

**Bristol, Clifton and West of England
Zoological Society Limited**

**Annual Report and Financial Statements
for the year ended 31 December 2020**

Registered Charity Number: 1104986

Registered Company Number: 5154176

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees

The Trustees, who are also the Directors of the company for the purposes of the Companies Act 2006, present their annual report and the audited consolidated financial statements for the year ended 31 December 2020.

Reference and administrative information

Trustees elected by the members

Charlotte Moar – Chair of Trustees
 Victoria Ash
 Christopher Booy OBE
 David Esam
 Sarah Fuller
 Peaches Golding OBE CStJ
 Claire Ladkin
 Michael Lea
 Andrew Martyn-Johns – appointed 27 November 2020
 Professor Richard Pancost - nominated by the University of Bristol
 Professor Sheila Pankhurst
 Professor Olena Doran - nominated by the University of the West of England
 Malcolm Broad MBE – retired 27 November 2020

Membership of Committees

A: Attendee C: Chair M: Member

	Board of Trustees	Audit and Risk Committee	Conservation, Ethics and Sustainability Committee	Finance and Business Committee	People Committee	Bristol Zoo Gardens Enterprises Ltd Board of Directors	Pension Fund Trustees
Trustees							
Charlotte Moar	C			M	M	C	
Victoria Ash	M			M		M	
Christopher Booy	M			C	M	M	
Malcolm Broad	M	C			M	M	
David Esam	M	M	M		C	M	
Peaches Golding	M					M	
Claire Ladkin	M	M				M	
Michael Lea	M			M		M	
Prof Richard Pancost	M		M			M	
Dr Sheila Pankhurst	M		C		M	M	
Prof Olena Doran	M		M			M	
Andrew Martyn-Johns	M	C				M	
Employees							
Dr Justin Morris	A	A	A	A	A	M	A
Dr Christoph Schwitzer	A		A			A	
Angela Mather	A	A		A	A	A	A
Charlotte Brown	A			A		A	
Gary Box	A	A		A		A	
Brian Zimmerman	A		A			A	
Francesca Fryer	A					A	
Michelle Barrows			A			A	
Dr Sue Dow			A				
Dr Gráinne McCabe			A				
Others							
James McArthur*							C
Ben Bilstead				M			
Prof Michael Bruford			M				
Richard Clarke							M
Prof Rob Cuthbert							C
Dr Mhairi Gibson			M				
Jennifer Howells		M					
William Marshall				M			M
Prof Michael Mendl			M				
Prof Frank Smith			M				
Emma Woollett		M					
Simon Garrett							M
Philip Jearey							M

*resigned on 20 August 2020

Subsequent to the year end a new Transformation Programme Board was established to oversee the Society's major capital projects and property disposals.

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Report of the Trustees (continued)

Chief Executive

Dr Justin Morris

Executive Team

Angela Mather	Director of Finance and Corporate Services
Charlotte Brown	Commercial and Communications Director
Brian Zimmerman	Director of Conservation and Science – appointed 1 July 2020
Francesca Fryer	Director of Transformation – appointed 1 March 2021
Dr Christoph Schwitzer	Chief Zoological Officer – resigned 31 July 2020
Gary Box	Interim Director of Facilities – resigned 30 April 2020

Company Secretary

Angela Mather

Registered address

Bristol Zoo Gardens
Guthrie Road
Clifton,
Bristol, BS8 3HA

Advisers

Solicitors

Osborne Clarke
2 Temple Back East, Temple Quay
Bristol, BS1 6EG

Bankers

HSBC Bank plc
3 Temple Quay
Bristol, BS1 6DZ

Investment Adviser

Smith & Williamson Investment Management Ltd
Portwall Place
Portwall Lane
Bristol, BS1 6NA

Independent Auditors

Moore
Chartered Accountants and Statutory Auditors
30 Gay Street,
Bath, BA1 2PA

Bristol, Clifton and West of England Zoological Society Limited (the 'Society') is a company limited by shares. The company registration number is 5154176 and it is registered as a charity in England & Wales, charity number 1104986.

Charitable Objects, Mission and Vision

The Society's Charitable Objects are to advance:

- a) the public understanding and the conservation of wildlife and the natural environment, and
- b) the scientific study of plants and animals.

The Society's Mission is *Saving Wildlife Together* with the vision for wildlife to be part of everyone's lives and for people to want to, and be enabled to, protect wildlife now and for the future.

The Society's principal activities are (a) the operation and ongoing development of Bristol Zoo Gardens ('BZG') and Wild Place Project ('WPP') as centres for wildlife conservation and as a popular visitor attraction which educates and entertains the public, (b) research and conservation work carried out in the field, and (c) the provision of Higher Education courses.

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Report of the Trustees (continued)

Public Benefit

The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

The Trustees believe that the carrying out of the aims of the Society provides a public benefit in a number of areas, including the provision of education and of facilities for recreation and the conservation of endangered species. They also believe that the degree of public access is sufficient for the Society's aims to be carried out for the public benefit. The main activities are the operation of Bristol Zoo Gardens and Wild Place Project, and when setting admission prices, due regard is paid to enabling as many members of the public as possible to benefit from the facilities. A range of discounted admission prices is available for students, school groups, senior citizens, people with disabilities etc. The Society also offers other schemes, such as volunteering and the provision of outreach, which will benefit those who would ordinarily be unable to afford access.

The Strategic Report contains a fuller description of the public benefit that the Society provides.

Strategic Report

Our objectives and achievements for 2020

The highlights and milestones for 2020 as a context in which to view the financial statements which follow were:

- The Coronavirus pandemic had a huge impact on the Society during 2020. The Society was forced to close both zoos to visitors from 21 March for the first national lockdown, and reopened Wild Place Project on 19 June and Bristol Zoo Gardens on 14 July, with comprehensive measures in place to ensure a safe experience for visitors. Both zoos closed again to visitors on 4 November in line with the second national lockdown and reopened on 7 December.
- The visitor offering was adapted in line with restrictions, which including closing animal houses as required, implementing timed ticketing and putting in place strict ticket caps to ensure social distancing could be maintained.
- Government restrictions and the resulting impact on visitor operations resulted in many secondary income activities being suspended, such as animal experiences and overnight stays at our two accommodation offerings. Education sessions and visits were paused, and the food and beverage offering as well as venue hire across both zoos was limited.
- A total of 97 staff were placed on furlough leave during the first national lockdown, but many more carried on working to ensure the animals continued to receive the highest standards of care and the sites continued to be safe and maintained.
- The Society worked closely with BIAZA colleagues to lobby DEFRA to reopen zoos and for a Government Zoo Animals Fund, however, eligibility criteria meant most charitable zoos were unable to draw down financial aid.
- The number of active volunteers who supported us in 2020 was 391 (2019: 439). This reduction is as a result of the Coronavirus pandemic. A new role of Volunteer Navigators was established and these played a vital role in welcoming and greeting our visitors throughout open periods.
- Conservation highlights continued, despite the pandemic, with the securing of funding from Beyond Good for research to help critically endangered lemurs in the wild; work to restock white-clawed crayfish in the South West; and 'Stories from the Field' online public lectures. The Society also supported Bristol City Council's Declaration of an Ecological Emergency.
- Breeding programme highlights included Critically Endangered and Endangered species, with the births of two western lowland gorillas, a gentle lemur, a zebra, two lynx kittens, a mouse deer, two keas, four blue tree monitor lizards, two yellow-margined box turtles, giant leaf insects, as well as Partula snails, which are now extinct in the wild, and three fourth-generation Lord Howe stick insects.
- Red panda 'Shifumi' arrived and NHS staff named our Goodfellow's tree kangaroo joey 'Kiri'. At Wild Place Project we mixed wolves and bears – a UK zoo first.
- The BZS Appeal generated £135,000, with a raised awareness of the Society, its conservation work and charity status.
- Public engagement activity at Bristol Zoo Gardens started with installation artist Luke Jerram's Extinction Bell, to raise awareness of biodiversity loss, and was followed by 'Conservation Heroes', and BRICKLIVE Ocean, with animals made of toy bricks ranging from orcas to penguins, raising awareness of marine conservation.

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Report of the Trustees (continued)

Our Strategic Plan

During June 2019, the Society launched a new strategy from 2021 to 2025. This established the mission of *Saving Wildlife Together* with a long-term vision for wildlife to be a part of everyone's lives and for people to want to, and be enabled to, protect wildlife now and for the future.

As a result of the financial impact of the Coronavirus pandemic it was necessary to reconsider this strategy. A range of strategic options, informed by independent professional advice, were considered by Trustees. In October 2020 Trustees voted unanimously to proceed with a strategy to move Bristol Zoo to the Wild Place Project site and to recommend to Shareholders that the Bristol Zoo Gardens site be sold in order to raise funds to enable this new strategy. In December 2020 the Shareholders voted to sell the Bristol Zoo Gardens site. This will result in much-needed capital investment to develop the new Bristol Zoo and provide greater capacity for investment in conservation and education activities for the long-term. A new strategy has subsequently been approved by Trustees in March 2021 setting out the direction for the next 15 years, through to the Society's bicentenary anniversary in 2035. The mission and vision of the Society remain the same but the new strategy sets out a bold new vision for Bristol Zoo at the Wild Place Project site.

