

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023  
FOR  
THE PARROT ZOO TRUST**

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**THE PARROT ZOO TRUST**  
**CONTENTS OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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|                                                   | <b>Page</b> |
|---------------------------------------------------|-------------|
| <b>Report of the Trustees</b>                     | 1 to 12     |
| <b>Report of the Independent Auditors</b>         | 13 to 14    |
| <b>Statement of Financial Activities</b>          | 15          |
| <b>Balance Sheet</b>                              | 16          |
| <b>Cash Flow Statement</b>                        | 17          |
| <b>Notes to the Cash Flow Statement</b>           | 18          |
| <b>Notes to the Financial Statements</b>          | 19 to 27    |
| <b>Detailed Statement of Financial Activities</b> | 28 to 29    |

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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The trustees present their report with the financial statements of the charity for the year ended 31<sup>st</sup> December 2023 set out on pages fifteen to twenty seven.

**OBJECTIVES AND ACTIVITIES**

The Parrot Zoo Trust is a Charitable Incorporated Organisation (CIO) registered on 11th. June 2015. The organisation is governed by a constitution.

The members of the Executive Committee are the Trustees for the purpose of charity law and are collectively referred to as the Trustees. The Trustees have due regard to guidance distributed by the Charity Commission on public benefit. The Trustees are re-elected every three years at the Annual General Meeting. Any casual vacancies are filled by co-option. The Trustees are involved in the strategic management of the wildlife park alongside a Chief Executive Officer and two Zoo Managers. Executive Committee meetings are held four times through the year as a minimum.

During the period 2021/22 the Trust invested time and energy in the development of the Trustee team, ensuring it included individuals who were not only dedicated to our cause, but also had the skills, knowledge, and experience to take the Trust forward.

The Trust has welcomed new members to the Trustee team including specialists in Health and Safety, Community Engagement and Financial management. In addition, we have scheduled Strategy and Development into the annual timetable of meetings to enable continuous monitoring, evaluation, and review.

Members of the operational team were included in the development of the Mission, Vision and Aims and encouraged to input suggestions. The Trust has a monthly internal newsletter and Intranet pages where all staff can keep up to date with Trustee and Board developments.

The Parrot Zoo Trust has a new Mission, Vision and Aims. Board members are confident that these statements accurately reflect our purpose now and into the future.

**Our Mission:**

To provide an inclusive and accessible sanctuary to relieve the suffering of animals in need of care and attention and to promote the therapeutic rewards of visiting the sanctuary for the benefit of the general public. To advance education and ignite learning in the use of the environment and to promote a wider understanding of animal welfare and the natural world for the benefit of the general public.

**Our Vision:**

- To ensure all our animals feel valued, safe, free, and supported to enable them to explore and develop to their full potential.
- To promote our environment as a therapeutic tool to support the health and wellbeing of both animals and people.
- To enable both animals and people to view themselves and the world positively.
- To maintain, strengthen and develop our dedicated and committed staff and volunteer team, with a passion for caring for and supporting animals and people.
- To ensure the Parrot Zoo Trust is recognised as a Centre of Excellence, delivering a fully compliant, outstanding service that meets the needs of animals and people.
- To make sure our work is known, shared, and valued, wherever our commitment and positive impact is felt.

**Our Aims:**

- To relieve the suffering of animals who need long-term sanctuary.
- To use research to advance learning and innovation in the care and wellbeing of animals and people.
- To make best use of the resources available to improve the lives of animals and people.
- To provide a safe space to bring people closer to the natural environment.
- To provide opportunities for learning about animals and the environment and how people's positive contributions impact on the natural world.
- To provide opportunities and support to enable successful volunteering placements.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

---

**Our Aims:**

- To collaborate with partners to raise awareness of how the charity can provide support for people and animals in the community.
- To engage with the community to promote learning and awareness of the charity aims.
- To engage with the community to support the sustainability of the charity.
- To promote a wider understanding of the sustainable conservation of biodiversity globally and locally.

**The Team**

The Trust Board and operational staff are committed to providing a forever home to exotic animals, with over 99.8% of residents having been rescued.

The Parrot Zoo Trust is a registered charity (with the UK Charity Commission) and a Charitable Incorporated Organisation (an incorporated structure designed specifically for charities). The Charity Trustees are also Members for the purposes of the CIO.

At the start of 2024, the Trust had a team of eight Trustees with the provision for up to ten in the Constitution. The Trustees possess a range of skills and experience to support and develop the Trust. These include Business/Charity Management, Fundraising, Legislation, Marketing, and Community Engagement. Also, Research, Learning, Herpetology, Innovation and Communication.

All Trustees are encouraged to share their own knowledge and experience through Trustee bite-sized learning at Board Meetings.

The Board meets at least four times each year to review and consider the quarterly accounts and outcomes. In addition, there are two development sessions each year where learning and development takes place. An Annual General Meeting is held, usually in April each year.

Animal Welfare is paramount to the work we do at the Parrot Zoo Trust - Lincolnshire Wildlife Park. We have a small but extremely dedicated operational team who are focussed and committed to the care of our animals.

Our operational team is headed by a Chief Executive Officer and two Zoo Managers. There are also four department managers.

Continuous training and development for all staff is encouraged. Initial learning needs are identified as required and through our annual appraisal review process and staff are asked to identify learning opportunities continuously. All CPD is recorded, and learning is shared wherever possible with members of the team. Some examples of CPD include but are not limited to: internal/external training sessions, shadowing colleagues, conferences and conducting research.

**Ensuring our work delivers our Aims**

The Board reviews our Vision, Mission and Aims each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. The review looks at the success of each key activity and the benefits they have had. The review also helps us ensure our Vision, Mission and Aims remain focussed. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our Vision, Mission and Aims and in planning our future activity. In particular, the trustees consider how planned activities contribute to the Vision, Mission and Aims they have set.

**The focus of our work**

Our main objective for 2023 continued to be to create an inclusive and accessible sanctuary for animals and people. Strategies used to meet this objective included the provision of safe places where every interaction provides an opportunity; making use of the environment to ignite learning and promote a wider understanding of animal welfare and the natural world to inspire future generations. Our strategies meet the relevant legislation and quality standards including the Secretary of State minimum standards that zoos in England are expected to meet. With regard to Quality Standards met by the Parrot Zoo Trust, our Staff team are Dementia Friends, we have been awarded the Age-Friendly Award, and have been accredited by Visit England. The Trust is registered with the Information Commissioner's Office (ICO) and the Fundraising Regulator.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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**How our activities deliver public benefit**

The Parrot Zoo Trust – Lincolnshire Wildlife Park is committed to encouraging equality, diversity, and inclusion, and eliminating unlawful discrimination.

Our aim is for our workforce and volunteers to be truly representative of all sections of society and our customers, and for everyone to feel respected and able to give their best.

The Parrot Zoo Trust – Lincolnshire Wildlife Park - is committed to preventing unlawful discrimination of customers or the public. The Charity commits to the following principles:

- We will encourage equality, diversity, and inclusion throughout the organisation.
- We will create an environment free from bullying, harassment, victimisation, and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all are recognised and valued.

Our commitment includes sharing learning with Trustees, managers and all employees about their rights and responsibilities under our Equality, Diversity, and Inclusion Policy.

We always take complaints of bullying, harassment, victimisation, and unlawful discrimination by anyone in the course of the Charity's activities, very seriously.

We enable opportunities for training, development, and progress available to all staff, who are supported and encouraged to develop their full potential.

We review employment practices and procedures when necessary to ensure fairness, and also update the policy to take account of changes in the law.

Our Equality, Diversity and Inclusion Policy is fully supported by the Charity's Board of Trustees.

Our main activities and who we try to help are described below. All our charitable activities focus on the care and wellbeing of our animals and the wider public who support us. Activities are undertaken to further our charitable purposes for the public benefit.

**Who used and benefited from our services?**

Our objects and funding we receive do limit the services we provide. For example, our free Learning@thePark activity is limited by external funding received, our development of new and improved aviaries and enclosures is limited by income received from visiting guests.

During 2023 we welcomed 58 groups of people, young and old, to the park for recreational and learning opportunities. This amounted to nearly 1800 people. In addition, we received visits from families, couples and individuals amounting to 73,400.

