



Strategic Plan 2008-2018

Bristol, Clifton and West of England
Zoological Society Limited



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Introduction

Chair of Trustees

When the Bristol, Clifton and West of England Zoological Society (the Society) was founded in 1835, it created Bristol Zoo Gardens as a unique showcase for animals and plants, many of which were reaching Europe for the first time from parts of the world hitherto unexplored and virtually untouched by humans.

Over the intervening years, the world in which we live has changed radically, and as a result, the natural world is increasingly under threat from factors such as loss and fragmentation of habitat, overpopulation and climate change.

The Society's Mission has been adjusted to address these changes. While it is our intention that Bristol Zoo Gardens (and the National Wildlife Conservation Park in its turn) should continue to be unique visitor attractions, conservation and education are now the main drivers shaping the Society's strategic planning.

As we embark upon what we hope and believe will be among the most exciting and challenging decades in the Society's history, we have decided that the time is right to issue this document, to confirm to members of the Society, to all its dedicated employees and volunteers, and to the public at large, the Society's Mission, Vision, Values and Strategic Intent.

Martin Davies Jones
Chair of Trustees
Bristol, Clifton and West of England
Zoological Society Limited



Martin Davies Jones

Director

This document is a strategic plan; so, it describes the activities to which the Bristol, Clifton and West of England Zoological Society Limited (the Society) and its three Operating Units intend to devote their energies and skills over the next ten years. But it does not attempt to articulate the ways in which they will achieve these strategic aims; this will be done within departmental and cross-departmental Action Plans which will, in some cases (Learning, for example) cut across the wider strategies pertaining to each Operating Unit.

The sections of this Strategic Plan are based (with some additions) on the chapters of "Building a Future for Wildlife: The World Zoo and Aquarium Conservation Strategy" (World Association of Zoos and Aquariums (WAZA), May 2005). The Society is an active member of WAZA; its Conservation Committee, which I chair, was responsible for the development and delivery of its conservation strategy document in 2005.

As with all public documents, the audiences for this Strategic Plan will be several: staff and volunteers, to provide them with a strategic framework within which to set new day-to-day work; trustees (who have approved this document), to be confident that the Society is heading in the right direction; members of the public, who can rest assured that we are delivering our charitable aims and objectives in ways above and beyond what is required, while at the same time running our business in a proactive but prudent financial way; and supporters, current and future, to convince them that our endeavours are worthy of their commitment.

Dr Jo Gipps
CEO
Bristol, Clifton and West of England
Zoological Society Limited



Dr Jo Gipps

Mission, Vision & Values

Organisational structure

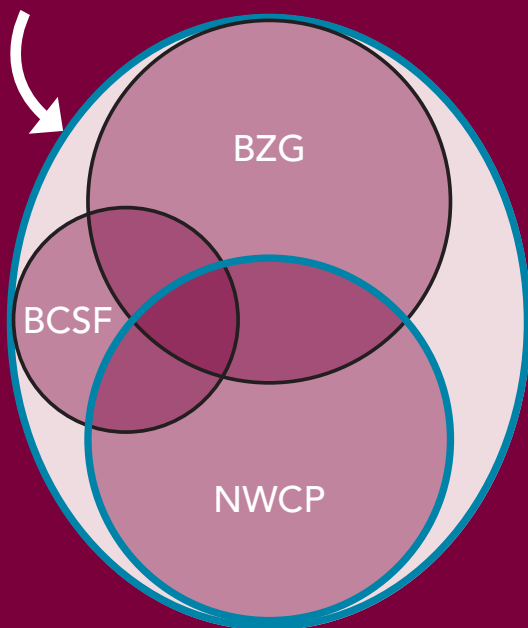
The Bristol, Clifton and West of England Zoological Society Limited is an education and conservation charity; it administers and operates three financially separate but ideologically overlapping Operating Units, namely Bristol Zoo Gardens (BZG), the National Wildlife Conservation Park (NWCP) and the Bristol Conservation and Science Foundation (BCSF). Despite the financial independence of the three operations, all units share staff and other resources.

Bristol Zoo Gardens is located on a 5 ha site in Clifton and was opened in 1836. It is a forward-looking education and conservation led zoo, dedicated to delivering the Society's Mission (see opposite).

The National Wildlife Conservation Park is a proposed new zoological park to be located at the Society's 55 ha estate at Cribbs Causeway, seven miles north of the existing zoo in Clifton; design work is underway, and, subject to funds being available, it is due to open in 2012.

