
 - Implementation of Perth Zoo Master Plan 2040.
2. Deliver effective cost management strategies.
3. Develop fit for purpose funding partnerships and investment structures, to enable conservation outcomes.

4 ZPA's financial model facilitates strong future growth.

1. Develop a brand strategy that repositions ZPA as a global conservation organisation and Perth Zoo as Western Australia's leading conservation experience, highlighting the symbiotic relationship between 'conservation' and 'attraction.'
2. Implement strategic communications to support repositioning, including an authentic conservation narrative and key messages that connect conservation leadership, individual action and collective impact.
3. Develop an alliance framework that enables transformational partnerships across all aspects of ZPA's business; locally, nationally and internationally, and:
 - Defines ZPA's partnership 'values' to guide decision making and partnerships alignment
 - Enables clear definition and segmentation across partnership types and sectors
 - Articulates partnership objectives, purpose and strategic intent for life sciences, visitor servicing and corporate functions
 - Defines clear, tangible outcomes that can be leveraged for engagement and conservation storytelling.
4. Strengthen and resource the partnerships function to leverage new and existing opportunities across government, corporates, education institutions and community:
 - Strengthen and evolve existing life science partnerships, with a focus on tertiary education institutions
 - Capitalise on unrealised federal government funding opportunities
 - Clearly articulate the value of ZPA and Perth Zoo brand, including on-site assets
 - Strengthen commercial partnerships and arrangements including vertical integration and supply chain opportunities
 - Prioritise partnerships that support funding and delivery of the Perth Zoo Master Plan 2040.

5 ZPA is positioned and recognised as a leading global conservation organisation.

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ZPA Strategic Plan 2024-2029 Plan on a page

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ZPA Strategic Plan 2024-2029

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2024 - 2029 Strategic Goals 'LEADS'

Leading conservation outcomes

- 1 ZPA's conservation and science expertise is highly regarded and internationally recognised.
- 2 High value research advances conservation and animal welfare.
- 3 Strong partnerships facilitate expansion of conservation work.
- 4 ZPA's response to wildlife under threat makes a positive conservation impact.

Measurement areas:

1. Number of threatened species offspring bred for release into natural habitats
2. Number of research communications produced
3. Partnerships directly support conservation of key species at Perth Zoo and in native habitats
4. Habitats and displays educate visitors on conservation issues and responses

Empowering positive behaviour change

- 1 Visitors' experience is inclusive and accessible, empowering their own positive conservation action.
- 2 Engagement outreach builds conservation advocacy and stewardship.
- 3 Seamless customer engagement amplifies ZPA's reach and impact.
- 4 Perth Zoo is Western Australia's 'must-do' conservation tourism experience.

Measurement areas:

1. Visitor satisfaction score
2. Net promoter score
3. Growth in annual visitation
4. Average cost per visitor
5. Number of Discovery and Learning participants
6. Number of new memberships
7. Membership renewal rate

Advancing animal welfare

- 1 ZPA demonstrates and promotes positive animal welfare standards.
- 2 Innovation and partnerships drive continuous improvement of animal welfare.
- 3 ZPA makes a valued contribution to Western Australia's native wildlife health.

Measurement areas:

1. ZAA Animal Welfare Accreditation awarded
2. Percentage of assessed species in a positive or neutral welfare state
3. Number of ZAA ASMP / SAG positions held by Perth Zoo staff
4. Number of wildlife rehabilitation cases treated

Deepening our care for Country

- 1 Perth Zoo visitors are immersed in Western Australia's First Nations culture and unique ecosystems.
- 2 ZPA's sustainability commitments are embedded across the organisation.
- 3 Perth Zoo's botanic estate enhances understanding of biodiversity.

Measurement areas:

1. Habitats and displays educate visitors on First Nations culture and ecosystems
2. Materials and energy reduction and reuse
3. Sustainability of the botanic estate

Strengthening organisational performance

- 1 Business systems and resourcing enable capacity and capability to deliver ZPA's strategy.
- 2 A strong, capable and collaborative culture underpins the organisation.
- 3 Reconciliation action initiatives are implemented in line with DBCA RAP.
- 4 ZPA's financial model facilitates strong future growth.
- 5 ZPA is positioned and recognised as a leading global conservation organisation.

Measurement areas:

1. Growth in customer engagement
2. Staff turnover rate at or lower than industry average
3. Number of active volunteers
4. Number of new revenue streams; percentage revenue growth
5. Continual improvement in brand awareness and perception

2024-2029

Zoological Parks Authority Strategic Plan