The strategy has five objectives to be achieved by 2035:

- **Saving wildlife** – grow the proportion of species at the new Bristol Zoo with targeted conservation action to more than 90%;
- **Engaging our public** – engage and connect with more than 800,000 visitors and members per annum;
- **Creating conservationists** – engage and inspire over 90,000 school children and students per annum, the conservationists of the future;
- **Sustaining our environment** – become a carbon-neutral organisation; and
- **Sustaining our future** – develop the new Bristol Zoo through a major programme of capital investment.

During this time the Society will become a more effective conservation charity that harnesses the benefits of conservation research and fieldwork, education and outreach, alongside the benefits of breeding and understanding the needs of animals, and public engagement with those animals. This period will achieve a fundamental shift to recognise the combined importance of these different aspects of the charity and a re-weighting of activity built on current and past conservation successes.

Success will depend on the move of Bristol Zoo to the Wild Place Project site and the creation of a new world-class zoo for Bristol and the West of England. A unique opportunity exists to deliver an environmentally sustainable zoo that redefines what a zoo should be, connecting visitors with all that the Society does as a modern conservation charity. As such, conservation research and fieldwork will connect with conservation breeding programmes, learning and medicine – combining to form an accessible education campus; whilst the visitor experience will be interwoven with the nature and wildlife of the landscape.

Given its long history at the forefront of the development of zoos, the Society is better placed than most to define what zoos should look like in the 21st Century. Only from these foundations will the Society be able to grow and develop the already significant conservation and education programmes, both here in the UK and across the world, whilst influencing policy and decision-makers to ensure a sustainable future for wildlife and people. The Society will build on existing partnerships and reach out to the diversity of audiences in Bristol and the region and be prepared to work differently with new partners, supporters and funders who share the commitment to saving wildlife together.

Significant capital investment is needed to develop the new Bristol Zoo. This will be funded through a combination of the disposal of property, philanthropic fundraising, bank funding and use of cash reserves.

As a result of this new strategy and to support operating cashflow needs, the Society has sought new funding from its bankers. This new facility of £10m revolving credit facility and £0.5m overdraft, was approved by Trustees in March 2021, and ensures that the Society can fund this future investment and continues to be a going concern.

The main objective for 2021 will be the continued focus on ensuring both sites operate safely for our employees, volunteers, visitors and animals, alongside the implementation of the first phases of the capital development projects. This first phase includes the disposal of properties in Clifton, planning the relocation to the new Bristol Zoo and preparation for closing and sale of Bristol Zoo Gardens. Planning permission will also be sought for the first phases of development at the new Bristol Zoo. These will include new staff and operations hubs, new admission area, investment in site infrastructure, Conservation Learning Centre, Conservation Medicine Centre, Conservation Breeding Centre and Equatorial Guinea Exhibit.

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Report of the Trustees (continued)

Financial key performance indicators

Category	2020	2019	% change +/-
BZG total visitor numbers	217,768	512,934	-58%
BZG paid attendance	126,533	323,387	-61%
BZG admission income (exc. Gift Aid)	£1.7m	£3.4m	-50%
BZG admission income per paying guest	£13.46	£10.44	+29%
BZG day visitor catering spend per visitor	£2.35	£3.35	-30%
BZG retail spend per visitor	£1.60	£1.59	-

Bristol Zoo Gardens

Total visitor numbers at Bristol Zoo Gardens ('BZG') were significantly impacted by the Coronavirus pandemic. Due to national lockdowns, in total BZG was only open for 217 days of the year and for 64% of those days operated at reduced capacity to support social distancing requirements. This site has many indoor houses which often had to remain closed and being a smaller location, the maximum number of visitors per day was 1,620 which is 40% of the busiest day in 2019. When open to the visitors the catering offering was reduced, in particular the Hide (the main indoor seated restaurant), and as such spend per visitor was also significantly reduced.

Category	2020	2019	% change +/-
WPP total visitor numbers	206,967	317,031	-35%
WPP paid attendance	111,749	175,252	-36%
WPP admission income (exc. Gift Aid)	£1.3m	£1.4m	-12%
WPP admission income per paying visitor	£11.93	£8.17	+46%
WPP day visitor catering spend per visitor	£1.76	£2.53	-31%
WPP retail spend per visitor	£0.54	£0.65	-17%

Wild Place Project

Total visitor numbers at Wild Place Project ('WPP') were also significantly impacted by Coronavirus with the site only open for 242 days and for 67% of those days operated at reduced capacity. WPP site is more open in nature and as such we were able to open it earlier after the first national lockdown. Maximum capacity was 1,800 visitors per day, which is 51% of the busiest day in 2019. When open to visitors the catering and retail offerings were both impacted, with indoor catering not being able to open and the small main retail space not being able to support customer browsing and so having to be closed and sales made through a door way.

Financial results and overview for the year

Overall income in the year was £10.5m (2019: £12.3m) which is a decrease against the prior year of £1.8m. Visitor income has been significantly impacted during 2020 by the Coronavirus pandemic.

The Society was successful in its claim under its Business Interruption insurance for loss of profits resulting from the closure of sites and reduced capacity due to coronavirus. The income of £10.5m therefore includes £2.5m which was the maximum amount claimable under the insurance policy, £1.25m of which was received in cash in December 2020. The remaining £1.25m is reflected as a debtor at the year end and receipt is pending finalisation of the review by the insurers loss adjusters.

If we were to exclude this exceptional income, income for the year was £8.0m, a decrease of £4.3m on the prior year.

Income also included £0.1m as part of our Coronavirus fundraising campaign and £0.5m in Government grants towards the cost of employees on Furlough Leave. The income in 2019 included £0.3m raised for the fundraising campaigns undertaken for the Bear Wood project. If we exclude restricted income and the exceptional insurance claim, income was £7.2m (2019: £11.6m), a decrease of £4.4m.

The total expenditure for 2020 of £10.7m was £0.9m less than 2019. This reflects the savings as a result of being closed and cost cutting across the Society. Due to the reduction in activities that could be safely provided, reduced demand, and the need to reduce expenditure the Society decided to close 27 staff posts through redundancy.

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Report of the Trustees (continued)

Financial results and overview for the year (continued)

The net losses on investments which are a combination of stocks and shares and properties were £0.2m (2019: gains of £1.0m). In 2019, there was a significant gain on the value of the investment properties of £0.5m following a formal valuation by Knight Frank LLP. Included within this was the gain on two properties on their transfer from fixed assets to investment property. The Trustees have assumed that based on current market information there has been no significant change to the values during 2020.

The overall surplus on the closed defined benefit scheme has decreased during 2020 by £481,000, following a decrease in investment value but continues to be in surplus. The overall movements have resulted in an actuarial loss in the consolidated statement of financial activities of £481,000 (2019: gain of £162,000). The Trustees are mindful the scheme could go into deficit again and the Society has continued to work with the pension Trustees to reduce the risk in the asset portfolio and better match the profile to the liabilities outturn. Following the results of the 2018 triennial valuation, other than funding ongoing costs, the Society has not made any additional payments into the pension scheme.

Overall the net movement in funds for the year was a loss of £1.0m as compared to a gain of £1.9m in 2019. Excluding the restricted funds and exceptional insurance claim income the Society had net movement in funds for the year of a loss of £3.4m (2019: net increase of £1.5m). The decrease in profitability of £4.9m is due to decreases in revenue, losses on investments and actuarial losses, offset by a decrease in costs.

Principle risks and uncertainties

The principle net risks (after taking into account controls and mitigating actions) have been assessed by the Trustees as:

- the impact of Coronavirus on the Society's ability to generate income and the long term impact this will have on the Society's reserves. As part of the Third National Lockdown both sites have been closed from 5 January to 11 April 2021. While both sites have now reopened there remains the risk of further closures and visitor numbers will continue to be limited to enable appropriate social distancing. We will continue to monitor latest Government and industry guidance in these areas;
- the need to fund the new strategy and in particular the investment in the new Bristol Zoo;
- facilitating the smooth closure and transition of people and animals to the new Bristol Zoo;
- achieving the sale of the land and property in Clifton, including the Bristol Zoo Gardens site, for best value;
- the challenges through to the end of 2022 of running a multi-site operation including the need to ensure sufficient resources and the risk of the sites being in competition with each other; and
- the need to maintain an appropriate level of reserves for the size and nature of the charity, following recent challenging financial results;

At the strategic level, these risks are being addressed through the new Strategic Plan. The optimum use of our land and property assets, increased bank facilities and philanthropic fundraising campaigns will be used to fund the investment needed in the new Bristol Zoo and to deliver our conservation strategy.

Liquidity risk and credit risk are considered to be low as most of our income is from admission income and only a small amount of our income is billed for later payment by visitors. We understand and monitor our cash inflows and outflows and only embark on large capital spend once we have reasonable certainty of the cash generated from operations or secured fundraising or borrowing in place; our overdraft facility provides further liquid funds and we maintain fully liquid cash reserves. We have minimal exposure to interest rate risk on our borrowings as all are at fixed rates for the term of the loan.

Structure, governance and management

Governing Document

The Society is governed by its Memorandum and Articles of Association.