The Bristol Conservation and Science Foundation conducts the Society's conservation action and conservation research activities in the field, at home and internationally.

Bristol, Clifton and West of England Zoological Society Limited



This diagram illustrates the substantive intellectual and resource-use overlap between the three Operating Units of the Society.

The three elements are separate financial entities; a blue boarder indicates a separate charitable entity.



Top: Aerial photo of Bristol Zoo Gardens
Middle: Conservation work in Madagascar
Bottom: Aerial photo of NWCP at present

Mission, Vision & Values

The Society maintains and defends biodiversity through breeding endangered species, conserving threatened species and habitats, and promoting a wider understanding of the natural world.

The Society	Vision	Values
The Bristol, Clifton and West of England Zoological Society Limited	To advance the public understanding and the conservation of wildlife and the natural environment, and to advance the scientific study of animals and plants; to do this through its three Operating Units. (These are the charitable objects of the Society, as stated in its Constitution).	Integrity, public accountability, staff and volunteer fulfilment, the global imperative of wildlife conservation.
The Society's Operating Units		
Bristol Zoo Gardens	To be the best city zoo in the world for having fun and for young people to build the foundations of wildlife and conservation awareness.	Amaze, immerse, captivate, instil.
The National Wildlife Conservation Park	To be the world's leading conservation-led visitor attraction and Britain's acknowledged centre for active conservation leadership.	Excite, amaze, immerse, inspire, engage, innovate, enable.
The Bristol Conservation and Science Foundation	To be an internationally recognised authority on wildlife and conservation in the context of sustainable development.	Empower, commit, lead to action, impart and share knowledge.



Strategic Intent – Overview

Below are the Society's statements of Strategic Intent with respect to each of the 14 sections that follow. Sections 1 – 9 relate directly to Chapters 1 – 9 of "Building a Future for Wildlife: The World Zoo and Aquarium Conservation Strategy" (WAZA, May 2005).

- 1 Integrating Conservation into all that we do
 - To integrate conservation, sustainable activities and social and environmental awareness into all aspects of our work.
 - To promote these values widely through partnerships, learning and commerce.
- 2 Conservation of Wild Populations
 - To initiate and support an increasing number of field conservation activities worldwide, all delivering substantial sustainable conservation impacts.
- 3 Science and Research
 - To carry out fundamental and applied *ex situ* and *in situ* research to support and enhance the zoo-based and field conservation of threatened animal and plant species.
- 4 Population Management of Animals and Plants
 - To become a world leader in sustainable population management by focusing our resources on securing sustainable populations of animals and plants through integrated co-operation with zoos, botanic gardens and strategic partners.
- 5 Integrated Learning
 - To engage and empower our audiences to act in ways that benefit wildlife conservation and create a sustainable future for both wildlife and people.
- 6 Communication
 - To communicate, through internal and external means, the values, Mission, objectives and activities of the Society and its Operating Units.
- 7 Partnerships and Community Involvement
 - To ensure that all of our partners and those with whom we have relationships support our conservation and education Mission.
 - To develop relationships that help deliver best practice in all our activities.
 - To develop mutually beneficial partnerships, both in the UK and worldwide, with like-minded conservation, development, political and commercial organisations.
- 8 Sustainability
 - To use the latest technologies to ensure continual improvement of our sustainable practices.
 - To reduce our environmental impact by implementing a clear environmental management system, and to promote the scheme through our business and other partners.
- 9 Ethics and Animal Welfare
 - To advance best practice animal husbandry, health and welfare that ensures the physical and psychological well-being of the animals in our care.
 - To act ethically in all areas of our operations, management, fundraising and investment.
- 10 Commercial Activities and the Visitor Experience
 - To deliver two first-class visitor attractions that advance the public understanding and the conservation of wildlife and the natural environment, and that raise funds through their operation and profitability to support the conservation and care of plants and animals.
- 11 Governance and Management
 - To ensure that clear and effective arrangements are in place that align us to best practice in management and charity governance.
- 12 Human Resources
 - To recruit, employ, value, develop and retain people with the necessary knowledge, skills, motivation and flexibility to achieve the Society's Mission.
- 13 Development
 - To use all available skills, knowledge and enthusiasm to generate maximum financial and other support for our Mission from a wide range of sources, in an ethical and efficient manner.
- 14 Administration, Finance and Support Services
 - To develop and maintain efficient and effective systems to support us in achieving our Mission.
 - To provide support systems that enable new and better ways of working, to simplify tasks and to enhance our image.