Benefits felt by our visitors are never underestimated. Feedback received has shown that improved feelings of well-being have been noted and opportunities to interact with some of our animals in a quiet and peaceful setting has been immensely beneficial. During 2023 we have strived to increase the accessibility of areas of the park, but obviously this can be costly and dependent on the weather. Examples of developments include:

- our Peaceful Plot – a sensory area where people can sit and relax surrounded by our flock of budgies,
- installation of our fully equipped Changing Places toilet, providing facilities for people who have additional needs.
- Hard surfacing to enable ease of access around the site.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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### **External funding received**

Mentioned previously are examples of projects which have been enabled by external funding and income received from visitors. During 2023, the Trust has been appreciative of external funding as detailed below:

- Changing Places Toilet installation – East Lindsey District Council - £42,357
- Eye Spy a Tiger – Tesco Community Funding - £375
- Armed Forces Day Fund – AF Day Tea at the Park - £515
- Co-op Community Champions – Graphics - £667
- Theddlethorpe GDF Community Partnership – Learning@thePark - £12,266

### **Volunteering**

At Lincolnshire Wildlife Park we welcome volunteers and students to gain valuable experience and help care for the birds and animals residing at the park. New volunteers and work experience students undergo an interview with one of our senior animal keepers prior to a start date. This is a short, informal interview in order for us to assess confidence levels and gain an understanding of future plans and reasons for volunteering.

During 2023 we welcomed 41 new volunteers to the Trust who, with our existing volunteers, fulfilled over 1000 volunteer days throughout the year.

### **Engagement**

The Parrot Zoo Trust employs a Funding and Engagement Manager who has more than 25 years' experience working across communities of Lincolnshire.

Excellent communication is key to successful community engagement. Some aspects of our engagement involve providing information to stakeholders. Our goal is to facilitate two-way communication, encouraging community members to participate in discussions with us and to provide feedback to us. To encourage this process, we utilise the platforms people are comfortable with. For example: Social media (Facebook, X, Threads, Insta etc.), Local events and markets, Major shopping areas, Libraries, Schools, Email, Phone, Live chat.

Every interaction presents us with an opportunity to build relationships, trust, and understanding — plus, we are able to gain valuable insights that lead to better informed decisions. We strive to listen, respond quickly, and follow up on all methods of contact. We thank community members for taking the time to share their perspectives, feedback, and ideas — and always respond in a meaningful way.

When everything is going well, community members are more likely to be keen to get involved further. Achieving good participation from the community is one sign of our community engagement success. We keep our stakeholders informed of opportunities and encourage involvement in projects, influencing policies, and decision making. To further encourage participation, we clarify why we want involvement and promote the benefits of partnering with us.

Examples of our community engagement include:

Partnerships with schools - each year we welcome up to fifty schools and home-schooling groups to the park. We provide a number of learning packages for our younger visitors. We ask for feedback following visits and consider suggestions and comments received. Our Education Officer role is fast developing as we review our packages of outdoor learning and further develop our Learning@thePark offer.

In early 2023 we began to develop a relationship with five schools in the north of Lincolnshire. All schools had previously visited the Park at the expense of the school and families. This type of outdoor learning is being described as being under threat in the current economic climate and we feel strongly that all outdoor learning is beneficial and should be available to all. We have developed an inclusive project working alongside these five schools to enable them to not only visit the park twice each year, at little or no charge, but also to take advantage of new 'wrap around' learning packages involving learning and the development of a sense of environmental stewardship and appreciation for all wildlife. The package also includes a 75% contribution towards transport and insurance costs, and a healthy lunch. The development and funding for this Learning@thePark project would not have been possible without effective engagement. We hope that in the future, we can use both qualitative and quantitative data to enable us to expand this offer further across the County.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

---

Community Events - Whilst we recognise that charging for entry to the park is prohibitive for some families, it is an essential part of our annual income. We listen to reviews and at every opportunity we can, we offer community events where all or some family members have free entry. Some examples include:

- 'Our Gift to You' ran throughout December in 2022 and 2023. We offered free entry for everyone. We felt it important to offer some free enjoyment when times are hard for many families. The events were very well received, and we welcomed nearly 11,500 people of all ages, each year, to the park to enjoy a free Christmas experience.
- Mother's Day and Father's Day - Each year we provide free entrance for mums and dads on their special days.
- Armed Forces Day - We host an annual event to promote and to recognise our Armed Forces. Lincolnshire is home to the Royal Air Force, and we work with local AF (and other) communities to provide free entertainment for current serving and Veterans from all uniformed groups.

Engagement with local communities - We continue to develop our relationships with local organisations and explore collaborative working wherever possible. Examples include local parish councils, schools, and community groups. We continue to work closely with our local Voluntary Centre to offer supported volunteering and opportunities through social prescribing.

Communities of interest - ('A Community of Interest (CoI) is a group of people who share common interests and goals'). We continue to develop our very own Community of Interest group on social media. The group formed quite spontaneously, without any planning or coordination, around the time when our Puma, Nigel, was undergoing treatment and surgery, and very quickly developed into a group where people regularly share experiences and discuss a variety of topics. The group meets twice each week online and an average meet includes 100 - 200 people. This online community fits with our aim to support people's health and well-being.

#### **ACHIEVEMENTS AND PERFORMANCE**

2023 has been a year of very mixed emotions for everyone at the Parrot Zoo Trust. With great excitement as we celebrated our 20<sup>th</sup> Birthday in June to sadness as we lost our twin tigers Bella and Soutanna.

Throughout the year Steve Nichols (our CEO) and all the team have strived to offer the best outcomes not only for all the animals, but also for all our customers. In recognition of the struggles that many are endeavouring to cope with, including the economic impact that affects us all in one way or another, we have increased our holiday offer for 2023, with the inclusion of February half term as an opportunity for families to visit at a reduced cost, and of course the repeat of our special Christmas offer that was bigger and better than previously, with over 11,500 visitors coming on site in December as our guests.

The awareness of customers' needs received through feedback, has been very much an influence of the on-site developments and 2023 has been a year of launching new initiatives that will enable future work and hopefully future sustainability of the park. New aviaries, new and improved pathways, picnic areas and much more planting has all been part of this year's plan to improve the customer experience.

Keeping the site accessible has been a challenge at times, the weather certainly hasn't been so kind in 2023, and water has been a constant part of the site, but having secured more land, we hope to be able to extend our car parking and by ensuring better drainage we will improve the access... at least do what we can with what we can control... which certainly isn't the weather!

Connecting with stakeholders and our customers around the world has been done through the daily updates on our social media, continuing to bring many more people into the daily life of Lincolnshire Wildlife Park.

We continue to ensure that we provide the best care possible for all the animals, birds and reptiles, for which we provide sanctuary. 2024 is likely to be challenging, the increase in costs means that we do need to consolidate our development, maximise every opportunity whilst ensuring our customers get the best experience possible and keep coming!

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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The year of 2023 in review

**January – March:**

26th January marked the day when our CEO, Steve received his British Citizen Award. Steve was one of 29 individuals to be recognised and honoured with the British Citizen Award for Volunteering & Charitable Giving.

In February we received a donation of 420 trees from the Woodland Trust, this was to be one of two awards from them in the year. We thank The Woodland Trust for their support. We also welcomed Visit England in February. We were delighted that later in the year we received our accreditation and can now proudly display the Visit England sign.

In March our development team put in a huge number of hours reconfiguring our overspill car park and access from that area to our Reception. All works to ensure our visitors have a smoother access.

**April – June:**

April saw the start of the installation of a Changing Places facility. The new facility provides a private space for people with additional needs and is equipped with handrails, a height adjustable sink and bed, and hoist. Many thanks to East Lindsey District Council for providing over £40,000 in funding for this wonderful facility.

In May we completed the installation and expansion of the Park's fresh water supply. This work involved increasing the flow and pressure of water across the site.

The 10<sup>th</sup> June marked our 20th birthday, and what better way to celebrate than to have a party! Lots of fun and games including our Mascot Race took place and the sun shone for us all day long.

**July – September:**

July saw the Grand Opening of our Changing Places Facility, on Changing Places Awareness Day, 19<sup>th</sup> July. Also, International Day of Tiger, as our Tigers are Bengal Tigers we themed our day around Indian Culture, with food, music, and dance. We welcomed lots of younger visitors throughout August while they were enjoying holidays and the summer break from Schools across the country.

We held a coffee morning in September to raise much needed funds for MacMillan Charity. Staff and volunteers baked cakes and we sold them to visitors for this worthwhile cause. Also in September, we completed the development of our new aviary for our Kakarikis. In September, we proudly announced a ground-breaking development in our quest for sustainability: the installation of a cutting-edge solar energy system in collaboration with CES, a trusted provider of renewable energy solutions.

**October – December:**

We attended the Destination Lincolnshire tourism Awards on Thursday 12th October as we were finalists in the 'Large Visitor Attraction of the Year' category. Unfortunately, we didn't come out as winners on the night, but it's the taking part that counts (surely?).

