

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2020

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2
Independent Auditors' Report on the Financial Statements	29 - 31
Consolidated Statement of Financial Activities	32 - 33
Consolidated Balance Sheet	34 - 35
Company Balance Sheet	36 - 37
Consolidated Statement of Cash Flows	38
Notes to the Financial Statements	39 - 61

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 OCTOBER 2020

Trustees	S E Kings, Chair R W J Ford, Vice Chair S Barr BA A C J Cooper BSc S J Greinig BA (resigned 4 March 2021) R Hill BA (Hons), ACA P R F Chanin MA, PhD B K McLaughlin J P Ravenscroft (resigned 23 September 2020) R A Rowe M S Salmon P M C Stevens
Company registered number	00792877
Charity registered number	300923
Registered office	Totnes Road Paignton Devon TQ4 7EU
Company secretary	C J Pyne
Chief Executive Officer Executive Director	D Flynn (appt. 1st December 2020) S J Tonge BSc (res. 30th June 2021)
Independent auditors	Bishop Fleming LLP Chartered Accountants 2nd Floor Stratus House Emperor Way Exeter Business Park Exeter EX1 3QS
Bankers	Lloyds Bank plc Paignton Devon

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 OCTOBER 2020**

The Trustees submit their report and the audited financial statements for South West Environmental Parks Limited for the year ended 31 October 2020. The financial statements comply with the Charities Act 2011 and Companies Act 2006, the Memorandum and Articles of Association and have been prepared in accordance with the requirements of the Statement of Recommended Practice on accounting and reporting for charities (FRS 102) effective 1st January 2019.

Strategic Report

Strategic Aims & Objectives

Vision

A world rich in wildlife and wild places.

Mission

South West Environmental Parks Limited is an education, scientific and conservation charity dedicated to protecting our global wildlife heritage and inspiring in people a respect for animals, plants and the environment.

Strategic Aims

In order to achieve its mission the Charity has set out four main Strategic aims:

1. Engagement: Inspiration and empowerment of the public to join our conservation culture and actively participate in conservation of the natural world.
2. Local Conservation: Practical conservation of local habitats and species
3. Global Conservation: Providing leadership, training, expertise, technical support and crucial funds to our overseas conservation partners
4. Advocacy: Campaigning and advocating for wildlife and the natural world with key organisations and decision makers.

Public Benefit

In setting objectives and planning activities for the year the trustees have given careful consideration to ensuring that the charity's activities are to the public benefit, and they have had regard to the Charity Commission's guidance on public benefit. Accordingly, the activities at our sites during the last year were for the public benefit and were in accordance with the objects of the charity. They are:

- To advance scientific knowledge of plants, animals and the natural world
- To advance the education of students and the public on the conservation of the physical and natural world and the promotion of biodiversity
- To promote the conservation of the physical and natural environment and the maintenance of biological diversity

In fulfilling its objectives, the charity is dedicated to conserving our global wildlife heritage and inspiring in its many visitors a life-long respect for animals and the environment. The charity achieves this by:

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

- Keeping and breeding animals and propagating plants that are under threat or no longer exist in the wild
- Offering all visitors an exciting and informative wildlife experience
- Providing a resource for educational purposes, both within and outside the zoos
- Contributing to conservation of wildlife and the natural environment both within the zoos and beyond
- Promoting sustainability of local and global communities and their environment and managing the zoos to a plan to support these ideals

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT FOR THE YEAR ENDED 31 OCTOBER 2020

Key Performance Indicators 2019-20

	2018/19 Actual	2019/20 Target	2019/20 Actual	Variance to previous year	Variance to target
Paignton Zoo Total Visitors	415,613	486,726*	264,809	-36.3%	-13.4%
Paignton Zoo Paying Visitors	248,929	315,600*	176,976	-28.9%	-43.9%
Paignton Zoo Education sessions	29,956	30,000	6497	-78.3%	-78.3%
Paignton Zoo Taught workshops	334	330	88	-73.6%	-73.3%
Paignton Zoo paid education bookings	24,686	20,000	6,497	-73.7%	-67.5%
Paignton Zoo Admissions income	£3,897,597	£5,107,114	£2,847,886	-26.9%	-44.2%
Paignton Zoo Gift Aid %	42.7%	43%	33.7%	-21.1%	-21.6%
Paignton Zoo Contribution from trading	£467,869	£515,377	£195,372	-58.2%	-62.1%
Paignton Zoo media coverage target	£848,107	£1,400,000	£394,039	-53.5%	-71.9%
Newquay Zoo Total Visitors	155,112	159,560	112,007	-27.8%	-29.8%
Newquay Zoo Paying Visitors	109,363	116,110	92,084	-15.8%	-20.7%
Newquay Zoo Education Sessions	8,937	8,000	2,712	-69.7%	-66.1%
Newquay Zoo Taught Workshops	143	150	46	-67.8%	-69.3%
Newquay Zoo paid education bookings	7,757	6,500	1,537	-80.2%	-76.4%
Newquay Zoo Admissions income	£1,396,100	£1,537,321	£1,205,361	-13.7%	-21.6%
Newquay Zoo Gift Aid %	49.8%	52%	37.5%	-32.8%	-27.9%
Newquay Zoo Contribution from trading	£168,001	£160,416	£145,402	-13.5%	-9.4%
Newquay Zoo media coverage target	£229,089	£225,000	£76,553	-66.6%	-66%
Living Coasts Total Visitors	126,140	137,350	26,063	-79.3%	-81%
Living Coasts Paying Visitors	70,690	81,100	11,062	-84.4%	-86.4%
Living Coasts Education Sessions	7,301	6,000	2,282	-68.7%	-61.2%
Living Coasts taught workshops	66	65	46	-30.3%	-29.2%
Living Coasts paid education bookings	5483	5,000	1,648	-69.9%	-67%
Living Coasts Admissions income	£611,156	£715,993	£95,939	-84.3%	-86.6%
Living Coasts Gift Aid %	47.2%	43%	44.7%	-27.9%	4%
Living Coasts Contribution from trading	-£16,504	-£8,343	-£127,734	-1431%	-674%
Living Coasts media coverage target	£151,809	£200,000	£39,484	-74%	-80.3%

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 OCTOBER 2020**

Global Conservation

In addition to making grants, the group continued to operate in situ conservation projects (although significantly reduced due to the impact of the COVID pandemic) through its regional programmes. In addition to donating to the parent charity to help with funding these activities the company provides time and resources utilised by the field conservation team in managing these projects.

The Omo Forest project in Nigeria has continued despite the impact of the pandemic. During 2019, we were working to ensure that the rangers were paid and were increasing the patrols of the forest. Unfortunately, the onset of Covid in Nigeria has led to complications in maintaining the level of patrols. We had received a significant amount of funding from external sources and, due to some very quick manoeuvring at the onset of the pandemic, the funders agreed that we could switch the activities covered by that funding to cover the core costs of the rangers wages. Toward the end of 2019 we were invited to put forward a tender to the executors of a will from which we received £50,000 for the continuance of activities in Omo. This is giving us scope to continue the work in the Omo without impacting on the finances of the Wild Planet Trust.