1. Integrating Conservation into all that we do

World Zoo and Aquarium Conservation Strategy Vision for Integrating Conservation

WAZA recognises that the fundamental elements of each organisation's culture should be the values of sustainability, conservation, and social and environmental responsibility. These values should be integrated in all aspects of the organisation's work and understood and promoted by all those working within the WAZA network.

Strategic Intent

The Society intends:

- to integrate conservation, sustainable activities and social and environmental awareness into all aspects of our work.
- to promote these values widely through partnerships, learning and commerce.



The **Society** will ensure that its three Operating Units engage continuously in and demonstrate active conservation, both *in situ* and *ex situ*, within the UK and worldwide. It will ensure that its Operating Units demonstrate high standards of sustainable practice, economically, socially and environmentally, and it will measure, set and evaluate targets to reduce the environmental impact of the Society.

Bristol Zoo Gardens will engage in and support national, European and global captive population management programmes, also supporting conservation programmes through its retail and catering operations and maintaining the Clifton site in such a manner as to promote native wildlife. It will monitor, audit, reduce and offset the environmental impact (in particular, the carbon footprint) of the site's operation, including aiming to minimise the impact of visitor travel to the site and adopting a sustainable approach to all maintenance and construction projects. It will inform, engage and enable its visitors to act responsibly.

The National Wildlife Conservation Park will adopt an exemplary sustainable approach to the design and construction of the development and will minimise energy consumption and waste production from the site's operation, through pioneering sustainable initiatives. It will link each exhibit ecosystem to a field conservation programme, while engaging in and supporting national, European and global population management programmes and enhancing on-site conservation. It will maximise learning opportunities through diverse and creative learning programmes and harness maximum involvement in sustainable conservation; it will share successful methodologies and techniques throughout world zoo networks.

The Bristol Conservation and Science Foundation will work to address wildlife and environmental issues of global concern. It will support local communities in sustainable development connected with conservation and establish field conservation projects linked to the Society's other Operating Units. It will demonstrate and increase awareness of its field conservation work and raise its profile as a centre of excellence for zoo-based research at BZG, NWCP and in the field. It will undertake research, publishing and presenting scientific papers in peer-reviewed journals and at scientific conferences, as well as providing learning environments for a wide range of staff, students and academic institutions.

2. Conservation of Wild Populations

World Zoo and Aquarium Conservation Strategy Vision for Conservation of Wild Populations

Zoos and aquariums will make further contributions to conservation in the wild by providing knowledge, skills and resources through initiatives in zoo breeding, translocations and reintroductions, wildlife health, research training, education and by funding field activities. Zoos and aquariums will be an important force for worldwide conservation by their employment or support of field workers active in the conservation of wildlife and habitats.

Strategic Intent

The Society intends:

- to initiate and support an increasing number of field conservation activities worldwide, all delivering substantial sustainable conservation impacts.
-

The Bristol Conservation and Science Foundation will work to address issues of global concern (such as loss of forest species and habitats, loss of wetlands, degradation of coastlines and human-wildlife conflicts). It will support local communities in utilising natural resources in their sustainable development, enabling wildlife conservation to become a local benefit, and support *in situ* and local zoological establishments to improve the value of their conservation, their standards of animal husbandry and veterinary healthcare and fulfilment of the World Zoo and Aquarium Conservation Strategy. Field conservation projects will be established linked to each of the exhibit ecosystems at NWCP and the major exhibit areas of BZG identifying clearly-defined aims, objectives, outputs and priorities for all projects and undertaking comprehensive monitoring, auditing and reporting. It will develop and maintain partnerships with key stakeholders (such as Government departments, environmental NGOs, universities, local communities and other appropriate partners in the field) and demonstrate and raise awareness of its conservation work at BZG, NWCP and via other communication routes.



3. Science and Research

World Zoo and Aquarium Conservation Strategy Vision for Science and Research

Zoos and aquariums will be fully and actively integrated into the research community and into public consciousness and understanding of science as serious, respected scientific institutions, which make significant contributions and sound scientific decisions for wildlife worldwide.

Strategic Intent

The Society intends:

- to carry out fundamental and applied *ex situ* and *in situ* research to support and enhance the zoo-based and field conservation of threatened animal and plant species.

The Bristol Conservation and Science Foundation will make a significant contribution to species and habitat conservation by advancing understanding of the ecology, health, welfare and optimal husbandry of species in the living collections at BZG and NWCP and of the ecology and conservation of species in its field conservation projects, enabling relevant conservation measures to be optimised.