Recruitment and Training of Trustees

As set out in the Articles of Association, we have up to twelve Trustees, of whom two are nominated by the University of Bristol and The University of the West of England respectively. The remaining Trustees are elected by the shareholders. All Trustees serve a fixed term of three years, with a maximum of three terms.

An analysis of the complementary skills of the Trustees has been carried out so that the recruitment of new Trustees, as and when required, focuses on the skills which the Board requires. Prospective new Trustees are invited to visit both sites, meet the Chief Executive, key employees and other Trustees, and become acquainted with the culture and standards of the organisation prior to attending formal Trustee meetings.

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Report of the Trustees (continued)

Recruitment and Training of Trustees (continued)

A pack of information is made available to new Trustees. This comprises copies of the governing documents, past annual reviews, recent statutory and management accounts, minutes of Trustee meetings and other background material including relevant Charity Commission publications. In accordance with the Charity Governance Code (CGC) for larger charities the Trustees undertook an internal review of their effectiveness as a Board. A resulting action plan has been agreed by the Board and implementation is being monitored.

Organisational Management

The Trustees consider that the Board of Trustees, who are the Society's Directors, together with the Executive Team comprise the key governance personnel of the Society, in charge of directing and controlling, running and operating the Society on a day-to-day basis.

The day-to-day management is delegated to the Chief Executive and Executive Team and monitored by the Trustees through them. To facilitate effective operations, the Chief Executive has authority, within the terms of delegation approved by the Trustees, for operational matters including finance, employment and mission-related activity.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 7 and 25 to the financial statements.

During the year under review, the Trustees met bi-monthly.

The Trustees of the charity who were in office during the year and up to the date of signing the financial statements are as shown on page 2.

The Trustees have established committees for specific areas of the Society's operations as follows: an Audit & Risk Committee, a Conservation, Ethics & Sustainability Committee, a Finance & Business Committee and a People Committee. In 2021 due to the importance of the capital development projects a new Transformation Programme Board has been established.

Pay policy for senior staff

The Society has a pay policy for senior staff, set and monitored by the People Committee. The pay policy is reviewed annually by the People Committee and senior staff salaries are normally increased in line with pay levels for other staff. In view of the nature of the Society, the Trustees benchmark against pay levels in other zoos and visitor attractions of a similar size run on a charitable basis. If recruitment has proven difficult, a market addition may also be paid with the pay maximum no greater than the highest benchmarked salary for a comparable role.

Group Structure and Relationships

The Society has one wholly-owned subsidiary company, Bristol Zoo Enterprises Limited (company number 1750167), established to operate the retail, catering and conferencing facilities of the Society. It has a licence to operate these facilities and gift aids its taxable profits to the Society. Together these are referred to as the Group.

The Society holds one third of the membership of Bristol Natural History Consortium, established to improve the way we communicate about the natural world through innovative public events, professional development and international dialogue. Its company registration number is 06472186 and it is registered as a charity, number 1123432.

Risk Management

The Trustees have set up an Audit & Risk Committee responsible, on behalf of the Trustees, for reviewing the policies and overall process for identifying and assessing risks to the Society. It reviews the major strategic, business, financial and operational risks to which the Society is exposed, both the risk before controls and mitigating actions and the risk after taking these into account. Systems have been established to mitigate those risks and procedures have been implemented to minimise any potential impact on the Society should any of those risks materialise.

The Trustees are generally satisfied that proper systems, including risk assessment procedures, health and safety procedures and insurances are in place and that policies are in place to recognise and mitigate exposure to other major risks. For details of the principal non-financial risks and uncertainties see the Strategic Report.

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Report of the Trustees (continued)

Investment powers, policy and performance

Investment powers are governed by the Memorandum and Articles of the Society, which permit the funds to be invested in the manner shown in note 10 to the financial statements. The Investment Policy is that the real value of the Society's investments be maintained and enhanced over the long term by investment in a portfolio comprising equities, fixed income stocks and cash. In order to meet these objectives, the Trustees had appointed an investment adviser as their agent to manage the diversified portfolio of investments on a discretionary basis. The brief to the adviser stated that they should select a balanced investment return from income and capital, with medium risk and that they should avoid investment in companies or sectors which are inconsistent with the Society's objectives and mission. To achieve this, minimum scores based on ethical research tools for environmental, social and governance factors had been agreed.

Due to Coronavirus and in order to provide additional liquidity for the Society, once part of the original loss in equity values had been recovered, the decision was made by Trustees to liquidate the investment portfolio and convert this to cash.

Asset cover for funds

Note 18 to the financial statements sets out an analysis of the assets attributable to the restricted, designated and unrestricted funds. These assets are sufficient to meet with the Society's obligations in respect of each individual fund.

Fixed assets

The movements in fixed assets during the year are set out in note 9 to the financial statements. The freehold land and buildings at Clifton were revalued at 30 September 2013. The freehold land and buildings at Hollywood Tower Estate were revalued as at 21 October 2014. The Trustees are not aware of any material changes since these valuations.

Grant giving

The Trustees have approved a policy of setting aside a proportion of the Society's unrestricted funds each year to provide for grants to support in-situ conservation projects. Executives bring forward recommendations for projects to support. These recommendations are subject to Trustee approval as part of the Society's annual budgeting process. In addition, grants are made to conservation organisations from the proceeds of specific fundraising exercises.

Fundraising

The Society's approach to fundraising is set out in the Fundraising Policy. The Society primarily fundraises from philanthropic sources (e.g. grant giving bodies and individual/group donors), corporate sponsorship (both cash and "in-kind") and fundraising events.

The Society recognises the need to conduct its fundraising within the context of recognised standards set out in the Institute of Fundraising's (IoF) Code of Fundraising Practice, the Data Protection Act 2018 and the CAP Code (Committee of Advertising Practice). During 2019 the Society engaged with external professional fundraisers to advise on the fundraising element of the 2020-2025 strategy and how the Society can best raise these monies.

The Fundraising Policy stresses the critical importance that no individual should use their position in the Society for personal gain, or to benefit others at the expense of the Society, its mission, or reputation. The Policy also sets out that individuals must not act in any way that could be reasonably seen by others as compromising the independence and integrity of the Society; all activities are to be carried out with honesty and integrity, with employees never knowingly misleading supporters. Any confidential information obtained must always be protected, and that the trust of all supporters is not violated. The Policy also sets out the way in which we deal with fundraising complaints.

Reserves

The total reserves of the Society at the year end was £43.4m (2019: £44.4m). The Trustees review their policy on reserves each year. There is no single level, or even a range of, reserves that is right for all charities. The level of reserves set by the Trustees should reflect the particular circumstances of the charity and to some extent, therefore, any amount of money set aside in a reserves policy is subjective and will change over time.

Included within reserves is £0.5m (2019: £0.5m) of restricted reserves. The Society's policy on restricted reserves is to record donations, grants and other sources of fundraising separately where restrictions are imposed that are narrower than the Society's overall objectives. During 2020, restricted reserves included the receipt of grants and the payments made to employees as part of the Government Coronavirus Job Retention Scheme.

The total amount of unrestricted reserves is £42.9m (2019: £43.8m). However, much of this is represented by fixed assets and investment properties, assets which, in the short term, are difficult to liquidate. To reflect this in the financial statements, the Trustees have a policy of designating unrestricted reserves for specific purposes. The main designated reserves are:

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Report of the Trustees (continued)

Reserves (continued)

- The fixed asset reserve of £36.3m (2019: £37.1m) represents the net book value of the Group's tangible fixed assets net of outstanding related bank loans;
 - Other designated funds totalling £9,000 (2019: £9,000) for purposes described in Note 16; and
 - An investment property reserve of £3.6m (2019: £3.6m).
- In addition, there is a pensions reserve representing the current surplus position of the pension fund amounting to £156,000 (2019: £637,000).

At 31 December 2020, the unrestricted undesignated reserves of the Group amounted to £2.8m (2019: £2.5m) which was £1.9m more than the proposed minimum required level determined by Trustees. During 2020, the Trustees agreed that the minimum reserves should reflect at least 10% of visitor income plus a £0.1m contingency fund.

The programme to ensure that a suitable level of unrestricted undesignated reserves is maintained is a key part of the development of the Society's strategic plans. The Trustees anticipate that in the short term the level of unrestricted undesignated reserves will become negative as losses are forecast as a result of the Covid pandemic in the period prior to the closure of Bristol Zoo Gardens and investment in the new Bristol Zoo begins. Unrestricted undesignated reserves are planned to return to surplus following the sale of property assets. The bank facilities negotiated will provide funding during this period.

Directors' indemnities

As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The Company also purchased and maintained throughout the financial year Directors' and Officers' liability insurance in respect of itself and its Directors.

Equal opportunities

The Society is an equal opportunity employer and is committed to promoting equal opportunity for all employees and job applications. The Society does not discriminate against employees on the basis of their age, disability, gender, sexual orientation, gender reassignment, pregnancy and maternity, race, religion or belief.

Any applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of employees becoming disabled all reasonable efforts are made to ensure that their employment within the Society continues, including enjoying the same career development and promotion opportunities and training.