Local Conservation

At Slapton the 10 year management plan was drafted and accepted by the Slapton Management Committee. Work began on some of the clearance necessary before the onset of Covid. A number of the Slapton team were furloughed however some works were reinstated once the first lockdown was finished. During the period of lockdown it appears that some of the species benefitted from the lack of disturbance and dormice have been seen in new areas

Despite the closure of Living Coasts we are continuing to work with the Totnes based company Valeport to look at opportunities to continue the Seagrass project. We were unable to carry out survey dives during 2020 but are looking to retrench and continue in 2021.

Unfortunately, we had to make the decision to stop the conservation breeding of Devon crayfish on site. While we were looking to establish a colony within the zoo, we had yet to receive the breeding females. The original projection of staff time to undertake this work underestimated the man hours required to establish a breeding colony and, with COVID impacting on staff numbers, it was considered beyond our current capacity. However, we had received a sum of money for the survey of "Ark" sites and we will fulfil our commitment to that as we decide whether to continue with the project.

At Paignton Zoo a survey of ash trees was carried out to evaluate our situation. Unfortunately, the site has a large number of mature ash which have evidence of disease and will need attention over the coming months. This will lead to the need for further planning for re-planting for the future.

Advocacy

Prior to the outbreak of COVID we had started to develop a programme of events around the use of Sustainable Palm Oil focussed on Newquay. Using the template from Chester Zoo on developing the Sustainable Palm Oil City project, we began to tailor the criteria to suit Newquay. The project was presented to the Local Authority who responded positively, leading us to begin to develop an advocacy plan around establishing Newquay as a Sustainable Palm Oil Town. This work will now continue in 2020/21

Engagement

All three of our sites were forced to close on the 23rd March 2020 and the sad decision was made not to reopen Living Coasts, which had recorded substantial deficits in trading since opening in 2003. After nearly 20 years of operation, the fabric of the building along with the plant and machinery were all in need of significant investment and it would have been difficult to justify the level of expenditure required. The potential financial impact of the pandemic meant that further investment was impossible and so the decision was made not to reopen.

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Following the decision not to reopen Living Coasts, work immediately started to find homes for all of the animals and by the end of the financial year all of the animals had been successfully relocated.

As a result of the zoos and schools being shut down for long periods, together with the requirement for social distancing measures when open, the numbers of formal education visits to our sites in the year was significantly lower than in previous years. The charity's educational department provided formal and informal teaching to 11,491 students across the three sites, compared with 46,194 in 2018/19.

In order to meet its charitable objectives, the charity planned to attract 779,636 visitors. Despite the lockdowns, the charity had 402,879 visits during the year, down from 696,865 in the previous year. While the visits are opportunities for the general public to enjoy a day out in interesting surroundings, the charity aims to communicate important and serious messages regarding conservation of endangered species and the destruction of their natural environments. Exit surveys indicate that it was successful in achieving this aim and in addition, the majority of the public who visit enjoy the experience.

Financial Review

The impact of the COVID-19 pandemic dominated the 2019/20 financial year and as a result the group recorded a deficit of £2.8 million.

In light of the financial impacts of the pandemic, together with the closure of Living Coasts, a major restructure and redundancy program was completed during the year, with a total of 94 staff leaving, 58 of these as a result of redundancy.

Paignton Zoo and Newquay Zoos reopened at the start of July and trading in the fourth quarter was stronger than originally anticipated which offset some of the losses sustained during lockdown. Inevitably, the cost of maintaining the zoos during lockdown, coupled with redundancy and restructuring costs and the costs of closing Living Coasts and rehoming the collection meant that the group showed a substantial deficit on trading for the year.

Further write-downs to the book values of the Living Coasts assets across the group increased this deficit by another £927,560 to £2.8 million. In order to replace the cash lost during the year a £3 million loan was obtained from Lloyds Bank under the government CBIL scheme.

Net Assets at the year-end were £7.6 million, down from £10.4 million the previous year.

Going Concern

The accounts have been prepared on a going concern basis. The Trustees feel that this is appropriate, as at the time of signing the accounts lockdown restrictions have been lifted, rollout of the COVID-19 vaccine in the UK has been going well and Paignton and Newquay Zoos have reopened to strong visitor numbers.

Given the uncertainties surrounding foreign travel in summer 2021 due to COVID restrictions, indications are that visitor numbers to the South West will be robust. The zoo sites are predominantly outdoor attractions, which offer people a chance to reconnect with the natural world. We are therefore optimistic that we will see a return to pre-COVID visitation levels this summer.

The CBIL loan obtained last summer effectively replaced the cash lost during the closures. As part of its reserves policy, the Charity holds cash in reserve in case of trading difficulties. Despite the challenges faced in 2019/20 the Charity continues to hold sufficient cash to meet this requirement. (See Reserves section below)

The Charity has a lease on the Living Coasts site which is currently empty following the closure last March. The Trustees are monitoring the position with regard to this lease which has a peppercorn rent. We are actively seeking to dispose of the site and at present, the cost of managing the site in its current form is

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

substantially less than the support that we have had to provide to cover the operating losses in recent years. In the short term therefore SWEPL is in a better position than when the site was in operation.

If we were unable to dispose of the site then it is possible, although not definite, that in the medium term we will have to carry out some work to maintain the structure. Trustees will therefore continue to monitor the position with this lease regularly, giving consideration to the FRS 102 requirements with regard to onerous leases.

In the circumstances and given the resources available to the charity, the Trustees consider that the going concern basis is appropriate

Incoming Resources

Despite the impact of the site closures and the COVID-safe restrictions, Paignton and Newquay Zoos were able to open to visitors in time for the peak summer season and then remained open through to the end of the financial year. As a result, the Charity received £5.7 million from its charitable activities, mainly gate money from visitors to the zoos.

Education income was substantially reduced due to the effects of the pandemic, producing income of £56,181 as opposed to £316,930 in 2018/19.