It will develop a research programme that supports the population management programmes of BZG and NWCP and includes high profile research projects (both fundamental and applied) in biological science and

veterinary medicine. It will also pursue scientific research to understand the psychology of learning in a zoo environment, evaluating the learning taking place at BZG and NWCP and enabling the application of appropriate techniques to bring about attitude and behaviour change. It will develop a sound financial basis for its research activities, in part through securing funding from government agencies and NGOs.

BCSF will raise its profile as a centre of excellence for zoo-based research and develop NWCP as a national centre of excellence for conservation research, as well as social science research directed at behaviour change for wildlife conservation. In addition to publishing and presenting scientific papers in peer-reviewed journals and at scientific conferences, it will compile data from the living collections and make these available to the wider research community. It will maintain and foster its affiliations to the University of Bristol and the University of the West of England and work towards developing and delivering courses in zoo and conservation biology in co-operation with these and other universities. It will provide a learning environment for the training and development of staff and students, with properly structured research opportunities, including an internship/residency programme in zoo and wild animal medicine.



4. Population Management of Animals and Plants

World Zoo and Aquarium Conservation Strategy Vision for Population Management

All zoos and aquariums will be primary centres of expertise in small population management through involvement in global and regional co-operative breeding programmes. All such programmes will be based on sound knowledge, using the latest available data on population management, reproductive biology, genetics, behaviour, physiology, nutrition, veterinary care and husbandry.

Strategic Intent

The Society intends:

- to become a world leader in sustainable population management by focusing our resources on securing sustainable populations of animals and plants through integrated co-operation with zoos, botanic gardens and strategic partners.

The Society will manage the animal and plant collections of its Operating Units through the British and European zoo breeding programmes and the Plantnetwork horticultural and botanical programmes, supporting the link between these programmes and the global co-operative breeding programmes recognised by the World Association of Zoos and Aquariums (WAZA) and Botanic Gardens Conservation International (BGCI). It will develop partnerships with Government Organisations (GOs) and Non-Governmental Organisations (NGOs) to increase the number of species that benefit from captive population management. It will also ensure representation by the Society's staff at BGCI and at the relevant British and Irish Association of Zoos and Aquariums (BIAZA), European Association of Zoos and Aquaria (EAZA) and WAZA committees and working groups.

Bristol Zoo Gardens will participate actively in the European Endangered Species Programme (EEP) and Plantnet management programmes, maximising its contribution by best practice husbandry and veterinary management of its collections. It will inform visitors of issues relating to the conservation of endangered species and exhibit a broad range of species to inform them about global biodiversity. It will maintain comprehensive animal records of its collections, contributing data to the International Species Information System (ISIS) database and studbooks, and will support the installation of the Zoological Information Management System (ZIMS) in the EAZA region. It will also demonstrate horticultural and botanical best practice and be recognised as a centre for excellence for zoo-related plant conservation and horticulture.

The National Wildlife Conservation Park will undertake the same activities as BZG (above) and, in addition, will develop a dedicated Conservation Breeding Centre to enhance the viability of carefully chosen populations of species identified in national and international collection plans, and develop a centre for zoo veterinary medicine in purpose-built facilities.

The Bristol Conservation and Science Foundation will work to address and support wildlife issues of global concern, in particular scientifically supporting population management programmes at BZG and NWCP, as well as in countries where it operates field projects.



5. Integrated Learning

World Zoo and Aquarium Conservation Strategy Vision for Education and Training

The educational role of zoos and aquariums will be socially, environmentally and culturally relevant, and by influencing people's behaviour and values, education will be seen as an important conservation activity.

Strategic Intent

The Society intends:

- to engage and empower our audiences to act in ways that benefit wildlife conservation and create a sustainable future for both wildlife and people.

The Society will provide an inspirational learning experience integrated into all its activities, offering the most engaging and empowering wildlife conservation experience to BZG and NWCP visitors, while providing learning opportunities for non-visitors (including outreach) and building an influential and accessible presence through other media. It will be recognised nationally for its educational and training programmes at all levels (from nursery, through primary, secondary, 14-19 education, further and higher education, including academic, vocational, professional and integrated staff learning), operating at all sites.

Bristol Zoo Gardens will provide a fun, family-focused wildlife educational facility, including interactive, hands-on and live animal experiences that engage positively. It will provide the best people and facilities to teach visiting groups of pupils, students and adult learners and offer outstanding curriculum-related sessions for booked groups. It will also lead the way in zoo-based veterinary medicine training, engage in partnerships for

vocational training and further education provision and provide learning opportunities to those in further and higher education.