Employee engagement

The Society's employees are key to its success and it is important that they are engaged with the charity and its activities on a formal and informal basis. As part of this programme, bi-monthly 'All Staff' meetings are held, where the Executive Team present on the performance of the Society and any other information they feel employees should be made aware of. Employees are encouraged to ask questions at these meetings. In addition, as part of regular consultation with employees and encouraging employee participation, the Chief Executive and Director of Finance & Corporate Services meet with a Staff Forum on a bi-monthly basis. During the Coronavirus pandemic and to help address concerns for the different groups of employees, this has been temporarily changed to separate monthly meetings for employee representatives from the two different sites and those employees working from home. On a more informal basis a weekly newsletter is circulated and regular update meetings on conservation projects are provided for those who wish to attend.

Accounting and reporting responsibilities

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Bristol, Clifton and West of England Zoological Society Limited for the purposes of company law) are responsible for preparing the Report of the Trustees, including the Strategic Report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Statement of Trustees' responsibilities (continued)

- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

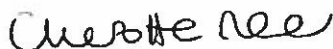
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent Auditors

A resolution to appoint Moore as auditors to the Society will be proposed at the Annual General Meeting.

The Report of the Trustees and the Strategic Review were approved by the Board of Trustees.



Charlotte Moar
10 May 2021

Independent Auditor's Report to the Trustees and Members of Bristol, Clifton and West of England Zoological Society Limited

Opinion

We have audited the financial statements of Bristol, Clifton and West of England Zoological Society Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Consolidated statement of financial activities, Consolidated and charitable company's Balance Sheet, Consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Trustees have been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Trustees and Members of Bristol, Clifton and West of England Zoological Society Limited (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities Statement set out on pages 10 and 11, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud. The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and the Charities Act 2011
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.
- As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Bristol, Clifton and West of England Zoological Society Limited

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members and the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body, and its Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Powell, *Senior Statutory Auditor*

For and on behalf of Moore, Statutory Auditor
30 Gay Street
Bath
BA1 2PA

Moore is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

17/5/2021

Bristol, Clifton and West of England Zoological Society Limited
Consolidated statement of financial activities
(including the consolidated income and expenditure account)
For the year ended 31 December 2020

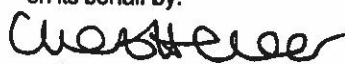
	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Income:					
Donations & legacies		346	-	346	626
Income from charitable activities:					
Bristol Zoo Gardens	2(a)	3,891	-	3,891	6,383
Wild Place Project	2(b)	1,696	-	1,696	2,083
Conservation & research projects	2(c)	-	266	266	428
Income from commercial trading operations	3(b)	806	-	806	2,286
Investment income	3(a)	443	-	443	526
Government Grants	3(c)	-	512	512	-
Other income	3(d)	2,500	-	2,500	-
Total income		9,682	778	10,460	12,332
Exceptional income: insurance claim	3(d)	2,500	-	2,500	-
Income: underlying		7,182	778	7,960	12,332
Expenditure					
Expenditure on raising funds:					
Fundraising		198	-	198	184
Commercial trading operations		990	-	990	1,747
Investment management costs		29	-	29	68
	5	1,217	-	1,217	1,999
Expenditure on charitable activities:					
Bristol Zoo Gardens		6,216	456	6,672	6,657
Wild Place Project		2,161	56	2,217	2,299
Conservation & research projects		325	286	611	640
Total expenditure	5	9,919	798	10,717	11,595
Net (expenditure)/income before investment (losses)/gains		(237)	(20)	(257)	737
Net (losses)/gains on investments	10	(203)	-	(203)	1,001
Net (expenditure)/income for the year	6	(440)	(20)	(460)	1,738
Other recognised gains/(losses):					
Actuarial (losses)/gains on defined benefit pension scheme	19	(495)	-	(495)	162
Net movement in funds		(935)	(20)	(955)	1,900
Exceptional income		2,500	-	2,500	-
Net movement in funds: underlying		(3,435)	(20)	(3,455)	1,900
Total funds brought forward		43,846	525	44,371	42,471
Total funds carried forward		42,911	505	43,416	44,371

Bristol, Clifton and West of England Zoological Society Limited
Balance sheets at 31 December 2020
Registered company number – 5154176

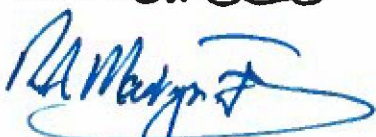
	Note	Group 2020 £'000	2019 £'000	Society 2020 £'000	2019 £'000
Fixed assets					
Tangible assets	9	37,947	38,994	37,947	38,994
Investments	10	3,622	6,838	3,622	6,838
Investment in subsidiary company	4	-	-	-	-
Animals		1	1	1	1
Total fixed assets		41,570	45,833	41,570	45,833
Current assets					
Stocks	11	68	83	-	-
Debtors falling due within one year	12	1,930	496	1,919	390
Cash at bank and in hand		2,980	1,141	2,928	913
Total current assets		4,978	1,720	4,847	1,303
Creditors: amounts falling due within one year	13	(3,288)	(2,443)	(3,184)	(2,426)
Net current assets/(liabilities)		1,690	(723)	1,664	(1,123)
Total assets less current liabilities		43,280	45,110	43,233	44,710
Creditors: amounts falling due after more than one year	14	-	(1,376)	-	(1,376)
Net assets excluding pension asset		43,280	43,734	43,233	43,334
Defined benefit pension asset	19	156	637	156	637
Net assets including pension asset		43,416	44,371	43,389	43,971
Funds:					
Share capital	15	-	-	-	-
Unrestricted income funds					
Designated funds	16	39,957	40,714	39,957	40,714
Other unrestricted funds	16	2,798	2,495	2,771	2,095
Total unrestricted funds before pension asset		42,755	43,209	42,728	42,809
Pension reserve	19	156	637	156	637
Total unrestricted funds after pension asset		42,911	43,846	42,884	43,446
Restricted funds	17	505	525	505	525
Total charity funds	18	43,416	44,371	43,389	43,971

The Society has taken exemption from presenting its individual profit and loss account under section 408 of the Companies Act 2006. The amount of the net expenditure for the year dealt with in the Society's entity-only financial statements is £982,000 (2019: net income £1,818,000).

The financial statements were approved and authorised for issue by the Board of Trustees on 10 May 2021 and signed on its behalf by:



Charlotte Moar



Andrew Martyn-Johns

The notes on pages 16 to 40 form part of the financial statements.

Bristol, Clifton and West of England Zoological Society Limited
Consolidated cash flow statement
For the year ended 31 December 2020

	Note	2020 £'000	2019 £'000
Net cash (used by) / generated from operating activities	20	(649)	2,752
Cash flow from investing activities:			
Dividends and interest		-	-
Purchase of property, plant and equipment		(235)	(3,379)
Proceeds from sale of fixed assets		-	-
Purchases of investments		11	-
Proceeds from sale of investments		2,892	122
Net cash generated/(absorbed) by investing activities		2,668	(3,257)
Cash flow from financing activities:			
Repayments of borrowing		(290)	(520)
Net cash used in financing activities.		(290)	(520)
Net increase/(decrease) in cash and cash equivalents in the year		1,729	(1,025)
Cash and cash equivalents at the beginning of the year		1,251	2,276
Total cash and cash equivalents at the end of the year	21	2,980	1,251
Cash and cash equivalents consist of:			
		£'000	£'000
Cash at bank and in hand		2,980	1,141
Cash deposits for reinvestment		-	110
Net cash		2,980	1,251

The notes on pages 16 to 40 form part of the financial statements.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2020

The Society is a company limited by shares. The company registration number is 5154176 and it is registered as a charity in England & Wales, charity number 1104986. Amounts include in the financial statements are rounded to the nearest whole pound.

1 Principal accounting policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheet and the consolidated cash flow statement include the financial statements of the Society and its subsidiary undertakings made up to 31 December 2020, using the acquisition method of accounting. Uniform accounting policies are applied throughout the group. Intra group transactions and profits are eliminated fully on consolidation. The Society's share of the net income, and its share of the net assets, of Natural History Consortium (of which the Society is a one-third member) have not been included as they do not have a material effect on the financial statements of the Society.

Preparation of the accounts on a going concern basis.

The Society reported a cash inflow of £1,729,000 for the year. This largely reflects the liquidation of the listed investment portfolio generating a cash inflow of £2,892,000 and receipt from the insurance claim in December of £1,250,000. If we excluded these two balances the cash outflow for the year was £2,413,000.

As a consequence of the Coronavirus pandemic and the loss of income and cash resulting from the closure of both sites, the Trustees put into place various measures to ensure the Society could continue as a going concern. These measures included, agreeing an additional £5m overdraft facility (£5.5m in total) with HSBC Bank plc, cash saving measures including use of the Government Job Retention Scheme and a delay in all capital programmes. This provided time until a new strategy for the Society could be approved by Trustees and longer term financing agreed with HSBC Bank plc.

Now both sites have reopened following the third national lockdown and revised forecasts have been approved for the remainder of 2021 and through 2022. The Trustees are of the view that based on the forecasts for the next 12 months, the bank facilities, the expected proceeds from disposal of property and cash reserves available will be sufficient to cover any short to medium term cash requirements, and that on this basis the charity is a going concern.

Functional currency

The Society's functional and presentation currency is the pound sterling.