The Skegness Business Awards were held on 17th November. We were finalists in two categories; The Green Awards where we were judged on how our business contributes to making a better planet, and the Visitor Attraction Award. We were over the moon to be presented with both awards on the night. The remaining weeks of November were taken up with preparations for our Christmas festivities. The Grotto and Enchanted Forest areas were upgraded, and many new attractions launched. The event, throughout December was free for all visitors once again. To round off the year we welcomed over 11,500 visitors during December with over 1,300 little ones seeing Santa in his Grotto.

The Parrot Zoo Trust Development Plan previously covered the period 2016 – 2023. Trustees and Senior management team have reviewed progress against objectives in the Plan, and a new Strategic Plan was developed in 2022. With effect from January 2024 the Trust has a Vision Document which encompasses a wide range of long term Aims and Objectives covering the period to 2030. In association with this broad Vision document, the Trust has an annual Action Plan.



**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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## **FINANCIAL REVIEW**

### Reserves

The Charity Commission's CC19 guidance states: "There is no single level or even a range of reserves that is right for all charities. Any target set by trustees for the level of reserves to be held should reflect the particular circumstances of the individual charity. To do this, trustees need to know why the charity should hold reserves and, having identified those needs, the trustees should consider how much should be held to meet them".

The Reserves Policy sets out the Trust's free reserves. These are a detailed review of the financial risks the Trust faces.

The Policy is monitored on an ongoing basis, and the assessments on the possible financial impact of those risks are incorporated into the reserves calculated.

Targets set by trustees for the level of reserves held reflect the particular circumstances of the charity. Trustees understand why the charity should hold reserves and having identified this, consider how much should be held to meet requirements.

### Reserves Policy

The trust's Reserves Policy has been developed to ensure we are able to deliver on its objectives. The policy ensures the Trust's work is protected from the risk of disruption at short notice due to a lack of funds, whilst at the same time ensuring it does not retain income for longer than required.

The trustees have calculated an appropriate reserves level for the trust of £750,000 or 3 to 6 months expenditure. Reserves level £750,000, the total net assets at the end of December 2023 were £1,445,000.

### Working capital

Free reserves include both cash and investments, which are immediately available; and other working capital balances (including accrued legacy income, other debtors, and stock). Working capital represents a significant element of the Trusts reserves, but not all of these balances are immediately available. For example, it can take up to 30 days to collect cash from trade debtors.

Levels of working capital can vary materially from year to year and are therefore regularly reviewed and monitored to determine the level of reserves.

### Commitments and long-term plans

Commitments and long-term plans not already reflected in plans and budgets are also evaluated on an ongoing basis. The Trustees do not believe there is any need to make further provision for such items.

### Long-term commitments

There is no current requirement to make allowance within the reserves range for future plans and commitments. Although the Trust has long-term financial commitments with our staff and operating leases, these commitments will be funded exclusively through future cash inflows.

Future expenditure will be set in line with future income, and therefore specific long-term funds have not been set aside within reserves.

### Target range for reserves

The Reserves level is set at £750,000 and equates to approximately 100% of general funds expenditure for 3 - 6 months.

The Board of Trustees consider that this reserve level provides sufficient flexibility in the context of operational requirements, and for an organisation of our size and complexity.

Due to the size and nature of legacies, which form part of the Trust's income, this range may be exceeded for short periods. Unexpected legacies will be utilised in pursuance of the Trust's objectives as soon as possible.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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Responsibilities

The Board of Trustees are responsible for ensuring that we manage all resources responsibly, and that we act in the best interests of the Trust. The Board has responsibility for approving and monitoring the implementation of this policy.

Laws and regulations

As a registered charity, the Trust is required to meet relevant legal and regulatory requirements and has a duty to apply charitable funds within a reasonable period of time in pursuing its objectives.

The Reserves Policy sets out the framework the Trust has in place to confirm the level of reserves the Board have determined is appropriate for the Trust and draws upon guidance such as the Charities Commission's CC19.

Monitoring and compliance

Reserves levels and forecasts are monitored as part of monthly corporate financial reporting with regular reports provided to the Board of Trustees.

Review and maintenance

The Reserves Policy is reviewed annually by the Board of Trustees.

**PLANS FOR FUTURE PERIODS**

At The Parrot Zoo Trust - Lincolnshire Wildlife Park, our commitment to continuous improvement is fundamental to our goal of excellence in animal welfare, conservation, and visitor experience. We have identified key strategies to guide our efforts towards positive growth and development.

- Regular Monitoring and Evaluation: Maintain and develop regular monitoring and evaluation processes to assess the effectiveness of animal welfare practices, conservation programs, and visitor experiences.
- Conduct internal inspections and evaluations, involving staff and trustees to ensure alignment with our mission and goals.
- Utilise visitor feedback as a valuable source of information for making informed decisions regarding exhibit improvements, educational programs, and overall zoo operations.
- Staying Informed and Adaptive:
  - Stay abreast of scientific advancements and industry best practices in animal care, conservation, and organisational effectiveness.
  - Engage in regular Trustee Strategy Development sessions and board meetings to discuss and adapt to emerging trends and challenges.
  - Conduct an annual review of Policies/SOPs to ensure they reflect the latest standards and knowledge.
- Staff Development and Engagement:
  - Prioritise staff development by offering regular individual Continued Professional Development (CPD) opportunities.
  - Conduct annual staff appraisals to give and receive feedback, set goals, and encourage professional growth.
  - Hold staff meetings every fortnight to facilitate open communication, sharing of insights, and collaborative problem-solving.
  - Utilise the intranet for efficient information sharing among staff, ensuring everyone is well-informed and aligned with our mission and goals.
- Online Presence and Visitor Engagement:
  - Enhance our online presence, including the development of an online shop, to expand our reach and revenue streams.
  - Make practical and effective use of visitor feedback and suggestions to drive improvements in our online and on-site offerings.
  - Continuously explore new ways to engage with our visitors both in-person and online, providing enriching learning experiences.
- Board of Trustees and Charity Development:
  - Development of our Board of Trustees and their understanding of the charity.
  - We hold a minimum of six board meetings each year, including an Annual General Meeting and time to review Strategy Development. Trustees carry out regular learning sessions and are involved in an Appraisal review process with our Chair.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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By implementing these strategies, we aim to foster an environment of continuous improvement that aligns with our mission and values. Our commitment to learning, adaptability, and innovation will ensure that The Parrot Zoo Trust remains a leader in animal welfare, conservation, and visitor engagement.

Wild4Learning remains our most ambitious plan to date. This unique facility will provide a home for many species of animals in a temperature-controlled environment where students from nursery to university will be able access and experience close up and personal contact. Work towards this project is progressing with the development of the Trust's Learning Offer being explored and developed. Information gathered from project and group visit evaluations are informing future development of the Wild4Learning project and future funding applications.

The Trust continues to develop its offer to enhance the support for the mental health and wellbeing of the general public with the creation of the Peaceful Plot and a "gardener's shed" for people to enjoy and boost their well-being.

#### Toilets

Funding from the Department for Levelling Up, Housing and Communities (via East Lindsey District Council) was confirmed in 2022 to install a Changing Places toilet at the park. This facility is for use by people with additional physical needs. Work started in Spring 2023 and the official opening was held on 19th July 2023 - Changing Places Awareness Day.

In addition, funding has been secured for a review and complete refurbishment of the main toilets. It was noted in our most recent Visit England accreditation report that facilities were insufficient particularly on our busier days. We are therefore planning to increase the size and design by 100% and include baby changing facilities in both areas (male/female).

#### Solar Power

Starting in 2023 and continuing into 2024, the Trust embarked on a major ground-breaking development in the quest for sustainability: the installation of a cutting-edge solar energy system. This exciting initiative allows us to harness the power of the sun, significantly reducing our carbon footprint and contributing to the broader effort of combating climate change.

The new solar energy system will not only provide a sustainable and clean energy source for our operations but will also enable us to supply unused energy back to the national grid. Utilising 250 panels of the latest solar technology, we are proactively supporting the transition towards a greener and more sustainable future for all.

This green initiative aligns perfectly with the Trust's core values of conservation, education, and responsible environmental stewardship. By embracing renewable energy, we aim to inspire and educate our visitors about the importance of sustainability, showcasing how every individual and organisation can make a positive impact on our planet.

#### Development of Learning Offer including installation of The Bug Hut

The Trust is developing its free offer of Learning for young people from nursery to university. This offer will benefit from a 'cabin' where schools and other groups can meet. The 'Bug Hut' will become a space where learning and voyages of discovery can take place. Grant funding is actively being sought to enable the purchase of the Bug Hut.

In addition, plans are underway for the following initiatives:

- Repairs and replacement of our Car Parking areas
- Development of a new enclosure 'EWOK' where visitors can enjoy new experiences.
- Corporate Sponsorship
- Legacy Fundraising

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Parrot Zoo Trust is a Charitable Incorporated Organisation (CIO) registered on 11th. June 2015. The organisation is governed by a constitution.