The National Wildlife Conservation Park will use evidence-based research on visitor motivators and behaviour to provide unique, creative, innovative, surprising and inspiring experiences for visitors that encourage active engagement with relevant issues; it will give visitors an understanding of the integrity of the selected ecosystems and promote them to act for the benefit of wildlife conservation. It will provide excellent facilities for vocational training, collaborating with appropriate partners to offer a wide range of academic and vocational courses and providing learning opportunities for those in further and higher education, and also for lifelong learning and continuing professional development. It will regularly evaluate methods and strategies against defined generic learning outcomes, seeking to exploit new thinking and technological opportunities, and disseminate learning as widely as possible.

The Bristol Conservation and Science Foundation will integrate learning into all its field conservation projects, including providing training opportunities through its field activities and engaging with relevant communities worldwide as an essential element of targeted community-based projects. It will also provide opportunities for undergraduate and postgraduate training in scientific research methods and will work towards developing courses in zoo and conservation biology and animal health in co-operation with relevant universities and colleges.



6. Communication

The World Zoo and Aquarium Conservation Strategy Vision for Communication

Zoos and aquariums and their national and regional associations will become highly effective in communicating conservation issues and their role in conservation. They will become better recognised as among the major and most trusted voices speaking on behalf of wildlife and wild places.

Strategic Intent

The Society intends:

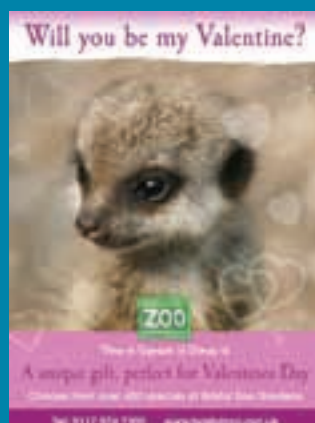
- to communicate, through internal and external means, the values, Mission, objectives and activities of the Society and its Operating Units.

The Society and all its Operating Units will develop an internal and external communication strategy that promotes BZG and NWCP as first-class visitor attractions, as well as communicating the Mission relating to conservation, education and research. It will target communication across market segments to drive and grow visitor numbers and income to enable fulfilment

of the Mission, while developing and communicating a range of events that attract repeat visits, deliver new audiences and promote strong conservation messages. It will identify target audiences and stimulate and harness their enthusiasm to care for and protect wildlife and habitats, connecting visitors with the environment and strengthening their awareness of conservation issues.

It will manage its brands and effectively communicate its scope, outputs and Mission, promoting advocacy for the Mission by developing and managing long-term business-to-business and business-to-customer relationships and assisting in fundraising by promoting the Mission, its first-class visitor attractions, and related events and activities.

It will promote the key messages of the World Zoo and Aquarium Conservation Strategy that zoos and aquariums are centres for active conservation and scientific research, are instrumental in effecting change, are inspirational and accountable, care for their animals, bring benefits to urban and rural populations, have an ethical approach, do conservation in the wild, are fun and educational, are financially self-sustaining and cut across all social strata.



7. Partnerships and Community Involvement

World Zoo and Aquarium Conservation Strategy Vision for Partnerships

Through increased co-operation and judicious encouragement, zoos and aquariums will continue to raise standards of animal management, educate the public to act on behalf of conservation issues, and assist in field projects. Partnerships will strengthen global co-operation and help all zoos, aquariums and other conservation organisations to improve and to achieve their conservation goals. Zoos and aquariums will be encouraged to help one another, particularly those that have fewer resources and/or less expertise.

Strategic Intent

The Society intends:

- to ensure that all of our partners and those with whom we have relationships support our conservation and education Mission.
- to develop relationships that help deliver best practice in all our activities.
- to develop mutually beneficial partnerships, both in the UK and worldwide, with like-minded conservation, development, political and commercial organisations.

Bristol Zoo Gardens and the National Wildlife Conservation Park will develop and enhance community partnerships that enable consultation and engagement with current and new audiences and grow business links that are mutually beneficial and assist in the development of healthy, sustainable organisations. They will strengthen partnerships with other conservation organisations,

individuals and appropriate visitor attractions to promote conservation awareness to a wider audience and to drive new visitors. They will also work with formal and informal education sector providers to inspire the next generation of conservation-aware citizens and enable individuals and groups to take action for local conservation benefit.