Donations and legacies

Donations and legacies are credited to revenue on a receivable basis. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Gifts in kind are valued at a reasonable estimate of their value to the Society.

Visitor related income

Visitor related income represents cash and invoiced amounts of admission charges, goods sold and services provided and commission, stated net of Value Added Tax, together with Gift Aid income, where applicable. The income is recognised at date of receipt or of the visit, if later.

Annual and corporate membership income

Annual and corporate membership income is credited in the statement of financial activities on a time basis. Where annual membership commences in mid-year then an amount relating to the subsequent period is deferred within creditors as accruals and deferred income.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2020

1 Principal accounting policies (continued)

Grants receivable

Income from government and other grants, whether 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Rental income

Income from rented properties is recognised in the period in which the rent is due. Income from office lettings is recognised in the period to which it relates. Amounts invoiced for future periods are apportioned and carried forward as deferred income.

Tangible fixed assets and depreciation

Freehold land and buildings were previously revalued every five years by a suitably qualified independent valuer. The land and buildings at Clifton are stated at their valuation as reported in the financial statements as at 1 January 2014. Land and buildings at the Hollywood Tower Estate are stated at the valuation carried out at 21 October 2014. Other assets purchased subsequent to those dates, including those under the course of construction, are included at their historical purchase price together with any incidental expenses of acquisition and irrecoverable VAT. The Society took the advantage of the transitional arrangements related to the introduction of FRS 102 in 2015 to treat the most recent valuations as deemed cost. Assets with a cost below £500 are not capitalised.

Depreciation is calculated so as to write off the cost or valuation of tangible fixed assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Freehold land and buildings (animal houses)	2-4
Other freehold land and buildings	1-2
Leasehold land and buildings	4
Plant and machinery	10 - 20
Motor vehicles	25

Interest on long term loans taken out to finance capital expenditure on land and buildings is capitalised up until the date the assets are brought into use.

Fixed asset investments

Investments in subsidiary undertakings are stated at cost, but are written down to their realisable value if it is considered that there has been a permanent diminution in their value. Investment properties are stated at fair value. These properties are not depreciated. Investments in government securities and listed companies have been valued at market value at each year end. Income from investments is included in the year in which it is receivable.

Realised and unrealised gains and losses on investment properties and other investments are combined in the Consolidated statement of financial activities.

Animals

These assets, which are not capable of realistic valuation, are shown at a nominal value and not depreciated. Purchases and sales during the year are treated as revenue transactions.

Stocks

Stocks are valued at the lower of cost and estimated net realisable value. Provision is made where necessary for obsolete, slow moving and defective stocks.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Overheads have been allocated on an appropriate basis between cost categories, based on staff numbers or share of resources.

Expenditure on raising funds

Expenditure on raising funds relates to the costs of running and supporting the Society's trading activities and other fundraising projects, and investment management costs.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2020

1 Principal accounting policies (continued)

Costs of charitable activities

Charitable activities include (a) the operation of Bristol Zoo Gardens (b) the operation of Wild Place Project, and (c) Conservation and research projects. Both the direct costs and support costs of these activities are included.

Grants payable

Grants payable are accounted for in full as liabilities of the Society when approved by the Trustees and accepted by the beneficiaries.

Support costs

Support costs comprise the direct costs, including staff, attributable to charitable activities and an appropriate apportionment of indirect costs.

Governance costs

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements, and an appropriate apportionment of indirect costs.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pension costs

The Society operates a defined benefit pension scheme which closed to new employees in 2004 and ceased accrual in 2012. The assets of the scheme are held in trustee administered funds completely independent of the Society's finances. The Society makes contributions to clear any scheme deficit that arises over a period of time agreed with the Scheme Trustees.

The Society makes contributions to defined contribution pension schemes on behalf of staff. The cost of these contributions is charged in the financial statements as incurred.

Operating leases

Rentals applicable to operating leases are charged as a cost against the activity for which the expenditure was incurred on a straight-line basis over the term of the lease.

Irrecoverable VAT

Irrecoverable VAT attributable to capital expenditure is capitalised as an addition to the asset in question. Irrecoverable VAT on revenue expenditure is allocated under the appropriate expenditure headings in the Consolidated statement of financial activities.

Financial instruments

The Society only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Investment income and gains are allocated to the appropriate fund.

Significant judgements and estimates

Preparation of the financial statements requires the Trustees to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

- going concern and the ability of the Society to continue to trade given the loss of visitor income in 2020 and 2021.
- post balance sheet adjusting events as a result of the Coronavirus pandemic.
- recognition of the insurance claim income based on the maximum amount receivable under the policy.

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2020

1 Principal accounting policies (continued)

- deciding on the expected useful lives of tangible fixed assets. The Trustees consider by each fixed asset class the generally accepted best practice for the length of expected useful lives and the Society's own experience when establishing the expected useful lives. In 2020 this has taken in to consideration the restrictions from Coronavirus and the decision to close Bristol Zoo Gardens.
- the apportionment basis for the allocation of costs. The Trustees consider that costs should be allocated to different group activities on the main driver of costs for that department, for example staff numbers, revenue or direct costs.
- defined benefit pension scheme. The Society has an obligation to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management, with advice from the scheme actuary, estimate these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends. See note 19 for the disclosures relating to the defined benefit pension scheme.

2a) Bristol Zoo Gardens

	2020 £'000	2019 £'000
Gate receipts (inc. Gift Aid)	1,879	3,997
Membership income (inc. Gift Aid)	863	1,100
Higher Education fees	962	874
Other (car parks, education fees, vet consultancy etc.)	187	412
	3,891	6,383

Income from Gift Aid is included in the above categories.

2b) Wild Place Project

	2020 £'000	2019 £'000
Gate receipts (inc. Gift Aid)	1,409	1,632
Membership income (inc. Gift Aid)	274	305
Other (education fees etc.)	13	146
	1,696	2,083

2c) Conservation and research projects

	2020 £'000	2019 £'000
Grants received	200	126
Other	66	302
	266	428

3a) Investment income

	2020 £'000	2019 £'000
Dividends	32	77
Interest on government securities	-	14
Rents and other property income	411	435
	443	526

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2020

3b) Commercial trading operations

	2020 £'000	2019 £'000
On-site catering and retail sales	636	1,526
Conference facilities	17	165
Events	2	101
Miscellaneous income from activities, including on-site concessions	151	313
Rents and other property income	-	181
	806	2,286

3c) Government Grants

	2020 £'000	2019 £'000
Government Grants	512	-
	512	-

3d) Other Income

	2020 £'000	2019 £'000
Insurance claim	2,500	-
	2,500	-

The Society has been able to claim under its Business Interruption insurance policy for the loss of profits arising from the requirement to close both sites during the periods of national lockdown and the restrictions on operations when open to support social distancing regulations. £2.5m is the maximum amount claimable under the insurance policy. An interim payment of £1.25m was received in December 2020 and the remaining £1.25m is reflected as a debtor at the year end. Receipt is pending finalisation of the review by the insurers loss adjusters. Given the loss of profits incurred during the year versus the maximum payment under the policy, the Trustees deem it probable that this remaining amount will be received in full within the next 12 months.

4 Subsidiary and associated companies

The Society owns 100% of the share capital of Bristol Zoo Enterprises Limited (company number 01750167) which is incorporated in England and which carries out trading activities relating to the Society. The cost of the investment is £3 and there is no impairment provision.

The Society holds one third of the membership of Natural History Consortium ('NHC'), a charity established to improve communication about the natural world. The Society does not include its share of the results of this charity in the group financial statements of the Society because the results are not material to the Society. The most recent available audited financial statements of NHC, for the year ended 31 December 2019, show a net loss and net movement in funds of £32,980 and total assets of £31,904.

The results of the Society and Bristol Zoo Enterprises Limited are set out below, together with the companies' assets and liabilities:

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4 Subsidiary and associated companies (continued)

	Society 2020 £'000	BZE Ltd 2020 £'000	Consolidation adjustments 2020 £'000	Total 2020 £'000	Total 2019 £'000
Income	9,781	1,018	(339)	10,460	12,332
Expenditure	(10,065)	(991)	339	(10,717)	(11,595)
Net income before investment (losses)/gains	(284)	27	-	(257)	737

Net funds of the subsidiary company:

	2020 £'000	2019 £'000
Aggregate assets	160	543
Aggregate liabilities	(133)	(143)
Aggregate funds	27	400

The Trustees believe the carrying value of the investment is supported by its underlying net assets.