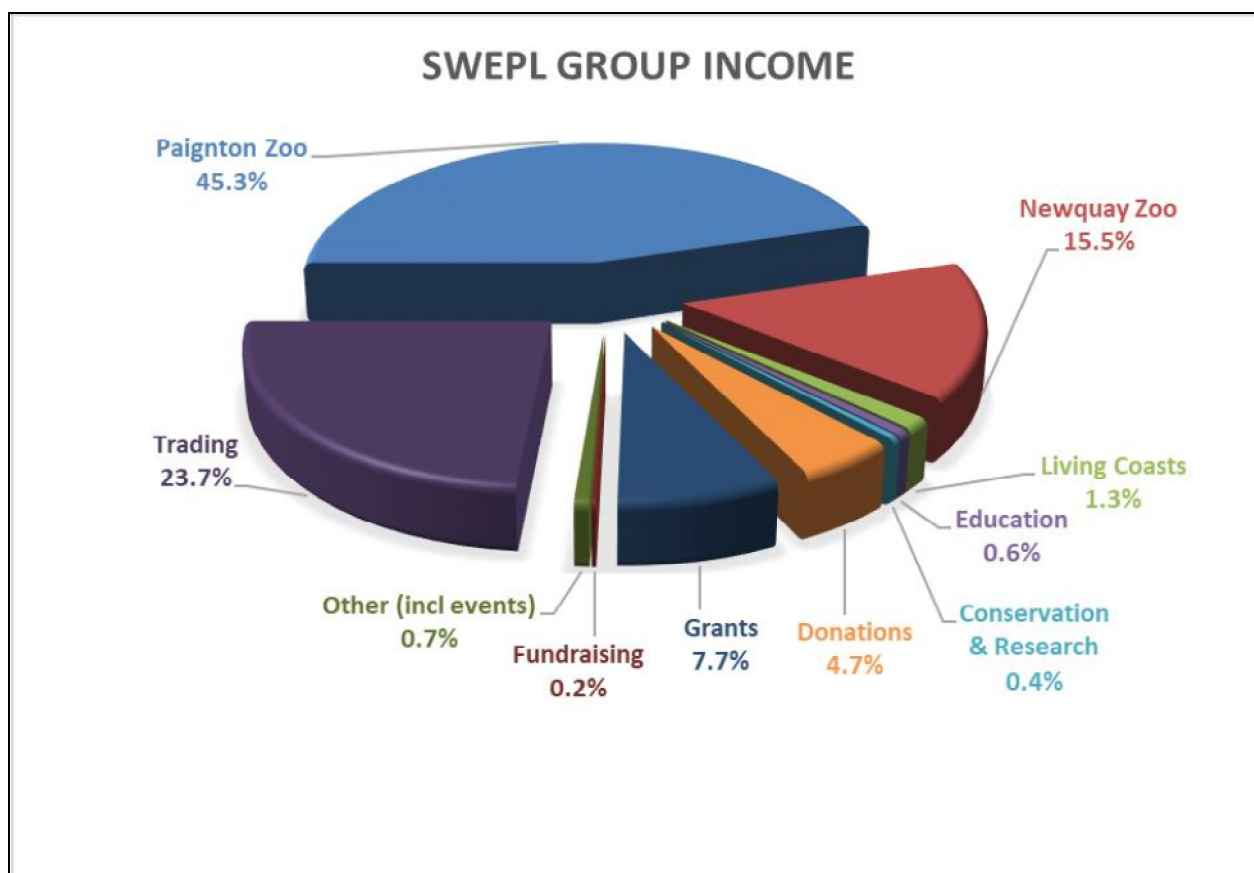
Turnover on trading activities was reduced from £3.8 m in 2018/19 to £2.2 million in 2019/20. Despite this, the trading subsidiary (South West Zoo Enterprises Ltd) was still able to generate a profit of £149,769, which it donated to SWEPL. In 2018/19 this figure was £619,367.

The Company also received a grant of £4,600 from Morrisons to buy equipment to help run a pilot “Quiet Hour” scheme for autistic children at Living Coasts. Unfortunately, the pilot was suspended due to the COVID lockdown but we hope to continue with this at Paignton and Newquay Zoos when social distancing measures permit.

The group received £696,016 from the government Job Retention Scheme during the year, which was used to pay salaries of staff who were furloughed during the zoo closures.

The breakdown of income in 2019/20 is shown in the following chart.

TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020



Fundraising

All of the charity's fundraising activities are undertaken in-house and we do not employ or partner with third parties for this purpose. The charity is registered with the Fundraising Regulator demonstrating our commitment to good fundraising. The Charity complies fully with the scheme's Fundraising Promise and the associated Code of Fundraising Practice.

Fundraising during 2019-20 was minimal, with the majority of funds raised coming from grant applications, corporate sponsorship, events organised in-house and legacies. The Trustees wish to express their gratitude to the members of the public who made generous donations to support the charity during an exceptionally difficult time.

In the year ended 31st October 2020 the company received no complaints about its fundraising activities. We did not carry out any fundraising activities which would be unreasonably intrusive or place undue pressure on people to give money or other property.

Resources expended

Even though we were closed to visitors, the important work of the charity went on throughout the year, with the animal and plant collections needing care and attention throughout. As a result, the expenditure for the year of £11.9 million was only slightly less than the £12.5 million we spent in 2018/19.

Staff costs at £6.36 million represented 53% of the total expenditure during the year, although 699,141 of this related to furloughed staff costs, which were reclaimed from the governments JRS grant. Redundancy costs came to £250,491.

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

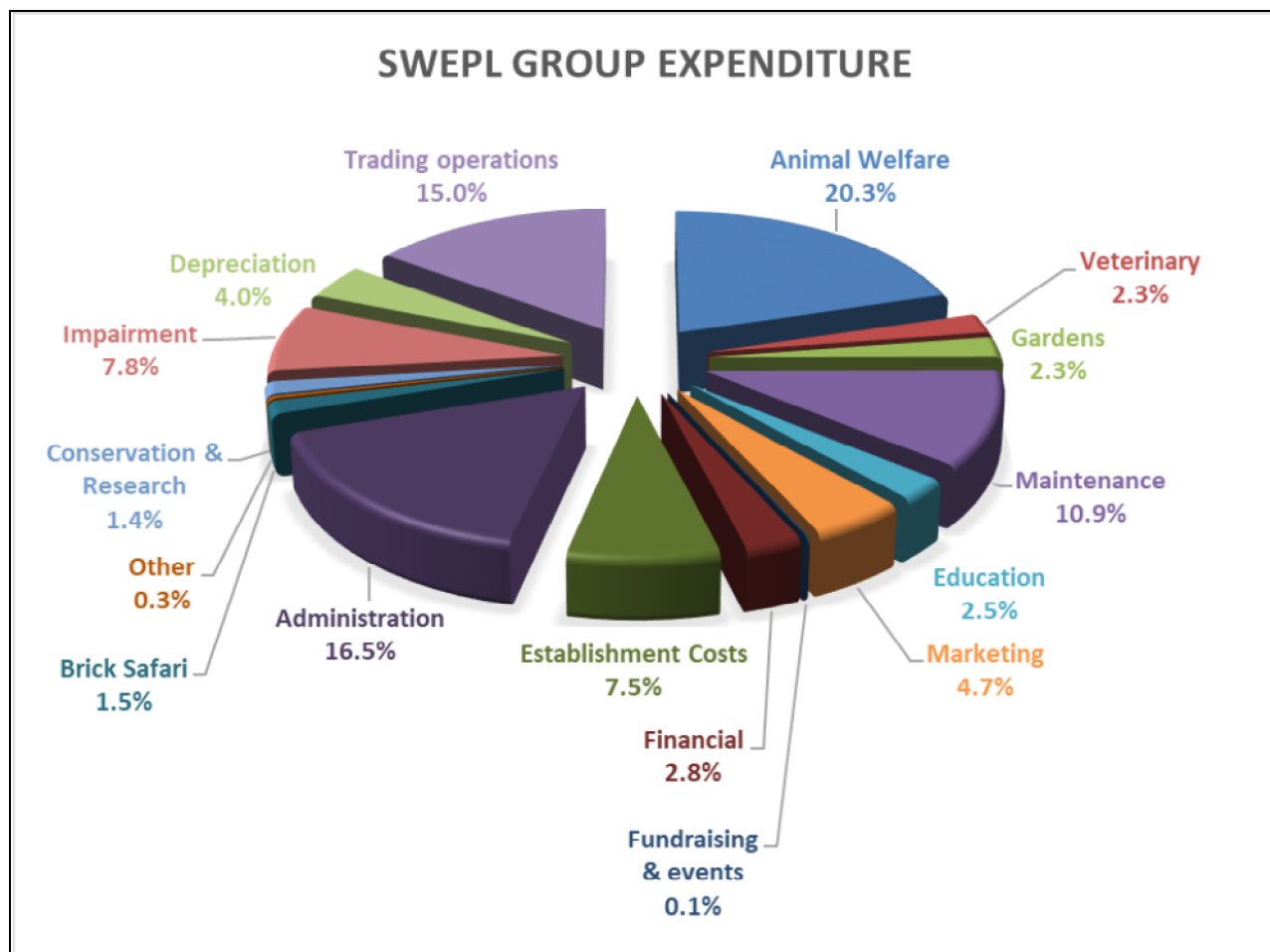
Living Coasts held £4,945 at the start of the year in a restricted fund relating to the Ocean Connections project. This is a European research project involving universities, zoos/aquariums and schools to improve ocean conservation education, through the use of creativity and AR/VR technologies. During the year, the Charity spent £1,961 on developing resources and working with local schools. The remaining funds will be used to continue the project in 2020/21.