The members of the Executive Committee are the Trustees for the purpose of charity law and are collectively referred to as the Trustees. The Trustees have due regard to guidance distributed by the Charity Commission on public benefit.

The Trustees are re-elected every three years at the Annual General Meeting. Any casual vacancies are filled by co-option. The Trustees are involved in the strategic management of the wildlife park alongside a Chief Executive Officer and two Zoo Managers. Executive Committee meetings are held four times through the year as a minimum.

During the period 2021/22 the Trust invested time and energy in the development of the Trustee team, ensuring it included individuals who were not only dedicated to our cause, but also had the skills, knowledge, and experience to take the Trust forward after what had been extremely difficult few years.

Most Trustees are already familiar with the practical work of the Charity and new Trustees are invited and encouraged to attend a series of learning sessions to familiarise themselves with the charity and the context within which it operates. These bite-sized sessions are held at each Board meeting and are led by fellow Trustees with expertise in their area.

The Chair, Vice Chair and Treasurer review remuneration alongside the CEO on an annual basis, linked to the Appraisal Review process. Within the review they take account of the following:

1. The current size of the Trust
2. The current market
3. The current financial pressures

Reviews are carried out to ensure that remuneration is commensurate with the market, current commitments, and responsibilities of each role.

No employee in the organisation receives more than £60,000 per annum,

The Trust has welcomed new members to the Trustee team including specialists in Health and Safety, Community Engagement and Financial management. In addition, we have scheduled Strategy and Development into the annual timetable of meetings to enable continuous monitoring, evaluation, and review.

The Trustees have limited involvement in the day-to-day management of the wildlife park with the Chief Executive Officer and two Zoo Managers making operational decisions. There are Senior Management Team meetings which are held each quarterly through the year.

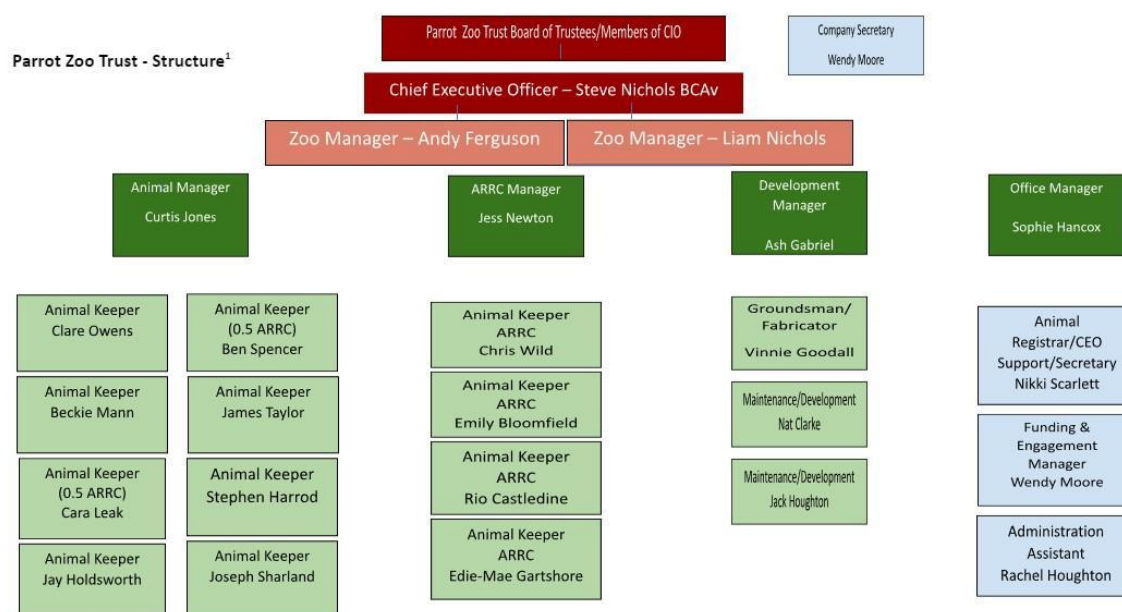
A scheme of delegation is in place and day to day responsibility rests with the Chief Executive Officer along with two Zoo Managers. The CEO is responsible for ensuring the charity delivers all that is specified, and that Key Performance Indicators are met. The Zoo Managers, plus three department managers have responsibility for operational management, individual supervision of the staff team and also the continued professional development ensuring that the team continue to develop skills and working practices in line with good practice.

Members of the operational team have been included throughout the development of the Mission, Vision and Aims and encouraged to input suggestions. We have a monthly internal newsletter and Intranet pages where all staff can keep up to date with Trustee and Board developments.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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Below is the Trust's Staff Structure chart as of 31<sup>st</sup> March 2024.



<sup>1</sup>March 2024

## REFERENCE AND ADMINISTRATIVE DETAILS

The Name of the Charity is Parrot Zoo Trust, referred to as Lincolnshire Wildlife Park.  
Registered Charity number: **1162135**

Principal address:  
Dickon Hill Road  
Friskney  
Lincolnshire  
PE22 8PP

The Trustees who served during the period and up to the date of this report (31<sup>st</sup> March 2024) are set out below:

Karen Parsons (Chair)  
Angela Dobson (Vice Chair)  
David Kime (until April 2023)  
Sonja Genney (until September 2023)  
Paula Batchelor  
John Roper  
William Downing  
Kirsty Johnson  
Jon Beilby (from January 2024)  
Jon Mansfield (from January 2024)

For the period 1<sup>st</sup> January 2023 to 31<sup>st</sup> March 2024, the Chief Executive Officer is Mr Steven George Nichols BCav.  
The Board of Trustees delegate day to day management of the charity to the CEO.

**THE PARROT ZOO TRUST**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

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**REFERENCE AND ADMINISTRATIVE DETAILS contd...**

The Parrot Zoo Trust banks with:

Lloyds Bank,  
51, Lumley Road,  
Skegness, Lincolnshire. PE25 3LP

The Parrot Zoo Trust's solicitors are:

Tinn Criddle & Co.,  
11 High St,  
Spilsby, Lincolnshire. PE23 5JH

The Parrot Zoo Trust's auditors are:

Dexter & Sharpe Audit Services Ltd  
Rollestone House  
Bridge Street,  
Horncastle  
Lincolnshire. LN9 5HZ

**STATEMENT OF TRUSREE'S RESPONSIBILITIES**

The Trustees are required under the Charities Act 2011 to prepare financial statements for each financial year which give a true and fair view of the Charities' financial activities during the year and of its financial position at the end of the year.

In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- (a) select suitable accounting policies and then apply them consistently;
- (b) make judgements and estimates that are reasonable and prudent;
- (c) state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements;
- (d) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the Charities and which enable them to ascertain the financial position of the Charities and which enable them to ensure that the financial statements comply with applicable law and regulations. They are also responsible for safeguarding the assets of the Charities and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 19<sup>th</sup> July 2024 and signed on their behalf by

Mrs K Parsons - Chair

## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF THE PARROT ZOO TRUST

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### Opinion

We have audited the financial statements of The Parrot Zoo Trust (the “Charity”) for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash flows and the 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 Financial Reporting Standard 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 Charity’s affairs as at 31 December 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of 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 Charity 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 other 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 opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees’ 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 Charity’s ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees 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 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.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF THE PARROT ZOO TRUST**

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### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report
- adequate accounting records have not been kept
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit.

### **Responsibilities of the Trustees**

As explained more fully in the Trustees' responsibilities statement set out on page twelve, 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditor under the Charities Act 2011 s144 and report in accordance with regulations made under the Act and relevant regulations made or having effect thereunder.