5 Expenditure

	Staff costs £'000	Other direct costs £'000	Support costs £'000	Governance costs £'000	2020 £'000	2019 £'000
Expenditure on raising funds:						
Fundraising	188	10	-	-	198	184
Commercial trading	238	752	-	-	990	1,747
Investment management costs	-	-	-	-	29	68
Total expenditure on raising funds	426	791	-	-	1,217	1,999
Expenditure on charitable activities:						
Bristol Zoo Gardens	2,296	1,507	2,435	434	6,672	6,657
Wild Place Project	871	534	674	138	2,217	2,299
Conservation and research projects	37	249	325	-	611	640
Total expenditure on charitable activities	3,204	2,290	3,434	572	9,500	9,596
Total expenditure	3,630	3,081	3,434	572	10,717	11,595

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5 Expenditure (continued)

Prior year comparatives

	Staff costs £'000	Other direct costs £'000	Support costs £'000	Governance costs £'000	2019 £'000	2018 £'000
Expenditure on raising funds:						
Fundraising	128	56	-	-	184	245
Commercial trading	521	1,226	-	-	1,747	2,039
Investment management costs	8	60	-	-	68	41
Total expenditure on raising funds	657	1,342	-	-	1,999	2,325
Expenditure on charitable activities:						
Bristol Zoo Gardens	3,278	751	2,149	479	6,657	7,148
Wild Place Project	1,041	399	682	177	2,299	1,564
Conservation and research projects	230	330	80	-	640	728
Total expenditure on charitable activities	4,549	1,480	2,911	656	9,596	9,440
Total expenditure	5,206	2,822	2,911	656	11,595	11,765

Allocation of support costs:

	Staff costs £'000	Other costs £'000	2020 £'000	Staff costs £'000	Other costs £'000	2019 £'000
Bristol Zoo Gardens	1,123	1,312	2,435	15	2,134	2,149
Wild Place Project	314	360	674	-	682	682
Conservation and research projects	315	10	325	40	40	80
	1,752	1,682	3,434	55	2,856	2,911

Support costs have been allocated on the basis of the number of employees engaged in charitable activities and include the costs of the finance department, maintenance, utilities, admissions, governance costs and a proportion of irrecoverable VAT.

Allocation of governance costs:

	Staff costs £'000	Other costs £'000	2020 £'000	Staff costs £'000	Other costs £'000	2019 £'000
Bristol Zoo Gardens	224	210	434	259	220	479
Wild Place Project	71	67	138	72	105	177
	295	277	572	331	325	656

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6 Net Income/(expenditure)

	2020 £'000	2019 £'000
Net (expenditure)/income for the year is stated after charging/(crediting):		
Operating lease payments:		
Plant, machinery and vehicles	21	27
Depreciation	1,266	1,143
Loss on disposal of fixed asset	16	-
Trustee indemnity insurance	8	5
Auditors' remuneration for:		
Audit services (Society: £14,800 (2019: £14,800))	18	18
Other services – taxation advisory services	5	-
Other services – taxation and other compliance services	1	1

The other services represents advice on VAT.

7 Analysis of staff costs

	2020 Number	2019 Number
The average monthly head count was 236 staff (2019: 244 staff). The average monthly number of full time equivalent employees during the year was:		
Generating voluntary income	5	5
Bristol Zoo Gardens	98	102
Wild Place Project	32	31
Commercial trading	11	14
Conservation & research projects	14	15
Support	41	38
	201	205
	2020	2019
Staff costs	£'000	£'000
Wages and salaries	4,994	5,029
Social security costs	424	423
Contributions to defined contribution pension scheme (see note 19)	192	173
Death-in-service benefits and pensions to former staff	19	17
	5,629	5,642

None of the above staff costs have been capitalised in the year (2019: £50,400).

Included in the wages and salaries is £99,442 paid in redundancy costs.

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7 Analysis of staff costs (continued)

The number of employees whose annual emoluments exceeded £60,000 was:

	2020 Number	2019 Number
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£110,001 - £120,000	1	1

A salary exchange arrangement was introduced in 2015 for members of the Senior Management Team. The emoluments include salaries sacrificed. Contributions of £20,305 (2019: £21,221) in respect of higher paid employees were paid to defined contribution pension schemes.

No Trustee received any remuneration from the Society during the year (2019: £nil). No Trustees received reimbursement for out of pocket expenses relating to travel and accommodation to attend meetings (2019: £665). No expenses were paid for or on behalf of Trustees (2019: £nil). No Trustee received payment for professional or other services supplied to the Society (2019: £nil).

The Board of Trustees, who are the Society's Directors, and the Senior Management Team comprise the key management personnel of the Society (see pages 2 and 3). The total of employee benefits of key management personnel was £429,000 (2019: £437,000). The decrease reflects the reduction in the Senior Management Team during 2020 to save costs and changes in management in 2019 which led to vacant periods.

The Society pays the premiums on behalf of the Trustees in respect of Directors and Officers insurance. The premium paid in 2020 was £7,500 (2019: £5,513).

Pension contributions outstanding at the year-end were £nil (2019: £nil).

8 Taxation

The parent company is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

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9 Fixed assets

Group & Society	Freehold operational land & buildings £'000	Leasehold operational land & buildings £'000	Plant & machinery £'000	Motor vehicles £'000	Assets under construction £'000	Total £'000
Cost or Valuation						
At 1 January 2020	42,605	121	2,935	29	16	45,706
Additions	5	-	105	16	109	235
Transfers	16	-	26	-	(42)	-
Disposals	-	-	-	-	(16)	(16)
Transfer to Investments	-	-	-	-	-	-
At 31 December 2020	42,626	121	3,066	45	67	45,925
Accumulated depreciation						
At 1 January 2020	4,684	92	1,907	29	-	6,712
Charge in year	1,004	4	257	1	-	1,266
At 31 December 2020	5,688	96	2,164	30	-	7,978
Net book value						
At 31 December 2020	36,938	25	902	15	67	37,947
At 31 December 2019	37,921	29	1,028	-	16	38,994

Some of the properties have been used as security for bank loans and other arrangements, the details of which are provided in notes 13 and 24.

The land and buildings valued at the date of transition to FRS 102 using the deemed cost exemption was as follows:

Group and Society	2015 £'000
Historical cost equivalent	3,953
Revaluation	32,807
Net book value	36,760

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10 Investments

Group and Society	Investment Properties £'000	Listed and other investments £'000	Cash for reinvestment £'000	Total £'000
Cost or valuation at 1 January 2020	3,622	3,106	110	6,838
Additions	-	276	475	751
Fees	-	-	(11)	(11)
Disposals at opening market value	-	(475)	(276)	(751)
Cash transferred to Society	-	(2,704)	(298)	(3,002)
Net gains/(losses)	-	(203)	-	(203)
Net book value				
At 31 December 2020	3,622	-	-	3,622
At 31 December 2019	3,622	3,106	110	6,838

Investment properties are stated at fair value as at 31 December 2020, based on a review by Trustees. These properties are the subject of first and second charges, details of which are included in notes 13 and 24.

Listed and other investments are stated at their market value at 31 December 2020. The historical cost of these investments at 31 December 2020 was £nil (2019: £3,095,000).

The Society owns three shares of £1 each in its wholly owned trading subsidiary Bristol Zoo Enterprises Ltd which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid.

11 Stocks

	Group		Society	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Goods for resale	68	83	-	-
	68	83	-	-

The difference between purchase price of stocks and their replacement value is not material.

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12 Debtors: amounts falling due within one year

	Group 2020 £'000	2019 £'000	Society 2020 £'000	2019 £'000
Amounts falling due within one year				
Trade debtors	54	144	20	43
Other debtors	1,690	5	1,690	5
Amounts owed by group undertaking	-	-	29	-
Prepayments & accrued income	186	347	180	342
	1,930	496	1,919	390

Other debtors includes £1,250,000 relating to the Business Interruption Insurance claim. This is expected to be paid in the next 12 months.

13 Creditors: amounts falling due within one year

	Group 2020 £'000	2019 £'000	Society 2020 £'000	2019 £'000
Bank loan	1,621	535	1,621	535
Trade creditors	135	433	120	403
Amounts owed to group undertaking	-	-	-	126
Taxation and social security	199	160	198	160
Other creditors	594	41	582	10
Accruals & deferred income	730	1,265	654	1,183
Accrual for unissued share capital	9	9	9	9
	3,288	2,443	3,184	2,426

The details of the bank loans with HSBC Bank plc are as follows:

- Bank loan of £194,944 (2019: £300,000) with interest charged at 1.65% above the Bank of England base rate. This loan is repayable in monthly instalments which end in September 2021 and is secured against a first charge on the freehold land and buildings which comprise the Hollywood Tower Estate;
- Bank loan of £1,314,819 (2019: £1,467,000) with interest charged at 2.0% above the Bank of England base rate. This loan is repayable in monthly instalments which end in July 2024 and is secured on land and buildings situated at College Road, Clifton; and
- Bank loan of £111,347 (2019: £144,000) with interest charged at 1% above the Bank of England base rate. This loan is repayable in monthly instalments which end in June 2022 and is secured against the security already provided in the previous loans.

In addition, the Society has a bank overdraft facility of £5,500,000 (2019: £500,000). As a result of the Coronavirus pandemic, the Society agreed an additional overdraft facility of £5,000,000 which is in place until May 2021. This was secured over the land and buildings at Bristol Zoo Gardens, with zero interest until October 2020 when it reverted to 2.5% above the Bank of England base rate. This facility was unused at the year end (2019: nil).

As at the year end due to the losses caused by the impact of the Coronavirus pandemic, the Society had breached two of the covenants on the bank loans. While HSBC Bank plc continues to be supportive of the Society and has agreed new financing in 2021, technically the loans were therefore all repayable and have been presented as creditors due in less than one year.

Post year end, new facilities have been agreed with HSBC Bank plc. These are in place until June 2024 and comprise of a £0.5m overdraft facility, a £10m revolving credit facility and the continuation of the existing bank loans. Drawn down balances are charged interest at 2.5% above the Bank of England base rate and 1% interest on undrawn balances. This new facility is secured against the security already in place.