In summer 2020 we hosted a Great Brick Safari at Paignton Zoo at a cost of £181,725. This was originally planned to run from Easter with the intention of boosting visitation ahead of the peak season. The start of the event was delayed due to lockdown but was then extended through to Christmas. The event proved very popular with visitors but against a backdrop of the COVID restrictions it has proved difficult to determine how successful the event was or could have been.

Impairment of Assets

Now that the Living Coasts site has ceased to operate as a visitor attraction it is appropriate to consider the value of the assets relating to that site in the accounts. Historically, we have valued the assets at Living Coasts on the basis of value in use due to the complexity of attaching a market value to the site. Now that the assets are no longer in use, it is not possible to attach a value to these assets. We have therefore impaired £231,750 of assets owned by the Living Coasts charity in the 2019/20 accounts and a further impairment of £695,810 has been made to the value of the lease in SWEPL. The total impairment for the group in 2019/20 was £927,560.

A breakdown of expenditure in 2019/20 is shown in the following chart.



**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Capital Expenditure

We continue to invest in our sites and in 2019/20 incurred £469,287 of capital expenditure. The majority of this was spent on installing badger proof fences at Paignton Zoo along with an upgrade to the building management system. Little other development work was completed due to the impact of lockdown and social distancing requirements.

A full review of the sites was carried out and this has identified a significant maintenance backlog, which will require substantial capital expenditure in future years starting in winter 2021/22.

Borrowing, investments & reserves

It is the general policy of South West Environmental Parks Ltd (SWEPL) and its subsidiary charity, Living Coasts, to apply towards their charitable objectives as much cash as they reasonably can, to avoid accumulating excessive reserves. Where considered appropriate and being mindful not to overcommit the Charity, borrowings may be used to fund elements of significant capital projects.

In setting its reserves policy the Charity takes account of its continuing financial commitments in terms of staffing and overheads including the costs of maintaining the animal and plant collections and funding its charitable activities. The Charity also considers the risk that its income for any particular year may be impacted by a number of factors outside of its control such as periods of prolonged wet weather at peak visitor times, varying levels of economic prosperity and employment, alongside the potential for closure of the zoo to visitors due to the outbreak of contagious disease.

Following the COVID -19 pandemic and the consequences this has had for the organisation, the Trustees are currently reviewing the reserves policy. At the year-end however, the reserves policy was that, having considered these factors, SWEPL maintains minimum cash reserves of £1m available at all times. Such reserves would be sufficient for SWEPL and its subsidiary companies to operate without significant curtailment of their activities for a period of up to six weeks. Similarly, the Trustees consider that unrestricted reserves at the end of any financial year not exceeding 100% of the total resources expended during the year could properly be regarded as both reasonable and justified.

At the end of the 2018/19 financial year SWEPL had no outstanding loans. Following the outbreak of the pandemic and in order to guarantee that the business would have sufficient cash to operate as a going concern during the winter of 2020/21, SWEPL drew down a £3,000,000 government backed Coronavirus Business Interruption Loan (CBIL) in August 2020. Repayments started in March 2021 and the loan is due to be repaid by August 2026.

At the year end the SWEPL group held £6 million of cash including cash held to cover the annual trading cycle, the £1m reserves discussed above and funds available for future developments.

Restricted Funds

Restricted income funds derive from donations, grants and legacies received and are put towards a variety of capital projects and outreach activities. Unrestricted income funds may be designated or freely available for the Charity's general charitable purpose.

After setting aside restricted income funds the balance of the Charity's available funds at the balance sheet date are designated as follows:

- assets held for charitable use, up to a maximum of the net book value of those fixed assets at the balance sheet date, then
- if, after designating unrestricted funds as above, there are funds remaining, these are treated as unrestricted free reserves. Whilst these funds may have been earmarked by the Trustees for particular purposes or uses, they are not committed or restricted legally.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

At 31 October 2020 the SWEPL group had total funds employed of £7.6m of which £1.4m were restricted. Of the unrestricted funds £3.9m were tied to fixed assets and the balance of £2.3m were considered to be free reserves.

Plans for Future Periods

The Main Key Performance Indicators we have set for 2020/21 are shown in the table below

Key Performance Indicators 2020-21

	2018/19 Target	2019/20 Target	2020/21 Target
Paignton Zoo Total Visitors	479,710	486,726*	415,671
Paignton Zoo Paying Visitors	298,600	315,600*	280,950
Paignton Zoo Education sessions	39,265	30,000	0
Paignton Zoo Taught workshops	350	330	0
Paignton Zoo paid education bookings	20,000	20,000	0
Paignton Zoo Admissions income	£4,682,883	£5,107,114	£4,510,131
Paignton Zoo Gift Aid %	43%	43%	43%
Paignton Zoo Contribution from trading	£550,082	£515,377	£341,837
Newquay Zoo Total Visitors	159,560	159,560	149,600
Newquay Zoo Paying Visitors	116,110	116,110	115,050
Newquay Zoo Education Sessions	7550	8,000	0
Newquay Zoo Taught Workshops	135	150	0
Newquay Zoo paid education bookings	5,500	6,500	0
Newquay Zoo Admissions income	£1,436,345	£1,537,321	£1,523,967
Newquay Zoo Gift Aid %	52%	52%	52%
Newquay Zoo Contribution from trading	£165,761	£160,416	£159,473

*Included 17,000 uplift for Brick Safari

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT FOR THE YEAR ENDED 31 OCTOBER 2020

Directorate		Conservation					
FY 20-21		Feb – Apr		May – Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Conservation funding	Complete commitments to achieved conservation funding for elephants in Nigeria, crayfish and seagrass in UK	Undertake Nigeria trip to establish education sessions	Report to Defra / Darwin Fund on activities	Develop proposal for second stage funding	Application submitted to Defra / Darwin Fund	Review of Wild Planet Trusts continued input to crayfish project	Activity plan or exit strategy for Devon crayfish project produced
		Review Ark sites for crayfish	2 further potential Ark sites identified	Assess viability of Ark sites for Devon crayfish	Reports submitted to Devon crayfish group		
		Develop advocacy programme for crayfish	Produce programme of infomessages around use of the bay	Implement programme of volunteer dives to assess seagrass beds	Timetable of dives produced Feedback on social media infomessages		
Community based conservation	Lead an Urban Nature Community project in Torbay	Develop multi-stakeholder group working with green issues within the Bay	Lead at least one multi-stakeholder group. Develop two common focus points	Develop action plan for key focus areas and target audiences	Production of plan with KPIs		