BZG will maintain and NWCP will grow strong volunteer programmes, which provide training and social opportunities across an array of disciplines. Both will also provide a wide range of learning, training and employment opportunities to disadvantaged communities and those disengaged from conservation activity, working directly with charitable and statutory schemes to provide opportunities and access for hard-to-reach sections of the community (such as youth offenders, the disabled, the long-term unemployed and other disadvantaged groups).

With partners in British, European and world zoos, they will play a leading role in activities with conservation enterprises and other conservation NGOs, working (through their community and social responsibility programmes) directly with individuals and businesses to provide funding and volunteer resources for conservation projects.

The Bristol Conservation and Science Foundation will develop partnerships that promote and enable effective conservation projects and ensure scientific rigour in research programmes. It will engage with communities in all field conservation projects to ensure sustainable, long-lasting outcomes.



8. Sustainability

World Zoo and Aquarium Conservation Strategy Vision for Sustainability

All zoos and aquariums will work towards sustainability and reduce their 'environmental footprint'. They will use natural resources in a way that does not lead to their decline, thus meeting the needs of the present without compromising future generations.

Strategic Intent

The Society intends:

- to use the latest technologies and successes to ensure continual improvement of our sustainable practices.
- to reduce our environmental impact by implementing a clear environmental management system, and to promote the scheme through our business and other partners.

Bristol Zoo Gardens will lead by example, assessing the environmental impact of every project and decision and using sustainable practices in all aspects of its operations. In particular, it will adopt best practice measures and activities that help sustain natural resources in the areas of energy efficiency, water consumption, waste management, building practices and recycling, achieving ISO 14001 accreditation for its environmental management systems and practices. It will communicate its environmental and sustainable practices to visitors and partners, requiring suppliers, franchisees and partners to develop and implement sustainable practices in their businesses, and demonstrating methods and providing opportunities through which visitors and partners can minimise their environmental impacts (including carbon footprints).

The National Wildlife Conservation Park will undertake the same activities as BZG (above) and, in addition, will ensure that all its design and building work is to exemplary and significantly higher environmental standards than those required by regulation or found in common practice. It will generate its own heating and power needs, it will compost its organic and recycle inorganic waste and generally adopt best practice in all matters relating to environmental sustainability. It will act as a regional and national hub for sustainable best practice for visitor attractions and become the national centre for 'green' issues.

The Bristol Conservation and Science Foundation will adopt measures and activities that help sustain natural resources in all aspects of its work, including supporting local communities in using natural resources in their sustainable development.



9. Ethics and Animal Welfare

World Zoo and Aquarium Conservation Strategy Vision for Ethics and Animal Welfare

All zoos and aquariums will follow ethical principles and maintain the highest standards of animal welfare in order to establish and sustain viable populations of healthy animals for conservation purposes and to convey credible conservation messages to the public.

Strategic Intent

The Society intends:

- to advance best practice animal husbandry, health and welfare that ensures the physical and psychological well-being of the animals in our care.
- to act ethically in all areas of our operations, management, fundraising and investment.

The Society will ensure independent monitoring and evaluation of welfare and ethical issues through its Welfare and Research Advisory Board (WRAB). There will be regular evaluation of collection animals to ensure that provision for behavioural and physiological needs meets best practice standards and that the animals portray strong educational messages through their inclusion in the Society's collections.

Bristol Zoo Gardens and The National Wildlife Conservation Park will continually improve animal management techniques and practices, based on evolving knowledge and perceptions, ensuring the development of staff expertise in the fields of animal husbandry, veterinary care, training, conditioning and behavioural enrichment. They will ensure that all collection animals receive appropriate behavioural enrichment and will make every effort to adhere to breeding programme recommendations. They will comply with all ethical codes, animal welfare policies and legislation regarding the containment, husbandry and transportation of species. They will develop high standards and innovative methods of exhibiting animals that engage visitors and convey coherent and credible conservation messages.

The Bristol Conservation and Science Foundation will ensure that all research undertaken meets high ethical standards and is compliant with the Society's research policy.

The Society and all its Operating Units will abide by clearly articulated ethical policies covering all other aspects of our operations.



10. Commercial Activities and the Visitor Experience

Strategic Intent

The Society intends:

- to deliver two world-class visitor attractions that advance the public understanding and the conservation of wildlife and the natural environment, and that raise funds through their operation and profitability to support the conservation and care of plants and animals.