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13 Creditors: amounts falling due within one year (continued)

Deferred income for the Group and Society relates mainly to annual and corporate membership income, and unredeemed admission ticket sales. The movements in deferred income included within creditors: amounts falling due within one year are analysed below:

	Group		Society	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Deferred income at 1 January	740	721	710	663
Amount released from previous periods	(740)	(721)	(710)	(663)
Incoming resources deferred in the year	598	740	571	710
Deferred income at 31 December	598	740	571	710

14 Creditors: amounts falling due after more than one year

Group and Society	2020	2019
	£'000	£'000
Bank loans repayable in instalments within one to two years	-	509
Bank loans repayable in instalments within two to five years	-	867
Bank loan repayable in instalments after more than five years	-	-
	-	1,376

The above loans qualify as basic financial instruments. The total loans, including amounts due within one year, amount to £1,621,000 (2019: £1,911,000).

15 Share capital

	2020	2019
	£350	£350
Authorised – value		
Allotted, called up and fully paid shares of £1		
- value	£275	£275
- number	275	275

16 Unrestricted funds

Group current year

	Balance 1 January 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers, investment gains/(losses) pension surplus £'000	Balance 31 December 2020 £'000
Designated funds					
Staff development fund	9	-	-	-	9
Fixed asset reserve	37,083	-	(1,266)	509	36,326
Investment property reserve	3,622	-	-	-	3,622
Total designated funds	40,714	-	(1,266)	509	39,957
Pension reserve	637	-	-	(481)	156
Other unrestricted funds	2,495	9,682	(8,667)	(712)	2,798
Total unrestricted funds	43,846	9,682	(9,933)	(684)	42,911

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16 Unrestricted funds (continued)

The designated funds consist of the following funds:

- The staff development fund is to earmark funds for staff development. The keeper for the day fund is to earmark funds for training and development of animal department staff.
- The fixed asset reserve has been established to equate to the net book value of the Group's tangible fixed assets, net of loan funding and restricted funding. The movement in the fund reflects the changes in the net book values of the assets and changes in loan. The Trustees agreed in 2019 to no longer separately recognise the revaluation reserve which was left on transition from FRS 102 and therefore this is included in the fixed asset reserve above.
- The investment property reserve has been established to equate to the net book value of the Group's investment properties, as these are not easily realisable. The movement in the fund reflects the changes in the net book values of the assets.
- Income from investments is allocated to other unrestricted funds.

Society current year

	Balance 1 January 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers, investment gains/(losses) pension surplus £'000	Balance 31 December 2020 £'000
Designated funds					
Staff development fund	9	-	-	-	9
Fixed asset reserve	37,083	-	(1,266)	509	36,326
Investment property reserve	3,622	-	-	-	3,622
Total designated funds	40,714	-	(1,266)	509	39,957
Pension reserve	637	-	14	(495)	156
Other unrestricted funds	2,095	9,003	(7,629)	(698)	2,771
Total unrestricted funds	43,446	9,003	(8,881)	(698)	42,884

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17 Restricted funds

	Balance 1 January 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers between funds & adjustments £'000	Balance 31 December 2020 £'000
Conservation related:					
Conservation Fund	167	43	(3)	(89)	118
Avon Gorge & Downs Project	10	35	(12)	15	48
Sahamalaza Research Centre	53	-	-	-	53
Reforestation Project	7	4	(14)	10	7
Gorilla Conservation Fund	66	4	(55)	-	15
Giraffe Project Fund	6	10	(16)	11	11
UK Invasive Weeds	20	2	(7)	-	15
Crayfish Conservation	38	17	(6)	-	49
Bleeding Heart Doves	8	24	(25)	3	10
Sanje Mangabey Monkeys	4	-	(14)	15	5
Wild Place Native Species	(4)	22	(4)	-	14
Native Species	-	-	(22)	22	0
Lemurs and Chocolate	-	13	-	-	13
Lemur News	11	-	(11)	-	-
Madagascar Project	6	19	(11)	-	14
Comoro Islands	15	-	-	-	15
RAPID Life	13	3	(5)	-	11
Fish Net Madagascar	-	27	-	-	27
Gorilla Auction Fund	46	-	(20)	-	26
Lemur Conservation Network	-	30	(30)	-	-
Other restricted funds with movements of less than £10,000	59	13	(31)	12	54
Total conservation related funds	525	266	(286)	-	505
Government grant – Furlough Income	-	512	(512)	-	-
Total restricted funds	525	778	(798)	-	505

The different restricted funds are to be used as follows:

- The Conservation Fund was set up to hold funds that can be used across a variety of conservation projects and is not restricted to individual projects.
- The Avon Gorge and Downs Wildlife Project was set up to provide funds for conservation education work to be carried out in the Avon Gorge and Downs area, near to Bristol Zoo Gardens.
- Sahamalaza Research Centre – this fund was set up to build a new research station in Madagascar.
- Reforestation Project – this is a 3-year grant from IUCN SOS Lemurs for our Sahamalaza, Madagascar reforestation and lemur monitoring project.
- The Gorilla Conservation Fund was set up to provide funds for in-situ gorilla conservation projects.
- The Giraffe Project Fund was set up to provide funds for construction of a giraffe house at Wild Place Project and an in-situ giraffe conservation project.
- UK Invasive Weeds – this fund was set up to provide funds for the invasive weeds and biosecurity work in the southwest of the UK.
- Crayfish conservation – this fund is to support the rearing, release and conservation of UK native white-clawed crayfish.
- Bleeding Heart Doves – this fund is for a conservation project in the Philippines.
- Sanje Mangabey – this fund is for a Sanje Mangabey conservation project in Tanzania.
- Native Species – this fund was set up for our UK conservation work.
- Lemurs and Chocolate – this project is working with cocoa plantations as lemur habitats in Madagascar.
- Madagascar Project – this fund supports the key consultants and post graduate students on our Madagascar Conservation Project.

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17 Restricted funds (continued)

- Comoro Islands – this fund supports work with moongose lemurs on the Comoro Islands.
- RAPID Life – this fund supports work with invasive alien species for freshwater aquatic, riparian and coastal habitats within England
- Fish Net Madagascar – Community led conservation management plan to save critically endangered freshwater fish species in Madagascar.
- Gorilla Auction Fund – this was set up to fund in situ and ex situ gorilla conservation.
- Lemur Conservation Network – this is a project to improve a communications network and website for the NGO Lemur Conservation Network

The other restricted funds were all set up as conservation or other funds for a specific purpose as described in the fund name. The transfers between funds represent reclassification of expenditure from funds with similar purposes.

The Government grant relates to Furlough Income received as part of the Government Coronavirus Job Retention Scheme and paid to employees who agreed to take Furlough Leave.

18 Allocation of net assets

Group	Fixed assets £'000	Investments £'000	Net current assets less liabilities £'000	Long term creditors £'000	Pension asset £'000	Total £'000
Unrestricted funds	41,570	-	1,185	-	156	42,911
Restricted funds	-	-	505	-	-	505
Total	41,570	-	1,690	-	156	43,416

Society

	Fixed assets £'000	Investments £'000	Net current assets less liabilities £'000	Long term creditors £'000	Pension asset £'000	Total £'000
Unrestricted funds	41,570	-	1,159	-	156	42,884
Restricted funds	-	-	505	-	-	505
Total	41,570	-	1,664	-	156	43,389

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19 Pensions

Defined benefit scheme

The Society operates a defined benefit scheme in the UK. This is a separate Trustee administered fund holding the pension scheme assets to meet long term pension liabilities. The scheme closed to new entrants in 2004, and on 30 September 2012 ceased accrual of benefits. A full actuarial valuation was carried out at 30 September 2018 and was updated to 31 December 2020 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below. The most recent actuarial valuation showed a surplus of £390,000 (30 September 2015: deficit of £1,542,000). The Society has agreed with the Trustees that given the scheme is in surplus no additional contributions were required in 2020 or subsequent years (2019: £nil paid).

The Society has agreed with the Trustees that it will meet expenses of the scheme and pay amounts into the scheme equal to the levy payments made by the plan to the Pension Protection Fund.

The major assumptions used by the actuary were:

Assumptions

	2020	2019	2018
	% per annum	% per annum	% per annum
Inflation (RPI)	3.0%	3.0%	3.30%
Inflation (CPI)	2.6%	2.2%	2.30%
Rate of discount	1.4%	2.1%	2.80%
Allowance for pension payment increases of CPI or 5% p.a. if less	2.6%	2.2%	2.30%
Allowance for revaluation of deferred pensions of CPI or 5% p.a. if less	2.5%	2.2%	2.30%
Allowance for revaluation of deferred pensions of CPI or 2.5% if less	2.6%	2.2%	2.30%

The mortality assumptions adopted at 31 December 2020 imply the following life expectancies post retirement:

	2020	2019
	years	years
Male retiring at age 65 in 2019	20.8	20.8
Female retiring at age 65 in 2019	22.7	22.7
Male retiring at age 65 in 2039	22.1	22.1
Female retiring at age 65 in 2039	24.3	24.2

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19 Pensions (continued)

The fair value of the assets in the scheme was:

	2020 £'000	2019 £'000
Equities	1,684	1,504
Bonds	1,742	1,755
With Profit assets	-	7
Liability Drive Investment ('LDI')	1,464	1,102
Diversified Growth	2,304	2,195
Other (property, cash etc.)	29	18
Fair value of assets	7,205	6,581

None of the fair values of the assets shown above include any of the Group's own financial instruments or any property occupied by, or other assets used by, the Society.