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Conservation					
FY 20-21		Feb – Apr		May – Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Education online	Broaden our education offer and increase our education catchment with blended and online learning programmes developed in partnership with two academies	Develop relationships with key academies in Devon and Cornwall to discuss models for work	Report relationships with two academies for blended learning	Investigate possibilities for initial visits and sessions with the schools	At least one visit and one online session to test the model	Develop curricula based offer for academies	Produce learning materials for blended learning model and online model of education delivery
Green Urban spaces	Develop and implement a plan for the gardens as exemplar of Green Urban Spaces	Develop a scheme of works and species to develop the gardens at PZ and NZ as Green Urban spaces	Produce a collection plan and timeline of works for PZ and NZ gardens	Develop a 'show' garden within Paignton Zoo aligning with mission / vision objectives	Open a show garden within Paignton Zoo	Prepare site for implementation of planting plans	Site ready for new planting scheme
Ash Die back	Trees in advanced state of die back removed and those in earlier stages monitored	Continue programme of works immediate ash die back works	Complete immediate works with contractors	Monitor tree condition	Report on immediate issues	Repeat ash die back survey	Implement programme of works for winter period

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Conservation					
FY 20-21		Feb – Apr		May – Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Ranch expansion	Remove Verticrop and replace with exhibit	Develop and implement plan of works of quotes and timelines	Removal of verticrop structure	Construction of off the peg stabling and sourcing of animals	Completion of stabling and introduction of animals		
Redevelopment plan of Ape Centre	Plan of works to update the Ape centre	Develop plan of works and quotes	Report to board on plans and costings	Consideration of options	Decision on chosen option		
Review of Animal Facilities	Rolling plan of works for animal houses	Liaise with maintenance dept re: priority works	Report back against facilities plan	Liaise with maintenance dept re: priority works	Report back against facilities plan	Liaise with maintenance dept re: priority works	Report back against facilities plan
Review of animal diets	Improved health and welfare of species	Develop list of priority species for assessment and indicators for improvement	Report on priority species with timetable of investigation	Initiate research and review	Report on priority species Review plan and confirm next priority species	Initiate research and review	Report on priority species Review plan and confirm next priority species

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Conservation					
FY 20-21		Feb – Apr		May – Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Population Management	A sustainable collection plan in line with staffing levels and a phased programme of animal transports	Review Species Collection	Produce revised plan and timeline	Develop timeline for animal imports and exports	Animal moves in line with collection plan	Continue with plans for moves Report against species holding and timeline	Annual Collections Plan Report for Trustees

Directorate		Operations					
FY 20-21		Q2 Feb - Apr		Q3 May - Jul		Q4 Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Business Planning Coordination	2021/2022 Business Plans approved by Trustees	Review of all processes for reporting issues and/or ideas for new projects.	Portfolio of new procedures.	Roll out of new business planning procedures.	Business Plans submitted.	Review of new systems.	New systems finalised for 2021/22.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Operations					
FY 20-21		Q2 Feb - Apr		Q3 May - Jul		Q4 Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Site Maintenance	Reduce backlog by 50%	Identify key capital projects within backlog. Identify trades within maintenance requests.	Fully costed capital expenditure project list. Plan for overcoming the remaining backlog.	Tender process for subcontractor. Create Asset Management Plan	Agree projects to put forward to 21/22 Business Plan.	Subcontractor issues plans and commences work.	Board approves Capital spend for 2021/22. Review of backlog.
Commercial analytics	Products and services matched to increased awareness of commercial performance	Commercial teams to create suite of financial and non-financial KPIs as a management tool.	KPIs are finalised	Commercial team to coordinate gathering approved KPI information from wider organisation	Monthly dashboard created.	Ongoing activities and review.	Dashboard disseminated across organization.
Annual Passes	Annual Pass sales to achieve target of £795k	Investigate and set up all process and procedures for Direct Debit payments.	Direct Debits systems in place for monthly payment of Annual Passes.	Review the sales profile of the Passes. Review the product itself.	Increase in new Annual Passes and renewals from previous year	Upselling activity throughout season through to winter.	Review of Annual Passes

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Operations					
FY 20-21		Q2 Feb - Apr		Q3 May - Jul		Q4 Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Site and Enclosure Security	Robust site and enclosure fences	Review of all fence lines cross the sites.	Develop and implement plan of works and quotes for NZ Tapir fence	Develop and implement plan of works and quotes for PZ Cassowary fence. Prepare plans for any other large fence repairs for 2021/22 Business Plan	Develop all plans for 2021/22 Business Plan relating to fence lines.	Complete planned fence repairs	Annual review of fence lines across both sites.

Directorate		Marketing & Development					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Consumer insight	Measurable uplift of guest visits in targeted segments	Run data profiling for Easter and May half-term campaigns	Data profiling complete	Run data profiling for Summer holiday campaign	Data profiling complete	Run data profiling for October half-term campaigns	Data profiling complete

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Marketing & Development					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Websites	Improved user experience, to support achievement of revenue targets	Write new content	PZ content complete	Launch PZ website. Write new content for NZ	PZ Website launch in May. NZ website launched in July		
CRM	Achievement of visitor numbers and revenue targets.	Use Salesforce and Marketing Cloud for targeted e-marcomms	Increased open and click through rates (see digital KPIs). Meeting revenue generation targets.	Use Salesforce and Marketing Cloud for automated e-marcomms	Direct communication with guests post-visit	Use Salesforce and Marketing Cloud to automate annual pass and adoption renewals	Automated renewals to meet renewal targets
Data Protection	Compliance with Data Protection Act 2018	Develop audit criteria and carry out audit	Audit completed. Fully compliant	Any actions from audit implemented. Amend criteria if required	Actions complete	Audit by end of September	Audit completed. Fully compliant
Event planning	Events plan for 2021 including Summer and Christmas event. Recommendation for	Event planning	2021 event plan complete	Event planning and implementation	Summer event takes place. Recommendation for Xmas 2022 event for business planning	Christmas event planning	Summer event took place and evaluation complete. Christmas 2022 event planned

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Marketing & Development					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
	Christmas 2022.						
Paignton Zoo Centenary	Plan agreed for 2023 to celebrate PZ Centenary	Write draft plan	Plan agreed and presented to Board of Trustees	Event planning and funding applications	Report on progress	Event planning and funding applications	Report on progress
Fundraising	2021-2025 strategy agreed and activities launched	Develop strategy	Key fundraising streams identified	Draft strategy	Strategy approved by Board	Finalise plans	Round 1 fundraising launched

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Finance & HR					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Staff Survey	Staff satisfaction measured and improvements delivered	Feedback from survey to ERG and staff with recommendations	Feedback completed	Prepare and implement improvement plan based on survey results	Plan in place	Delivery of plan and prepare for 6 th survey in Q1 2021 to measure improvements	Improvement plan in place. Survey plan in place
Gender Pay Gap	Reasons for any GPG understood and justifiable			Produce 2 nd GPG report	Report completed	Compare with previous report and brief SMT and managers, update website and amend plans to address any issues	Briefings held and targets agreed for 2022.
Wellbeing & resilience	Measurable improvements in staff well-being. Staff absence reduced by 5%. Staff turnover reduced by 2% on 2018/19.	Analyse survey data on wellbeing. Identify areas for improvement via ERG. Review mentoring programme	Benchmark data on Wellbeing available. Ideas presented to SMT for improvement and continuation of mentoring programme	Develop plan for continuing to measure wellbeing. Implement ideas for improvement	Plans agreed and shared with managers	Roll out of any new initiatives and ongoing wellbeing survey. Measurement of absence and turnover data completed	Data analysed and plan agreed for 2022