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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We have enquired of those charged with governance around actual and potential litigation and claims
- We have reviewed financial statement disclosures and tested to supporting documentation to assess compliance with applicable laws and regulations
- We have audited the risk of management override of controls, including review of journal entries and large or unusual transactions, evaluating the Charity rationale of any significant transactions outside the course of normal charitable activities.
- A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Mrs Nicola Michelle Lenton FCCA (Senior Statutory Auditor)**  
**For and on behalf of Dexter & Sharpe Audit Services Limited (Statutory Auditor)**  
**Rollestone House**  
**Bridge Street**  
**Horncastle**  
**Lincolnshire**  
**LN9 5HZ**

**19 July 2024**



**THE PARROT ZOO TRUST**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                        |       |                           |                          |                         | <b>Year Ended<br/>31.12.23<br/>Total<br/>funds<br/>£</b> | Period<br>1.7.21 to<br>31.12.22<br>Total<br>funds<br>£ |
|----------------------------------------|-------|---------------------------|--------------------------|-------------------------|----------------------------------------------------------|--------------------------------------------------------|
|                                        | Notes | Unrestricted<br>fund<br>£ | Designated<br>Funds<br>£ | Restricted<br>Fund<br>£ |                                                          |                                                        |
| <b>INCOME AND<br/>ENDOWMENTS FROM</b>  |       |                           |                          |                         |                                                          |                                                        |
| Donations and legacies                 | 2     | 988,213                   | -                        | 62,037                  | 1,050,250                                                | 1,262,456                                              |
| <b>Charitable activities</b>           | 5     |                           |                          |                         |                                                          |                                                        |
| Charitable Activities                  |       | 46,097                    | -                        | -                       | 46,097                                                   | 74,007                                                 |
| Other trading activities               | 3     | 694                       | -                        | -                       | 694                                                      | -                                                      |
| Investment income                      | 4     | 4,248                     | -                        | -                       | 4,248                                                    | 4,683                                                  |
| <b>Total</b>                           |       | <u>1,039,252</u>          | <u>-</u>                 | <u>62,037</u>           | <u>1,101,289</u>                                         | <u>1,341,146</u>                                       |
| <b>EXPENDITURE ON</b>                  |       |                           |                          |                         |                                                          |                                                        |
| Raising funds                          | 6     | -                         | -                        | -                       | -                                                        | -                                                      |
| <b>Charitable activities</b>           | 7     |                           |                          |                         |                                                          |                                                        |
| Charitable Activities                  |       | <u>1,304,269</u>          | <u>-</u>                 | <u>2,623</u>            | <u>1,306,892</u>                                         | <u>1,710,616</u>                                       |
| <b>Total</b>                           |       | <u>1,304,269</u>          | <u>-</u>                 | <u>2,623</u>            | <u>1,306,892</u>                                         | <u>1,710,616</u>                                       |
| <b>NET<br/>INCOME/(EXPENDITURE)</b>    |       |                           |                          |                         |                                                          |                                                        |
| Transfers between funds                | 20    | (265,017)                 | -                        | 59,414                  | (205,603)                                                | (369,470)                                              |
|                                        |       | <u>32,273</u>             | <u>-</u>                 | <u>(32,273)</u>         | <u>-</u>                                                 | <u>-</u>                                               |
| <b>Net movement in funds</b>           |       | (232,744)                 | -                        | 27,141                  | (205,603)                                                | (369,470)                                              |
| <b>RECONCILIATION OF<br/>FUNDS</b>     |       |                           |                          |                         |                                                          |                                                        |
| Total funds brought forward            |       | <u>1,617,772</u>          | <u>-</u>                 | <u>15,192</u>           | <u>1,632,964</u>                                         | <u>2,002,434</u>                                       |
| <b>TOTAL FUNDS CARRIED<br/>FORWARD</b> |       | <u>1,385,028</u>          | <u>-</u>                 | <u>42,333</u>           | <u>1,427,361</u>                                         | <u>1,632,964</u>                                       |

There were no recognised gains or losses other than those included in the Statement of Financial Activities.

The notes form part of these financial statements

**THE PARROT ZOO TRUST**

**BALANCE SHEET  
31 DECEMBER 2023**

|                                                  | Notes | Unrestricted<br>fund<br>£ | Designated<br>Funds<br>£ | Restricted<br>Fund<br>£ | 2023<br>Total<br>funds<br>£ | 2022<br>Total<br>funds<br>£ |
|--------------------------------------------------|-------|---------------------------|--------------------------|-------------------------|-----------------------------|-----------------------------|
| <b>FIXED ASSETS</b>                              |       |                           |                          |                         |                             |                             |
| Tangible assets                                  | 13    | <b>1,212,937</b>          | -                        | -                       | <b>1,212,937</b>            | 1,149,292                   |
| <b>CURRENT ASSETS</b>                            |       |                           |                          |                         |                             |                             |
| Stocks                                           | 14    | <b>50,000</b>             | -                        | -                       | <b>50,000</b>               | 50,000                      |
| Debtors                                          | 15    | <b>22,834</b>             | -                        | -                       | <b>22,834</b>               | 14,784                      |
| Cash at bank and in hand                         |       | <b>198,401</b>            | -                        | <b>42,333</b>           | <b>240,734</b>              | 495,962                     |
|                                                  |       | <b>271,235</b>            | -                        | <b>42,333</b>           | <b>313,568</b>              | 560,746                     |
| <b>CREDITORS</b>                                 |       |                           |                          |                         |                             |                             |
| Amounts falling due within one year              | 16    | <b>(84,376)</b>           | -                        | -                       | <b>(84,376)</b>             | (77,074)                    |
| <b>NET CURRENT ASSETS</b>                        |       | <b>186,859</b>            | -                        | <b>42,333</b>           | <b>229,192</b>              | 483,672                     |
| <b>TOTAL ASSETS LESS<br/>CURRENT LIABILITIES</b> |       | <b>1,399,796</b>          | -                        | <b>42,333</b>           | <b>1,442,129</b>            | 1,632,964                   |
| <b>CREDITORS</b>                                 |       |                           |                          |                         |                             |                             |
| Amounts falling due after more than one year     | 17    | <b>(14,768)</b>           | -                        | -                       | <b>(14,768)</b>             | -                           |
| <b>NET ASSETS</b>                                |       | <b>1,385,028</b>          | -                        | <b>42,333</b>           | <b>1,427,361</b>            | 1,632,964                   |
| <b>FUNDS</b>                                     | 20    |                           |                          |                         |                             |                             |
| Unrestricted funds                               |       |                           |                          |                         | <b>1,385,028</b>            | 1,617,772                   |
| Restricted funds                                 |       |                           |                          |                         | <b>42,333</b>               | 15,192                      |
| <b>TOTAL FUNDS</b>                               |       |                           |                          |                         | <b>1,427,361</b>            | 1,632,964                   |

Approved by the Trustees on 19<sup>th</sup> July 2024 and signed on their behalf.

K Parsons - Chair

The notes form part of these financial statements

**THE PARROT ZOO TRUST**

**CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                                                           |       | Year Ended<br>31.12.23<br>£ | Period<br>1.7.21 to<br>31.12.22<br>£ |
|---------------------------------------------------------------------------|-------|-----------------------------|--------------------------------------|
|                                                                           | Notes |                             |                                      |
| <b>Cash flows from operating activities</b>                               |       |                             |                                      |
| Cash generated from operations                                            | 1     | (90,058)                    | (133,518)                            |
| Interest element of hire purchase payments paid                           |       | <u>(369)</u>                | <u>-</u>                             |
| Net cash used in operating activities                                     |       | <u>(90,427)</u>             | <u>(133,518)</u>                     |
| <b>Cash flows from investing activities</b>                               |       |                             |                                      |
| Purchase of tangible fixed assets                                         |       | (186,507)                   | (160,647)                            |
| Interest received                                                         |       | <u>2,808</u>                | <u>363</u>                           |
| Net cash used in investing activities                                     |       | <u>(183,699)</u>            | <u>(160,284)</u>                     |
| <b>Cash flows from financing activities</b>                               |       |                             |                                      |
| Capital repayments in year                                                |       | <u>18,889</u>               | <u>-</u>                             |
| Net cash provided by financing activities                                 |       | <u>18,889</u>               | <u>-</u>                             |
| <b>Change in cash and cash equivalents in the reporting period</b>        |       | (255,237)                   | (293,802)                            |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> | 2     | <u>495,962</u>              | <u>789,764</u>                       |
| <b>Cash and cash equivalents at the end of the reporting period</b>       | 2     | <u>240,725</u>              | <u>495,962</u>                       |

The notes form part of these financial statements

THE PARROT ZOO TRUST

NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

|                                                                                         | Year Ended<br>31.12.23<br>£ | Period<br>1.7.21 to<br>31.12.22<br>£ |
|-----------------------------------------------------------------------------------------|-----------------------------|--------------------------------------|
| Net expenditure for the reporting period (as per the Statement of Financial Activities) | (205,603)                   | (369,470)                            |
| Adjustments for:                                                                        |                             |                                      |
| Depreciation charges                                                                    | 122,862                     | 157,721                              |
| Interest received                                                                       | (2,808)                     | (363)                                |
| Interest element of hire purchase and finance lease rental payments                     | 369                         | -                                    |
| Increase in stocks                                                                      | -                           | (40,000)                             |
| (Increase)/decrease in debtors                                                          | (8,050)                     | 250,110                              |
| Increase/(decrease) in creditors                                                        | <u>3,172</u>                | <u>(131,516)</u>                     |
| Net cash used in operations                                                             | <u>(90,058)</u>             | <u>(133,518)</u>                     |