Reconciliation of scheme assets and liabilities

	Assets £'000	Liabilities £'000	Total £'000
At 1 January 2020	6,581	(5,944)	637
Interest income/(expense)	137	(123)	14
Actuarial gains/(losses)	632	(1,127)	(495)
Employer contributions	15	-	15
Benefits paid	(160)	160	-
Expenses	-	(15)	(15)
At 31 December 2020	7,205	(7,049)	156

Defined benefit costs recognised in the Consolidated statement of financial activities

	2020 £'000	2019 £'000
Net interest income	(14)	(12)
Expenses	15	15
Total costs recognised in the Consolidated statement of financial activities	1	3

Amounts for the current and previous four years

	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
Fair value of scheme assets	7,205	6,581	6,446	6,827	6,141
Present value of defined benefit obligation	(7,049)	(5,944)	(5,993)	(6,244)	(6,382)
Surplus/(deficit) in the scheme	156	637	453	583	(241)

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19 Pensions (continued)

Defined contribution scheme

The Society operates a Group Personal Pension scheme into which eligible employees are now auto-enrolled. The Society makes contributions. The pension cost for the year payable to this scheme was £192,000 (2019: £173,000). The costs of pensions paid to former employees and the provision of death in service benefits total £19,000 (2019: £17,000).

Pension costs are allocated to expenditure categories in proportion to the key business driver for that area of the business.

20 Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2020 £'000	2019 £'000
Continuing activities		
Movement in funds	(955)	1,900
Actuarial losses/(gains) on defined benefit pension scheme	481	(162)
Net losses/(gains) on investments	203	(1,001)
Net (expense)/income for the year before investment losses	(271)	737
Loss on disposal of fixed assets	16	-
Depreciation of tangible fixed assets	1,266	1,143
Decrease in stocks	15	5
(Increase)/decrease in debtors	(1,434)	563
(Decrease)/increase in creditors	(241)	304
Net cash (used in) / provided by operating activities	(649)	2,752

21 Analysis of cash and cash equivalents

	At 1 January 2020 £'000	Cash flows £'000	At 31 December 2020 £'000
Cash at bank and in hand	1,141	1,839	2,980
Cash deposits for reinvestment	110	(110)	-
Cash and cash equivalents	1,251	1,729	2,980

All the movements from the opening to closing components above result from the cash flows of the Group.

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22 Commitments under operating leases

At the year end the future minimum lease payments under non-cancellable operating leases for property and for vehicles were as follows:

Group and Society	2020 £'000	2019 £'000
Within one year	90	98
Between two and five years	313	327
More than five years	540	619
	943	1,044

23 Capital commitments

Group and Society	2020 £'000	2019 £'000
Amounts contracted	-	-
Amounts authorised but not yet contracted	-	-

24 Contingent liabilities

There are no other conditions or unfulfilled conditions attaching to grants which have been recognised as income.

Residential properties with a net book value of £740,000 at 31 December 2020 (2019: £740,000) and investment properties with a value of £1,425,000 (2019: £1,425,000) were subject to a first charge in favour of Bristol Zoo Gardens Retirement and Death Benefit Scheme. This charge has been released during 2020 as the Scheme is in surplus and the conditions for providing this security are no longer met.

25 Related party transactions

The Society has considered the disclosure requirements of the Statement of Recommended Practice for Charities and of FRS 102 and believes that the following related party transactions, all of which were made on an arm's length basis, require disclosure:

- During the year the Society paid subscriptions and bought goods and services to the value of £5,735 (2019: £6,950) from Destination Bristol, where the Chief Executive is a non-executive director.
- During the year the Society paid contributions of £3,124 (2019: £6,248) to the British and Irish Association of Zoos and Aquariums ('BIAZA'). The former Chief Zoological Officer is a member of the Board of this organisation and was appointed as their chairman during the year.
- During the year the Society paid contributions to the National History Consortium of £5,000 (2019: £5,000). The Chief Zoological Officer was and the Chief Executive now is a director of this organisation and the Society holds one third of the membership.
- During the year the Society received fees for Higher Education provision of £703,082 (2019: £670,000) from University of West of England and £119,295 (2019: £140,000) from University of Bristol. Both organisations nominate one Trustee to the Board each year. No amounts were outstanding at the year end from these parties.
- During the year the following transactions took place between the Society and its wholly owned subsidiary Bristol Zoo Enterprises Limited ('BZE'); the provision of an operating licence by the Society as a concession to occupy the space used for catering, retail, and other commercial activities at Bristol Zoo Gardens and Wild Place Project and make use of equipment; In 2020, the licence fee was £101,751 (2019: £239,000). A management charge by the Society to cover BZE's share of central costs and overheads; in 2020, this was £237,057 (2019: £656,000). The transfer under Gift Aid of the trading profits of BZE for 2020 of £NIL and for 2019 £400,000. The balance due to the Society from BZE at 31 December 2020 was £28,587 (2019: £126,196 owed to the Society).

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2020

26 Additional information

Bristol, Clifton and West of England Zoological Society Limited is a private company limited by shares and is incorporated and domiciled in England. The address of its registered office is Bristol Zoo Gardens, Clifton, Bristol BS8 3HA. Its principal activities are the operation of Bristol Zoo Gardens and Wild Place Project, and research and conservation work carried out in the field.

27 Subsequent Events

Due to the Third National Lockdown both Bristol Zoo Gardens and Wild Place Project were closed to visitors from the 5 January 2021 to 11 April 2021.

28 Financial instruments

		Group		Society	
	Note	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Financial assets that are debt instruments measured at amortised cost:					
Trade debtors	12	54	144	20	43
Amounts owed by group undertaking	12	-	-	29	-
		54	144	49	43
Financial liabilities measured at amortised cost:					
Bank loans		1,621	1,911	1,621	1,911
Trade creditors		135	433	120	403
Amounts owed to group undertaking		-	-	-	126
		1,756	2,344	1,741	2,440

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
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29 Comparative figures for unrestricted funds

Group prior year	Balance 1 January 2019 £'000	Incoming resources £'000	Resources expended £'000	Transfers, investment gains/(losses) pension surplus £'000	Balance 31 December 2019 £'000
Designated funds					
Staff development fund	4	-	(9)	14	9
Keeper for the day fund	14	-	-	(14)	-
Fixed asset reserve	28,620	-	(1,143)	9,606	37,083
Investment property reserve	2,545	-	-	1,077	3,622
Total designated funds	31,183	-	(1,152)	10,683	40,714
Revaluation reserve	4,963	-	-	(4,963)	-
Pension reserve	453	-	-	184	637
Other unrestricted funds	1,659	11,566	(10,066)	(664)	2,495
Total unrestricted funds	38,258	11,566	(11,218)	5,240	43,846

Society prior year comparatives

	Balance 1 January 2019 £'000	Incoming resources £'000	Resources expended £'000	Transfers, investment gains/(losses) pension surplus £'000	Balance 31 December 2019 £'000
Designated funds					
Staff development fund	4	-	(9)	14	9
Keeper for the day fund	14	-	-	(14)	-
Fixed asset reserve	28,620	-	(1,143)	9,606	37,083
Investment property reserve	2,545	-	-	1,077	3,622
Total designated funds	31,183	-	(1,152)	10,683	40,714
Revaluation reserve	4,963	-	-	(4,963)	-
Pension reserve	453	-	-	184	637
Other unrestricted funds	1,341	10,838	(9,349)	(735)	2,095
Total unrestricted funds	37,940	10,838	(10,501)	5,169	43,446

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2020

30 Comparative figures for the consolidated statement of financial activities

Continuing operations	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Income:				
Donations & legacies		288	338	626
Income from charitable activities:				
Bristol Zoo Gardens	2(a)	6,383	-	6,383
Wild Place Project	2(c)	2,083	-	2,083
Conservation & research projects	2(b)	-	428	428
Income from commercial trading operations	3(b)	2,286	-	2,286
Investment income	3(a)	526	-	526
Total income		11,566	766	12,332
Expenditure				
Expenditure on raising funds:				
Fundraising		184	-	184
Commercial trading operations		1,747	-	1,747
Investment management costs		68	-	68
	5	1,999	-	1,999
Expenditure on charitable activities:				
Bristol Zoo Gardens		6,657	-	6,657
Wild Place Project		2,299	-	2,299
Conservation & research projects		263	377	640
Total expenditure	5	11,218	377	11,595
Net income/(expenditure) before investment losses		348	389	737
Net losses on investments	10	1,001	-	1,001
Net income/(expenditure) for the year	6	1,349	389	1,738
Other recognised losses:				
Actuarial losses on defined benefit pension scheme	19	162	-	162
Net movement in funds		1,511	389	1,900
Transfer of funds	17	4,077	(4,077)	-
Total funds brought forward		38,258	4,213	42,471
Total funds carried forward		43,846	525	44,371