The Society will continue to develop BZG as a successful family visitor attraction and conservation organisation, launch NWCP as the world's leading wildlife conservation visitor attraction and Britain's acknowledged centre for active conservation leadership, and expand conservation and research activities through BCSF. It will maximise the effectiveness of all its income-generating activities.

Bristol Zoo Gardens and The National Wildlife Conservation Park will be two first-class visitor attractions, which complement each other commercially, educationally and through their conservation messages and visitor experiences, and will assist fundraising by delivering a world-class visitor destination.

They will treat visitors as guests on a shared journey of discovery and appreciation of the natural world and its

future, providing them with opportunities for value-added experiences, involving talking to staff and volunteers, watching animal displays and participating in well-crafted interactive activities. They will deliver a range of events, recreational activities and products to supplement the expectations of the traditional zoo visitor, while also providing a variety of enabling strategies so that visitors can engage with the conservation movement. They will maintain and enhance the outstanding reputation held by BZG for beautiful, well-maintained gardens and amenities and ensure that animal exhibits are of the highest standard, engaging with visitors and facilitating learning.

They will provide excellent retail, catering and other commercial activities, appropriate to visitors and to the Society's ethos, which will, through example, encourage environmental sustainability, animal welfare and ethical trading practices, at the same time as maximising revenue to enable fulfilment of the Mission. They will deliver excellent customer service to all visitors through knowledgeable, empowered, polite and happy staff in safe, accessible and relaxed environments.

They will encourage all visitors to become annual members, so as to promote repeat visits, ongoing learning and commercial growth, and encourage annual members to become long-term supporters of the Society's conservation activities.



11. Governance and Management

Strategic Intent

The Society intends:

- to ensure that clear and effective arrangements are in place that align us to best practice in management and charity governance.

The Society will demonstrate clear, decisive and ethical leadership in all areas of governance and management and uphold the standards of Good Governance: a Code for Voluntary and Community Organisations (Charity Commission). It will regularly review policies, compliance procedures, internal controls and risks.

It will ensure that the Board of Trustees and individuals within it act according to high ethical standards, that conflicts of interest are dealt with properly and that the

Board is open, responsive and accountable to the Society's shareholders, staff, volunteers, users, beneficiaries, partners and all other stakeholders. It will ensure that Trustees are clear about their role in focusing on the strategic direction of the organisation, making certain that it is solvent, well run and delivering the appropriate outcomes. It will ensure the effectiveness of the Board through self-evaluation and regular review; it will also ensure that there are clear delegated authorities for its sub-committees, officers, other staff and agents, and that the Trustees monitor their performance.

Where vacancies arise, it will seek to identify and appoint new Trustees so as to maintain a Board of Trustees with an appropriate balance of skills, experience, gender, ethnicity and age; it will ensure consistent implementation of thorough induction and support processes for Trustees.



12. Human Resources

Strategic Intent

The Society intends:

- to recruit, employ, value, develop and retain people with the necessary knowledge, skills, motivation and flexibility to achieve its Mission.

The Society will attract, recruit and retain staff and volunteers of excellent quality to ensure that all parts of the organisation operate to the highest standards. It will develop organisational structures that draw upon strengths at all levels, fostering a strong team approach, and develop recognition and reward strategies to ensure people are motivated to deliver effectively and efficiently. It will ensure that all people are valued for their knowledge, skills, talents, flexibility, commitment, creativity, productivity and service orientation and are treated fairly, always with respect and dignity; it will also ensure that management standards are applied consistently and reflect best practice.

It will provide opportunities for continuous learning and development leading to organisational excellence, including developing internal and external collaborative relationships to enhance communication, skills and knowledge and encourage attainment of the highest possible standards; it will also identify and develop key talent within the organisation, including the development of succession and career planning.

It will have a Human Resource function that is a centre of excellence, operating to the highest ethical business standards. It will ensure that all policies and procedures are transparent and equitable, and reflect the organisation's commitment to equal opportunities, and that all policies, procedures and support material are regularly reviewed and revised to reflect changes in legislation and best practice.



13. Development

Strategic Intent

The Society intends:

- to use all available skills, knowledge and enthusiasm to generate maximum financial and other support for our Mission from a wide range of sources in an ethical and efficient manner.

The Society will set and achieve realistic but ambitious fundraising income targets for its projects and departments, in particular: raise the capital funds required to build NWCP; secure relationships to support the development of NWCP; secure increasing fundraised income for capital projects and revenue support at BZG; secure funding to expand the initiatives of BSCF; and secure funding to expand onsite education and conservation initiatives.