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

|                                                                              | 2023<br>£      | 2022<br>£      |
|------------------------------------------------------------------------------|----------------|----------------|
| Cash in hand                                                                 | 11,035         | 5,381          |
| Notice deposits (less than 3 months)                                         | 229,699        | 490,581        |
| Overdrafts included in bank loans and overdrafts falling due within one year | <u>(9)</u>     | <u>-</u>       |
| Total cash and cash equivalents                                              | <u>240,725</u> | <u>495,962</u> |

3. ANALYSIS OF CHANGES IN NET FUNDS

|                          | At 1.1.23<br>£ | Cash flow<br>£   | At 31.12.23<br>£ |
|--------------------------|----------------|------------------|------------------|
| Net cash                 |                |                  |                  |
| Cash at bank and in hand | 495,962        | (255,228)        | 240,734          |
| Bank overdraft           | <u>-</u>       | <u>(9)</u>       | <u>(9)</u>       |
|                          | <u>495,962</u> | <u>(255,237)</u> | <u>240,725</u>   |
| Debt                     |                |                  |                  |
| Finance leases           | <u>-</u>       | <u>(18,889)</u>  | <u>(18,889)</u>  |
|                          | <u>-</u>       | <u>(18,889)</u>  | <u>(18,889)</u>  |
| Total                    | <u>495,962</u> | <u>(274,126)</u> | <u>221,836</u>   |

The notes form part of these financial statements

# THE PARROT ZOO TRUST

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

---

### 1. ACCOUNTING POLICIES

#### **Basis of preparing the financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

In preparing the financial statements the Charity follows best practice as laid down in the Statement of Recommended Practice “Accounting and Reporting by Charities” (SORP 2019) and the Charities Acts.

The Charity constitute a public benefit entity as defined by FRS 102.

#### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

#### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

|                          |                               |
|--------------------------|-------------------------------|
| Improvements to property | - Straight line over 10 years |
| Plant and machinery      | - 20% on reducing balance     |

#### **Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

#### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

#### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### **Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

#### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Cont'd

**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**2. DONATIONS AND LEGACIES**

|                              | <b>Year Ended</b>       | Period                  |
|------------------------------|-------------------------|-------------------------|
|                              | <b>31.12.23</b>         | 1.7.21 to               |
|                              | £                       | 31.12.22                |
|                              |                         | £                       |
| Gift aid                     | <b>115,661</b>          | 179,141                 |
| Legacies                     | -                       | 50,096                  |
| Grants                       | <b>150</b>              | 36,273                  |
| Other income                 | <b>29,313</b>           | 31,106                  |
| HMRC CJRS                    | -                       | 4,043                   |
| Donations                    | <b>4,714</b>            | 38,633                  |
| Donations - Turtles          | <b>1,052</b>            | 16,183                  |
| Donations - Daily Sales      | <b>12,200</b>           | 3,222                   |
| Donations - Amazon Smile     | <b>854</b>              | 1,164                   |
| Donations - Peaceful Plot    | -                       | 79                      |
| Donations - Via Till         | <b>46,975</b>           | 79,934                  |
| Donations - Entrance Tickets | <b>705,769</b>          | 712,593                 |
| Donations - Just Giving      | <b>3,237</b>            | 8,795                   |
| Donations - School Visits    | <b>14,285</b>           | 18,430                  |
| Donations - Sponsapoll       | <b>57,511</b>           | 82,664                  |
| Donations - Changing Places  | -                       | 100                     |
| External funding applied for | <b>56,182</b>           | -                       |
| Animal adoptions             | <b>2,347</b>            | -                       |
|                              | <b><u>1,050,250</u></b> | <b><u>1,262,456</u></b> |

Grants received, included in the above, are as follows:

|                    | <b>Year Ended</b> | Period               |
|--------------------|-------------------|----------------------|
|                    | <b>31.12.23</b>   | 1.7.21 to            |
|                    | £                 | 31.12.22             |
|                    |                   | £                    |
| Unrestricted Grant | <b><u>150</u></b> | <b><u>36,273</u></b> |

**3. OTHER TRADING ACTIVITIES**

|                    | <b>Year Ended</b> | Period          |
|--------------------|-------------------|-----------------|
|                    | <b>31.12.23</b>   | 1.7.21 to       |
|                    | £                 | 31.12.22        |
|                    |                   | £               |
| Fundraising events | <b><u>694</u></b> | <b><u>-</u></b> |

**4. INVESTMENT INCOME**

|                     | <b>Year Ended</b>   | Period              |
|---------------------|---------------------|---------------------|
|                     | <b>31.12.23</b>     | 1.7.21 to           |
|                     | £                   | 31.12.22            |
|                     |                     | £                   |
| Rents received      | <b>1,440</b>        | 4,320               |
| Interest receivable | <b><u>2,808</u></b> | <b><u>363</u></b>   |
|                     | <b><u>4,248</u></b> | <b><u>4,683</u></b> |

Cont'd

**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**5. INCOME FROM CHARITABLE ACTIVITIES**

|             |                       | <b>Year Ended</b><br><b>31.12.23</b> | Period<br>1.7.21 to<br>31.12.22 |
|-------------|-----------------------|--------------------------------------|---------------------------------|
|             | Activity              | £                                    | £                               |
| Experiences | Charitable Activities | <u><b>46,097</b></u>                 | <u><b>74,007</b></u>            |

**6. RAISING FUNDS**

**Other trading activities**

|               | <b>Year Ended</b><br><b>31.12.23</b> | Period<br>1.7.21 to<br>31.12.22 |
|---------------|--------------------------------------|---------------------------------|
|               | £                                    | £                               |
| Opening stock | <b>50,000</b>                        | -                               |
| Closing stock | <u><b>(50,000)</b></u>               | <u>-</u>                        |
|               | <u><u><b>=====</b></u></u>           | <u><u><b>=====</b></u></u>      |

**7. CHARITABLE ACTIVITIES COSTS**

|                       | Direct<br>Costs<br>£  | Support<br>costs (see<br>note 8)<br>£ | Totals<br>£             |
|-----------------------|-----------------------|---------------------------------------|-------------------------|
| Charitable Activities | <u><b>731,680</b></u> | <u><b>575,212</b></u>                 | <u><b>1,306,892</b></u> |

**8. SUPPORT COSTS**

|                       | Management<br>£       | Finance<br>£         | Governance<br>costs<br>£ | Totals<br>£           |
|-----------------------|-----------------------|----------------------|--------------------------|-----------------------|
| Charitable Activities | <u><b>553,505</b></u> | <u><b>11,795</b></u> | <u><b>9,912</b></u>      | <u><b>575,212</b></u> |

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

|                                                                     | <b>Year Ended</b><br><b>31.12.23</b> | Period<br>1.7.21 to<br>31.12.22 |
|---------------------------------------------------------------------|--------------------------------------|---------------------------------|
|                                                                     | £                                    | £                               |
| Auditors' remuneration                                              | <b>4,000</b>                         | -                               |
| Depreciation - owned assets                                         | <b>121,339</b>                       | 157,721                         |
| Depreciation - assets on hire purchase contracts and finance leases | <b>1,523</b>                         | -                               |
| Hire of plant and machinery                                         | <b>12,580</b>                        | 13,660                          |
| Other operating leases                                              | <u><b>3,731</b></u>                  | <u><b>8,039</b></u>             |

Cont'd

**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the period ended 31 December 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2023 nor for the period ended 31 December 2022.

**11. STAFF COSTS**

|                       | <b>Year Ended</b><br><b>31.12.23</b> | Period<br>1.7.21 to<br>31.12.22 |
|-----------------------|--------------------------------------|---------------------------------|
|                       | £                                    | £                               |
| Wages and salaries    | <b>509,883</b>                       | 688,754                         |
| Social security costs | <b>36,238</b>                        | 48,774                          |
| Other pension costs   | <b><u>9,836</u></b>                  | <u>13,892</u>                   |
|                       | <b><u>555,957</u></b>                | <u>751,420</u>                  |

The average monthly number of employees during the year was as follows:

|       | <b>Year Ended</b><br><b>31.12.23</b> | Period<br>1.7.21 to<br>31.12.22 |
|-------|--------------------------------------|---------------------------------|
| Staff | <b><u>25</u></b>                     | <u>23</u>                       |

No employees received emoluments in excess of £60,000.