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Finance & HR					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
Training	Maximise Apprenticeship opportunities at our sites	Identify opportunities with local providers. Develop SDC Keeper Apprenticeship	Establish contact with providers. Keeper apprenticeship on target for September launch	Develop program for staff, including managers and keepers	Keeper apprenticeship programme in place	Start from 2021-22 academic year	Staff enrolled from Sept 2021
	Personal development plans for all staff members	PDRs identify training needs	PDRs completed	HR to co-ordinate training needs and arrange training	Identified relevant training delivered	Training delivery continues and business plans for 2021-22 developed	Training identified in PDR delivered or planned with feedback to staff
	Individual and collective training levels match mandatory requirements and business needs	Recruit training coordinator	Additional member of staff in place	Prepare departmental plans	Plans issued	Training delivered and reviewed	Training report issued

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

TRUSTEES REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Directorate		Finance & HR					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
ICT Strategy	ICT strategy incorporates end user requirements	Schedule meetings with stakeholders	Meetings scheduled	Develop understanding of stakeholder needs	Meetings complete	Amend ICT Strategy, consult and finalise	Revised ICT Strategy complete
Telephone systems	Phone communications with guests and between sites available 24/7	Rollout replacement phone system at PZ	New phone system in place and working	Decommission and remove old systems when new system proven	Old contracts terminated and equipment removed	Prepare plans for rollout of additional functionality	Phase 2 phone plan in place
ICT backup	Continuous availability of data at all sites	Switch backup solution at NZ to Acronis to mirror PZ setup	Software deployed and working				
Finance policies	Finance procedures, documented, compliant and understood	Complete draft policy	Finance Policy draft complete	Document associated procedures	Finance Procedures complete	Consult on drafts and finalise	Final policy & procedures document complete
VAT	Simplified VAT arrangement in place	Recalculate 2020-21 VAT year in line with	HMRC agree VAT calculations for year	Calculate VAT on standard method	1/4ly VAT return submitted and payment made	Calculate VAT on standard method	1/4ly VAT return submitted and payment made

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Directorate		Finance & HR					
FY 20-21		Feb - Apr		May - Jul		Aug- Oct	
Item	Outcome	Activity	Milestone	Activity	Milestone	Activity	Milestone
		standard method					

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 OCTOBER 2020**

Principal Risks and Uncertainties

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed and systems and procedures have been established to manage those risks. Further details of these systems and procedures are given below.

Risk Management

The trustees have in place ongoing measures to assess business risks and implement risk management strategies. These involve identifying the types of risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence and identifying means of mitigating the risks. Principal risks are identified, assessed and monitored by:

- A Risk Analysis & Mitigation plan.
- Regular meetings of the Risk Management and Audit Sub Committee and discussion at full board management meetings of identified risk and associated management strategies.
- Internal financial controls that meet with guidelines issued by the Charity Commission.
- An annual Business Plan showing anticipated numbers of visitors, marketing strategy, maintenance and development of the charity's assets.
- An annual Revenue Budget showing intended income, expenditure and surplus.
- An annual list of intended capital, revenue and other funded additions to the charity's assets.
- A departmental assessment of risks to employees and the public.
- Annual review to ensure adequate insurance cover.
- A Business Continuity Management System which aims to ensure that the charity can continue to deliver a minimum level of service in the event of any disruption.

The Trustees maintain a register of risks which is regularly reviewed and updated. The Risk Management & Audit Sub Committee conducts a formal review of the register and the principal risks identified on a six-monthly basis and subsequently reports its findings and recommendations to the full Board of Trustees.

At the last review in February 2021 the register identified 49 main risks and the control measures that the organisation has in place to manage them. With the control measures that are in place the organisation does not consider that any of the risks represent a significant threat to the organisation although the long-term impact of climate change remains the primary risk to future viability of operations

The top five risks identified are as follows.

1. Long term epidemic affecting ability to move animals under BALAI directive. For example, outbreak of TB
2. Impact of climate change, particularly the Living Coasts site where sea level rises and increased storms may threaten the fabric of the building which could require substantial financial support to rectify.
3. Financial support required to support/dispose of the Living Coasts site.
4. Rising Energy Costs putting pressure on budgets and our ability to maintain exhibits with high energy consumption e.g. Crocodile Swamp at Paignton Zoo
5. Changing perceptions of Zoos and Aquaria impacting on visitation

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

The Principal Uncertainties facing the organisation at present are:

1. The impact of the COVID-19 pandemic. This poses two main causes of uncertainty: -
 - a. When the Zoos will be able to reopen and whether additional closures will be necessary
 - b. How long social distancing measures will be required as these impact on the number of visitors entering the parks
 - c. The longer term impacts on visitation in light of the unknown social and economic changes that may arise from the pandemic
2. The impact of a rising National Living Wage and the difficulties in planning for this given the uncertainty over the size of the annual increases.
3. The declining numbers of visitors to Torbay seen in recent years.

While there is a requirement for continual review and assessment, the trustees consider that the procedures that are in place for risk identification and management are adequate and that actions have been taken to keep risks to an acceptable level.

Financial Risk Management

Historically the charity's capital projects have been funded from retained profits with some long-term finance being provided by bank loans. These loans have now been repaid and the current policy of the charity is to fund any new developments from retained profits. During 2019/20 charity borrowed £3 million to cover losses incurred during the COVID pandemic and this loan is repayable over 5.5 years ending August 2026.

New borrowing will only be considered where there is a clear business case and where the Trustees are satisfied that any such borrowing can be serviced without risk to the business.

Seasonal working capital requirements are met from cash reserves and the Charity also carries various insurances against risks which might pose significant threat to the business, such as fire, theft etc.

Key Staff & Remuneration

The Trustees consider that the Board of Trustees, who are the Charity's directors, the Chief Executive Officer Mr D Flynn and the Senior Leadership Team comprise the key management personnel of the Charity in charge of directing and controlling, running and operating the Charity on a day to day basis. All Trustees give of their time freely and no Trustee received remuneration in the year.

At 31st October 2020 the Senior Management Team comprised:

Executive Director

Chief Operating Officer (Chief Executive Officer since 1.12.2020)

Director of Finance & HR

Director of Marketing & Development

Director of Conservation

Director of Operations

Mr S Tonge

Mr D Flynn OBE

Mr C Pyne

Ms P Craddock

Dr K Pullen

Ms H Warren

The Trustees determine and agree the overall policy for the remuneration and pension arrangements for all the charity's employees and oversee any major changes to employee benefits. The Charity operates an Equal Pay policy and operates a job evaluation system to ensure that remuneration is fair for all employees. The Charity aims to provide a reward package that is comparative within the sector it operates in although exceptions are permitted where there are justifiable reasons, usually in specific areas of the labour market where skilled workers are in short supply.

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

The Charity recognises that it should not and does not compete directly with the private sector in terms of remuneration but aspires to provide an overall reward package that is competitive enough to attract and retain high calibre staff who wish to be part of the Charity's work.