It will ensure financial security through a diversity of income sources, generating and managing every new and current contact to maximise income and working effectively with partner organisations to maximise opportunities for income and influence. It will establish itself as the conservation charity of choice for donors in the South West, including delivering an attractive suite of legacy opportunities. It will operate as efficiently and effectively as possible, maximising donors' contributions and minimising costs. It will generate and apply clear, accurate, timely and realistic fundraising advice and develop innovative fundraising strategies and schemes to suit target audiences for BZG, NWCP and BSCF. It will promote and exercise excellence in relationship management, internally and externally (ensuring that supporters are valued, thanked and involved), and it will implement best practice systems to support development activities.



14. Administration, Finance and Support Services

Strategic Intent

The Society intends:

- to develop and maintain efficient and effective systems to support us in achieving our Mission.
- to provide support systems that enable new and better ways of working, to simplify tasks and to enhance our image.

The Society will ensure that its business support functions are efficient, secure, reliable and provide excellent value for money. It will strengthen and integrate its management and IT systems to allow more effective deployment of resources and reduce paper-handling, selecting software on the basis of suitability, effectiveness and standardisation wherever possible. It will operate robust and transparent accounting systems, which will aid resource distribution, contribute to the sustainability of the organisation and ensure timely provision of management information. It will reduce administrative burdens, eliminate unnecessary paperwork and bureaucratic working practices, and provide excellent services to internal clients.

It will ensure that its staff and processes best support the delivery of its aims and activities; it will improve and integrate its operational planning, risk management and financial planning processes, to include financial planning to provide stability and enable flexibility in supporting new opportunities. It will ensure that all staff and visitors are in a safe and healthy environment and that every staff member has access to appropriate facilities and information and receives relevant training. It will also ensure that its physical resources are used sustainably and to full effect and that its property is managed effectively and properly maintained. Where necessary, it will seek external professional advice in connection with the management of its activities and assets, periodically reviewing any external advisers to ensure the quality and value of advice received.

It will provide efficient support departments to facilitate the smooth operation of the Operating Units, provide excellent customer service and provide the resources (staff and equipment) to ensure that all of the activities of the Society's Operating Units are carried out efficiently and in line with the Vision, Mission and Values.



Bristol Zoo Gardens – Masterplan

Proposed development areas over the next 10 years at Bristol Zoo Gardens.



- Work in progress**
 - 1. Butterfly Forest
- Proposed new developments for:**
 - 2. Main Gate shop extension
 - 3. Teaching facilities, animal holding and offices
 - 4. Central play and activity area
 - 5. New exhibit
 - 6. New exhibit
 - 7. Tropical Forest House
 - 8. Lavatories, storage and visitor use (to be confirmed)
- Landscape scheme**
 - 9. Landscaping and small exhibits scheme
- All-weather Zoo**
(covered walkways)

National Wildlife Conservation Park – Masterplan

This Masterplan is the version to be submitted for planning permission to South Gloucestershire Council in Mid 2008.



Glossary of Terms

BCSF	Bristol Conservation and Science Foundation
BGCI	Botanic Gardens Conservation International
BIAZA	British and Irish Association of Zoos and Aquariums
BZG	Bristol Zoo Gardens
EAZA	European Association of Zoos and Aquaria
EEP	European Endangered Species Programme
GO	Government Organisations
ISIS	International Species Information System
NGO	Non-Governmental Organisations
NWCP	National Wildlife Conservation Park
WAZA	World Association of Zoos and Aquariums
WRAB	Welfare and Research Advisory Board
ZIMS	Zoological Information Management System

This document was written and compiled by the Society's Strategic Management Group, composed of the Senior Management Team and Heads of Departments.

In alphabetical order:

Sallie Blanks	NWCP Deputy Project Manager
Dr Bryan Carroll	Deputy Director
Brian Colenso	Head of Maintenance
Simon Garrett	Head of Learning
Dr Jo Gipps	Director
David Harley	Head of Estates
Nick Higgins	Head of Finance
Heather Holve	Head of Marketing & PR
Neil Maddison	Head of Conservation Programmes
Samantha Mant	Head of Development
Gill Minns	Interim Head of Human Resources
Eddie Mole	Head of Horticulture
Alex Page	Head of Commercial Operations
John Partridge	Senior Curator of Animals
Sharon Redrobe	Head of Veterinary Services
Dr Christoph Schwitzer	Head of Research

The document was edited by Jane Wisby and designed by Sarah Powell and Phil Jearey.