Salary and benefits earned by Key Management Personnel amounted to £164,859 (2022: £233,897)

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                   | Unrestricted<br>fund<br>£ | Designated<br>Funds<br>£ | Restricted<br>Fund<br>£ | Total<br>funds<br>£ |
|-----------------------------------|---------------------------|--------------------------|-------------------------|---------------------|
| <b>INCOME AND ENDOWMENTS FROM</b> |                           |                          |                         |                     |
| Donations and legacies            | 1,221,414                 | -                        | 41,042                  | 1,262,456           |
| <b>Charitable activities</b>      |                           |                          |                         |                     |
| Charitable Activities             | 74,007                    | -                        | -                       | 74,007              |
| Investment income                 | <u>4,683</u>              | <u>-</u>                 | <u>-</u>                | <u>4,683</u>        |
| <b>Total</b>                      | <u>1,300,104</u>          | <u>-</u>                 | <u>41,042</u>           | <u>1,341,146</u>    |
| <b>EXPENDITURE ON</b>             |                           |                          |                         |                     |
| <b>Charitable activities</b>      |                           |                          |                         |                     |
| Charitable Activities             | <u>1,703,358</u>          | <u>27</u>                | <u>7,231</u>            | <u>1,710,616</u>    |

Cont'd



**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

|                                    | Unrestricted<br>fund<br>£ | Designated<br>Funds<br>£ | Restricted<br>Fund<br>£ | Total<br>funds<br>£     |
|------------------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| <b>NET INCOME/(EXPENDITURE)</b>    | (403,254)                 | (27)                     | 33,811                  | (369,470)               |
| <b>Transfers between funds</b>     | <u>22,501</u>             | <u>27</u>                | <u>(22,528)</u>         | <u>-</u>                |
| <b>Net movement in funds</b>       | (380,753)                 | -                        | 11,283                  | (369,470)               |
| <b>RECONCILIATION OF FUNDS</b>     |                           |                          |                         |                         |
| Total funds brought forward        | <u>1,998,525</u>          | <u>-</u>                 | <u>3,909</u>            | <u>2,002,434</u>        |
| <b>TOTAL FUNDS CARRIED FORWARD</b> | <u><u>1,617,772</u></u>   | <u><u>-</u></u>          | <u><u>15,192</u></u>    | <u><u>1,632,964</u></u> |

**13. TANGIBLE FIXED ASSETS**

|                       | Freehold<br>property<br>£ | Improvements<br>to property<br>£ | Plant and<br>machinery<br>£ | Totals<br>£             |
|-----------------------|---------------------------|----------------------------------|-----------------------------|-------------------------|
| <b>COST</b>           |                           |                                  |                             |                         |
| At 1 January 2023     | <b>244,864</b>            | <b>967,838</b>                   | <b>126,263</b>              | <b>1,338,965</b>        |
| Additions             | <u>5,317</u>              | <u>76,716</u>                    | <u>104,474</u>              | <u>186,507</u>          |
| At 31 December 2023   | <u>250,181</u>            | <u>1,044,554</u>                 | <u>230,737</u>              | <u>1,525,472</u>        |
| <b>DEPRECIATION</b>   |                           |                                  |                             |                         |
| At 1 January 2023     | -                         | 133,691                          | 55,982                      | 189,673                 |
| Charge for year       | <u>419</u>                | <u>101,276</u>                   | <u>21,167</u>               | <u>122,862</u>          |
| At 31 December 2023   | <u>419</u>                | <u>234,967</u>                   | <u>77,149</u>               | <u>312,535</u>          |
| <b>NET BOOK VALUE</b> |                           |                                  |                             |                         |
| At 31 December 2023   | <u><u>249,762</u></u>     | <u><u>809,587</u></u>            | <u><u>153,588</u></u>       | <u><u>1,212,937</u></u> |
| At 31 December 2022   | <u><u>244,864</u></u>     | <u><u>834,147</u></u>            | <u><u>70,281</u></u>        | <u><u>1,149,292</u></u> |

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

|                       | Plant and<br>machinery<br>£ |
|-----------------------|-----------------------------|
| <b>COST</b>           |                             |
| Additions             | <u>18,250</u>               |
| <b>DEPRECIATION</b>   |                             |
| Charge for year       | <u>1,523</u>                |
| <b>NET BOOK VALUE</b> |                             |
| At 31 December 2023   | <u><u>16,727</u></u>        |
| At 31 December 2022   | <u><u>-</u></u>             |

Cont'd

**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**14. STOCKS**

|        | 2023          | 2022          |
|--------|---------------|---------------|
|        | £             | £             |
| Stocks | <u>50,000</u> | <u>50,000</u> |

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                | 2023          | 2022          |
|--------------------------------|---------------|---------------|
|                                | £             | £             |
| Trade debtors                  | 377           | -             |
| Other debtors                  | 3,207         | -             |
| VAT                            | 1,537         | 5,430         |
| Prepayments and accrued income | <u>17,713</u> | <u>9,354</u>  |
|                                | <u>22,834</u> | <u>14,784</u> |

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                         | 2023          | 2022          |
|-----------------------------------------|---------------|---------------|
|                                         | £             | £             |
| Bank loans and overdrafts (see note 18) | 9             | -             |
| Hire purchase (see note 19)             | 4,121         | -             |
| Trade creditors                         | 33,402        | 37,787        |
| Social security and other taxes         | 11,452        | 8,345         |
| Pension                                 | 2,209         | 1,958         |
| Other creditors                         | 2,290         | 2,293         |
| Accrued expenses                        | <u>30,893</u> | <u>26,691</u> |
|                                         | <u>84,376</u> | <u>77,074</u> |

**17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

|                             | 2023          | 2022     |
|-----------------------------|---------------|----------|
|                             | £             | £        |
| Hire purchase (see note 19) | <u>14,768</u> | <u>-</u> |

**18. LOANS**

An analysis of the maturity of loans is given below:

|                                                | 2023     | 2022     |
|------------------------------------------------|----------|----------|
|                                                | £        | £        |
| Amounts falling due within one year on demand: |          |          |
| Bank overdrafts                                | <u>9</u> | <u>-</u> |

Cont'd

THE PARROT ZOO TRUST

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

19. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

|                            | <b>Hire purchase contracts</b>          |             |
|----------------------------|-----------------------------------------|-------------|
|                            | <b>2023</b>                             | <b>2022</b> |
|                            | <b>£</b>                                | <b>£</b>    |
| Net obligations repayable: |                                         |             |
| Within one year            | <b>4,121</b>                            | -           |
| Between one and five years | <b>14,768</b>                           | -           |
|                            | <b>18,889</b>                           | -           |
|                            |                                         |             |
|                            | <b>Non-cancellable operating leases</b> |             |
|                            | <b>2023</b>                             | <b>2022</b> |
|                            | <b>£</b>                                | <b>£</b>    |
| Within one year            | <b>5,781</b>                            | 5,781       |
| Between one and five years | <b>7,776</b>                            | 13,557      |
|                            | <b>13,557</b>                           | 19,338      |

20. MOVEMENT IN FUNDS

|                           | <b>At 1.1.23</b> | <b>Net movement in funds</b> | <b>Transfers between funds</b> | <b>At 31.12.23</b> |
|---------------------------|------------------|------------------------------|--------------------------------|--------------------|
|                           | <b>£</b>         | <b>£</b>                     | <b>£</b>                       | <b>£</b>           |
| <b>Unrestricted funds</b> |                  |                              |                                |                    |
| General fund              | 1,617,772        | (265,017)                    | 32,273                         | 1,385,028          |
| <b>Restricted funds</b>   |                  |                              |                                |                    |
| Telescope                 | 1,125            | 275                          | (1,400)                        | -                  |
| Toilets                   | 1,750            | 29,370                       | -                              | 31,120             |
| Turtles                   | 12,217           | -                            | (12,217)                       | -                  |
| Changing Places           | 100              | 18,556                       | (18,656)                       | -                  |
| Learning at the park      | -                | 11,213                       | -                              | 11,213             |
|                           | <b>15,192</b>    | <b>59,414</b>                | <b>(32,273)</b>                | <b>42,333</b>      |
| <b>TOTAL FUNDS</b>        | <b>1,632,964</b> | <b>(205,603)</b>             | <b>-</b>                       | <b>1,427,361</b>   |

Cont'd

THE PARROT ZOO TRUST

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

20. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

|                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b> |                            |                            |                           |
| General fund              | 1,039,252                  | (1,304,269)                | (265,017)                 |
| <b>Restricted funds</b>   |                            |                            |                           |
| Telescope                 | 375                        | (100)                      | 275                       |
| Toilets                   | 29,370                     | -                          | 29,370                    |
| Changing Places           | 20,026                     | (1,470)                    | 18,556                    |
| Learning at the park      | 12,266                     | (1,053)                    | 11,213                    |
|                           | <u>62,037</u>              | <u>(2,623)</u>             | <u>59,414</u>             |
| <b>TOTAL FUNDS</b>        | <u><b>1,101,289</b></u>    | <u><b>(1,306,892)</b></u>  | <u><b>(205,603)</b></u>   |