The remuneration of the Senior Management Team is reviewed annually and they normally receive an inflationary increase in line with other employees. The remuneration of the Executive Director, the Chief Executive Officer and the Director of Finance & HR is reviewed annually by the Trustees following a review of the previous year's performance in a separate process. Regular benchmarking is also undertaken against similar positions within the sector.

Off Payroll

The charity has introduced a policy on off payroll working and training has been given to managers to enable them to identify possible off payroll issues. Where these situations are identified, procedures are in place to ensure that the charity correctly accounts for all off-payroll workers. In 2019/20 the charity had no such arrangements.

Engagement with Employees

Trustees recognise that that success of the organisation is dependent on the efforts and enthusiasm of the employees and are committed to ensuring that they are fully involved in the running of the business. In order to ensure this Trustees arrange for:

1. Regular presentations are held for employees to provide updates on current projects/initiatives. These presentations are videos and made available for any employees who may have been unable to attend.
2. Weekly and monthly newsletters/emails are provided to all employees which provide information on current operational affairs together with ongoing plans and developments
3. Informal meetings between directors and groups of employees (from all levels) to provide an opportunity for employees to meet leaders in a more relaxed setting to discuss the progress of the organisation
4. A formal Employee Relations Group with representatives from all areas of the organisations meets quarterly as a minimum. The Chief Executive Office attends the start of these meetings which provide an opportunity to
 - update employees on the performance of the organisation and any factors impacting on it,
 - review employee wellbeing and initiatives to improve this
 - consult with employees on any decision that might impact on them
 - listen to any concerns that employees may have
5. Employees outside of the Senior Team attend Board meetings to brief the Trustees

During the year the organisation regrettably needed to make a number of posts redundant in response to the COVID-19 pandemic. To facilitate this we formed an Employee Representative Group with elections representatives being elected by employees from all areas of the organisation. Detailed discussions were held with the group about the reasons for possible redundancies and how a redundancy process might work. Directly as a result of these discussions changes were made both to the proposed redundancies and also the methodology adopted for selection.

The Charity is fortunate to have a number of volunteers that assist it in its work in a wide range of activities. In 2020, there were 216 volunteers actively involved across the group contributing a total of 17,708 hours.

**TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Without the dedication, skill and enthusiasm of the volunteers and staff much of what has been achieved would not have been possible and the Trustees are grateful for their continued support and dedication.

Safeguarding

SWEPL operates a Child Protection and Safeguarding policy across all of its sites with designated Child Protection Officers at each site.

The group Safeguarding Officer has provided his annual report on Safeguarding in line with our Safeguarding Policy. All new staff receive training in safeguarding as part of their induction training.

No incidents were dealt with by the safeguarding team across the sites in 2019/20.

Structure, Governance and Management

South West Environmental Parks Limited operates Paignton Zoo Environmental Park and Newquay Zoo Environmental Park and uses these names when appropriate.

The charity is owned by Wild Planet Trust, a charity (number 30662) that has similar objectives and the same trustees. It has a sister charity, Living Coasts, a charity (number 1099076), which operates the Living Coasts exhibit in Torquay and a direct subsidiary, South West Zoo Enterprises Limited, a company (number 02494361), which deals with trading activities at Paignton and Newquay zoos and at Living Coasts.

South West Environmental Parks Limited (Number 300923) is a limited company (Number 792877), incorporated 21 February 1964 and governed by its memorandum and articles of association. The charity is run by a board of trustees, who are also directors for the purposes of the Companies Act and who are named at the front of this report.

In accordance with the governing document, trustees are appointed to the Board by a majority vote of the existing trustees.

A skills audit of the existing Board is maintained with a target list of expertise and experience; it provides the criteria for future appointments. A recruitment procedure is in place to ensure that any nominees have the expertise and experience that will enhance and benefit the Board and its objectives. New trustees are elected to the Board by a vote of the existing trustees.

Training of trustees is reviewed against individual training needs and a full introduction and induction to the charity is given to new trustees upon appointment.

The Board meets approximately ten times a year to review strategy and performance and a number of sub-committees also meet on a regular basis to focus on specific areas. Whilst the trustees are responsible for strategy and policy issues, the day-to-day administration and management of the charity is delegated to the Chief Executive Officer, who reports regularly to the Board. He is assisted by five directors who are responsible for the proper functioning of both zoos.

By Order of the Board


C J Pyne
Company Secretary
16 June 2021

(CONTINUED)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SOUTH WEST ENVIRONMENTAL PARKS LIMITED

OPINION

We have audited the financial statements of South West Environmental Parks Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 October 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 October 2020 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SOUTH WEST ENVIRONMENTAL PARKS LIMITED (CONTINUED)

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 Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SOUTH WEST ENVIRONMENTAL PARKS LIMITED (CONTINUED)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

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. This description forms part of our Auditors' Report.

USE OF OUR REPORT

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



Mark Munro FCA (Senior Statutory Auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

2nd Floor Stratus House

Emperor Way

Exeter Business Park

Exeter

EX1 3QS

Date: 7/7/2021

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE) ACCOUNT
FOR THE YEAR ENDED 31 OCTOBER 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Continuing operations 2020 £	Discontinued operations 2020 £	Total funds 2020 £	Continuing operations 2019 £	Discontinued operations 2019 £	Total funds 2019 £
INCOME FROM:									
Donations and legacies	4	423,594	700,616	1,039,076	85,134	1,124,210	791,846	136,007	927,853
Charitable activities	5	5,537,019	-	5,414,402	122,617	5,537,019	7,349,951	849,595	8,199,546
Other trading activities	6	2,199,603	-	2,194,612	4,991	2,199,603	3,843,055	12,328	3,855,383
Investments	7	12,112	-	12,109	3	12,112	28,469	5	28,474
Other income		232,473	-	232,473	-	232,473	16,207	335	16,542
TOTAL INCOME		8,404,801	700,616	8,892,672	212,745	9,105,417	12,029,528	998,270	13,027,798
EXPENDITURE ON:									
Raising funds:	8								
Other raising funds		1,808,260	-	1,808,260	-	1,808,260	2,760,441	-	2,760,441
Charitable activities	9	8,603,372	1,479,580	8,885,329	1,197,623	10,082,952	8,531,818	1,192,762	9,724,580
TOTAL EXPENDITURE		10,411,632	1,479,580	10,693,589	1,197,623	11,891,212	11,292,259	1,192,762	12,485,021
NET MOVEMENT IN FUNDS		(2,006,831)	(778,964)	(1,800,917)	(984,878)	(2,785,795)	737,269	(194,492)	542,777

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) (CONTINUED)
FOR THE YEAR ENDED 31 OCTOBER 2020

	Unrestricted funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Continuing operations 2020 £	Discontinued operations 2020 £	Total funds 2020 £	Continuing operations 2019 £	Discontinued operations 2019 £	Total funds 2019 £
RECONCILIATION OF FUNDS:									
Total funds brought forward	8,162,994	2,223,087	9,364,659	1,021,422	10,386,081	9,326,888	516,416	9,843,304	
Net movement in funds	(2,006,831)	(778,964)	(1,800,917)	(984,878)	(2,785,795)	737,269	(194,492)	542,777	
TOTAL FUNDS CARRIED FORWARD	6,156,163	1,444,123	7,563,742	36,544	7,600,286	10,064,157	321,924	10,386,081	