Comparatives for movement in funds

|                           | At 1.7.21<br>£          | Net<br>movement<br>in funds<br>£ | Transfers<br>between<br>funds<br>£ | At<br>31.12.22<br>£     |
|---------------------------|-------------------------|----------------------------------|------------------------------------|-------------------------|
| <b>Unrestricted funds</b> |                         |                                  |                                    |                         |
| General fund              | 1,998,525               | (403,254)                        | 22,501                             | 1,617,772               |
| EWOK                      | -                       | (27)                             | 27                                 | -                       |
|                           | 1,998,525               | (403,281)                        | 22,528                             | 1,617,772               |
| <b>Restricted funds</b>   |                         |                                  |                                    |                         |
| Doris                     | -                       | (1,439)                          | 1,439                              | -                       |
| Peaceful Plot             | -                       | 5,603                            | (5,603)                            | -                       |
| Telescope                 | -                       | 1,125                            | -                                  | 1,125                   |
| Toilets                   | -                       | 1,750                            | -                                  | 1,750                   |
| Turtles                   | 3,909                   | 6,172                            | 2,136                              | 12,217                  |
| Water Treatment           | -                       | 20,000                           | (20,000)                           | -                       |
| Defibrillator             | -                       | 500                              | (500)                              | -                       |
| Changing Places           | -                       | 100                              | -                                  | 100                     |
|                           | <u>3,909</u>            | <u>33,811</u>                    | <u>(22,528)</u>                    | <u>15,192</u>           |
| <b>TOTAL FUNDS</b>        | <u><b>2,002,434</b></u> | <u><b>(369,470)</b></u>          | <u><b>-</b></u>                    | <u><b>1,632,964</b></u> |

Cont'd

**THE PARROT ZOO TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**20. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

|                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b> |                            |                            |                           |
| General fund              | 1,300,104                  | (1,703,358)                | (403,254)                 |
| EWOK                      | -                          | (27)                       | (27)                      |
|                           | 1,300,104                  | (1,703,385)                | (403,281)                 |
| <b>Restricted funds</b>   |                            |                            |                           |
| Doris                     | 25                         | (1,464)                    | (1,439)                   |
| Peaceful Plot             | 6,267                      | (664)                      | 5,603                     |
| Telescope                 | 1,125                      | -                          | 1,125                     |
| Toilets                   | 1,750                      | -                          | 1,750                     |
| Turtles                   | 11,275                     | (5,103)                    | 6,172                     |
| Water Treatment           | 20,000                     | -                          | 20,000                    |
| Defibrillator             | 500                        | -                          | 500                       |
| Changing Places           | 100                        | -                          | 100                       |
|                           | 41,042                     | (7,231)                    | 33,811                    |
| <b>TOTAL FUNDS</b>        | <u>1,341,146</u>           | <u>(1,710,616)</u>         | <u>(369,470)</u>          |

**21. CAPITAL COMMITMENTS**

|                                                             | 2023<br>£    | 2022<br>£ |
|-------------------------------------------------------------|--------------|-----------|
| Contracted but not provided for in the financial statements | <u>4,424</u> | <u>-</u>  |

**22. RELATED PARTY DISCLOSURES**

In the year to 31 December 2022, a member of Key Management Personnel advanced £300 to the charity and was repaid £320.40. At the year end, he was owed £1,954 by the charity (2022: £1,974).

**THE PARROT ZOO TRUST**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2023**

|                                 | Year Ended<br>31.12.23<br>£ | Period<br>1.7.21 to<br>31.12.22<br>£ |
|---------------------------------|-----------------------------|--------------------------------------|
| <b>INCOME AND ENDOWMENTS</b>    |                             |                                      |
| <b>Donations and legacies</b>   |                             |                                      |
| Gift aid                        | 115,661                     | 179,141                              |
| Legacies                        | -                           | 50,096                               |
| Grants                          | 150                         | 36,273                               |
| Other income                    | 29,313                      | 31,106                               |
| HMRC CJRS                       | -                           | 4,043                                |
| Donations                       | 4,714                       | 38,633                               |
| Donations - Turtles             | 1,052                       | 16,183                               |
| Donations - Amazon Smile        | 854                         | 1,164                                |
| Donations - Daily Sales         | 12,200                      | 3,222                                |
| Donations - Peaceful Plot       | -                           | 79                                   |
| Donations - Via Till            | 46,975                      | 79,934                               |
| Donations - Entrance Tickets    | 705,769                     | 712,593                              |
| Donations - Just Giving         | 3,237                       | 8,795                                |
| Donations - School Visits       | 14,285                      | 18,430                               |
| Donations - Sponsapoll          | 57,511                      | 82,664                               |
| Donations - Changing Places     | -                           | 100                                  |
| External funding applied for    | 56,182                      | -                                    |
| Animal adoptions                | 2,347                       | -                                    |
|                                 | <b>1,050,250</b>            | <b>1,262,456</b>                     |
| <b>Other trading activities</b> |                             |                                      |
| Fundraising events              | 694                         | -                                    |
| <b>Investment income</b>        |                             |                                      |
| Rents received                  | 1,440                       | 4,320                                |
| Interest receivable             | 2,808                       | 363                                  |
|                                 | <b>4,248</b>                | <b>4,683</b>                         |
| <b>Charitable activities</b>    |                             |                                      |
| Experiences                     | 46,097                      | 74,007                               |
| <b>Total incoming resources</b> | <b>1,101,289</b>            | <b>1,341,146</b>                     |
| <b>EXPENDITURE</b>              |                             |                                      |
| <b>Other trading activities</b> |                             |                                      |
| Opening stock                   | 50,000                      | -                                    |
| Closing stock                   | (50,000)                    | -                                    |
|                                 | -                           | -                                    |

This page does not form part of the statutory financial statements.

THE PARROT ZOO TRUST

DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2023

|                                              | Year Ended<br>31.12.23<br>£ | Period<br>1.7.21 to<br>31.12.22<br>£ |
|----------------------------------------------|-----------------------------|--------------------------------------|
| <b>Other trading activities</b>              |                             |                                      |
| <b>Charitable activities</b>                 |                             |                                      |
| Wages                                        | 509,883                     | 688,754                              |
| Social security                              | 36,238                      | 48,774                               |
| Pensions                                     | 9,836                       | 13,892                               |
| Hire of plant and machinery                  | 12,580                      | 13,660                               |
| Purchases                                    | 97,032                      | 74,119                               |
| Medical Fees                                 | 39,308                      | 47,229                               |
| Subscriptions                                | 1,264                       | 3,293                                |
| Events                                       | 15,244                      | 24,846                               |
| Gardening                                    | 1,585                       | 3,939                                |
| Subcontractors                               | -                           | 6,401                                |
| Donations to other charities                 | 55                          | 1,112                                |
| Clothing costs                               | 1,557                       | 1,298                                |
| Waste removal                                | 7,098                       | 11,523                               |
|                                              | <b>731,680</b>              | <b>938,840</b>                       |
| <b>Support costs</b>                         |                             |                                      |
| <b>Management</b>                            |                             |                                      |
| Computer costs                               | 3,731                       | 8,039                                |
| Rent and rates                               | 114,599                     | 166,758                              |
| Insurance                                    | 7,071                       | 10,487                               |
| Light and heat                               | 55,246                      | 78,477                               |
| Telephone                                    | 21,817                      | 21,244                               |
| Postage and stationery                       | 9,704                       | 14,299                               |
| Advertising                                  | 25,469                      | 39,860                               |
| Sundries                                     | 2,485                       | 4,130                                |
| Motor expenses                               | 19,905                      | 26,847                               |
| Repairs and renewals                         | 74,423                      | 97,483                               |
| Online ticket sale charges                   | 14,486                      | 13,267                               |
| Irrecoverable VAT                            | 81,707                      | 90,814                               |
| Depreciation of tangible and heritage assets | 122,862                     | 157,721                              |
|                                              | <b>553,505</b>              | <b>729,426</b>                       |
| <b>Finance</b>                               |                             |                                      |
| Bank charges                                 | 11,426                      | 15,024                               |
| PAYE Interest                                | -                           | 1,155                                |
| Hire purchase                                | 369                         | -                                    |
|                                              | <b>11,795</b>               | <b>16,179</b>                        |
| <b>Governance costs</b>                      |                             |                                      |
| Auditors' remuneration                       | 4,000                       | -                                    |
| Accountancy                                  | 3,135                       | 8,860                                |
| Legal and professional fees                  | 2,777                       | 17,311                               |
|                                              | <b>9,912</b>                | <b>26,171</b>                        |
| Total resources expended                     | <b>1,306,892</b>            | <b>1,710,616</b>                     |
| <b>Net expenditure</b>                       | <b>(205,603)</b>            | <b>(369,470)</b>                     |

This page does not form part of the statutory financial statements.