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 39 to 61 form part of these financial statements.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED
REGISTERED NUMBER:00792877

CONSOLIDATED BALANCE SHEET
AS AT 31 OCTOBER 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Intangible assets	14	33,097	97,883
Tangible assets	15	4,647,646	5,505,179
		4,680,743	5,603,062
CURRENT ASSETS			
Stocks	17	285,514	330,568
Debtors	18	834,907	623,733
Cash at bank and in hand		6,023,708	5,338,829
		7,144,129	6,293,130
Creditors: amounts falling due within one year	19	(1,588,222)	(1,510,111)
NET CURRENT ASSETS		5,555,907	4,783,019
TOTAL ASSETS LESS CURRENT LIABILITIES		10,236,650	10,386,081
Creditors: amounts falling due after more than one year	20	(2,636,364)	-
TOTAL NET ASSETS		7,600,286	10,386,081

SOUTH WEST ENVIRONMENTAL PARKS LIMITED
REGISTERED NUMBER:00792877

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 OCTOBER 2020

	Note	2020 £	2019 £
CAPITAL, RESERVES AND FUNDS			
Restricted funds	22	1,444,123	2,223,087
Unrestricted funds:			
General funds	22	6,122,525	8,129,356
Called up share capital		10,000	10,000
Share premium account	22	23,638	23,638
Total unrestricted funds	22	6,156,163	8,162,994
TOTAL FUNDS		7,600,286	10,386,081

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 16th June 2021 and signed on their behalf by:

S E Kings



R W J Ford



The notes on pages 39 to 61 form part of these financial statements.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED
REGISTERED NUMBER:00792877

COMPANY STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 OCTOBER 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Intangible assets	14	43,802	108,588
Tangible assets	15	4,626,841	5,206,607
Investments	16	2	2
		4,670,645	5,315,197
CURRENT ASSETS			
Stocks	17	118,429	93,230
Debtors	18	748,093	537,470
Cash at bank and in hand		5,767,436	4,540,069
		6,633,958	5,170,769
Creditors: amounts falling due within one year	19	(1,243,561)	(1,030,471)
NET CURRENT ASSETS		5,390,397	4,140,298
TOTAL ASSETS LESS CURRENT LIABILITIES		10,061,042	9,455,495
Creditors: amounts falling due after more than one year	20	(2,636,364)	-
NET ASSETS EXCLUDING PENSION ASSET		7,424,678	9,455,495
TOTAL NET ASSETS		7,424,678	9,455,495

SOUTH WEST ENVIRONMENTAL PARKS LIMITED
REGISTERED NUMBER:00792877


COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 31 OCTOBER 2020

	Note	2020 £	2019 £
CHARITY FUNDS			
Restricted funds	22	1,490,279	2,218,142
Restricted funds	22	1,490,279	2,218,142
Unrestricted funds			
General funds	22	5,934,399	7,237,353
Total unrestricted funds	22	5,934,399	7,237,353
TOTAL FUNDS		7,424,678	9,455,495

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S E Kings 
Date: 16th June 2021

R W J Ford 
16/June 2021

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 OCTOBER 2020

	2020	2019
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net cash (used)/generated from operating activities	(1,857,946)	891,021
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest received	12,112	28,474
Proceeds from the sale of tangible fixed assets	-	1,800
Purchase of intangible assets	-	(7,788)
Purchase of tangible fixed assets	(469,287)	(659,970)
NET CASH (USED IN) INVESTING ACTIVITIES	(457,175)	(637,484)
CASH FLOWS FROM FINANCING ACTIVITIES		
Cash inflows from new borrowing	3,000,000	-
Repayments of borrowing	-	(64,146)
Interest paid	-	(203)
NET CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES	3,000,000	(64,349)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR	684,879	189,188
Cash and cash equivalents at the beginning of the year	5,338,829	5,149,641
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	6,023,708	5,338,829

The notes on pages 39 to 61 form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

1. GENERAL INFORMATION

The Charity (registered number 300923) is a charitable company, limited by share and registered in England and Wales (registered number 00792877). The registered office address is Totnes Road, Paignton, Devon, TQ4 7EU.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

South West Environmental Parks Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 GOING CONCERN

'The accounts have been prepared on the going concern basis. The Trustees have considered a period of at least 12 months from the date of approval of the financial statements, and have also assessed various business plans relating to COVID and the reopening of the parks. For further details please see the Trustees' Report.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. ACCOUNTING POLICIES (continued)

2.3 INCOME

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 GOVERNMENT GRANTS

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated Statement of Financial Activities as the related expenditure is incurred.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. ACCOUNTING POLICIES (continued)

2.6 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 INTANGIBLE ASSETS AND AMORTISATION

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The estimated useful lives are as follows:

Amortisation is provided on the following bases:

Computer software	- 5 years
Goodwill	- 5 years

2.8 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold property and improvements	- 10 to 50 years
Motor vehicles	- 5 years
Fixtures, fittings and equipment	- 5 to 10 years

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Financial Activities.

2.9 INVESTMENTS

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. ACCOUNTING POLICIES (continued)

2.10 STOCKS

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 CASH AT BANK AND IN HAND

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

2.13 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

2.14 FINANCIAL INSTRUMENTS

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.15 PENSIONS

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The assets of the scheme are held separately from those of the group and are independently administered.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. ACCOUNTING POLICIES (continued)

2.16 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

The useful life of the fixed assets is a key judgement.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations	423,594	-	423,594
Legacies	-	-	-
Grants	-	4,600	4,600
Government grants	-	696,016	696,016
	<u>423,594</u>	<u>700,616</u>	<u>1,124,210</u>
	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Donations	362,814	-	362,814
Legacies	555,039	-	555,039
Grants	-	10,000	10,000
	<u>917,853</u>	<u>10,000</u>	<u>927,853</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2020 £	Total funds 2020 £
Operation of Paignton Zoo	3,990,642	3,990,642
Operation of Newquay Zoo	1,343,739	1,343,739
Operation of Living Coasts	107,453	107,453
Education	56,181	56,181
Field conservation and research	39,004	39,004
	<u>5,537,019</u>	<u>5,537,019</u>

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

5. INCOME FROM CHARITABLE ACTIVITIES (CONTINUED)

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Operation of Paignton Zoo	5,459,025	-	5,459,025
Operation of Newquay Zoo	1,613,854	-	1,613,854
Operation of Living Coasts	721,681	-	721,681
Education	316,930	-	316,930
Field conservation and research	47,520	40,536	88,056
	<u>8,159,010</u>	<u>40,536</u>	<u>8,199,546</u>

6. INCOME FROM OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising	20,851	20,851	63,093
Events	17,167	17,167	24,893
Commercial trading operations	2,161,585	2,161,585	3,767,397
	<u>2,199,603</u>	<u>2,199,603</u>	<u>3,855,383</u>

7. INVESTMENT INCOME

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Interest receivable	<u>12,112</u>	<u>12,112</u>	<u>28,474</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

8. EXPENDITURE ON RAISING FUNDS

FUNDRAISING TRADING EXPENSES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising	4,358	4,358	17,865
Staff costs	13,108	13,108	23,667
	<u>17,466</u>	<u>17,466</u>	<u>41,532</u>

OTHER TRADING EXPENSES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Cost of sales	818,055	818,055	1,341,219
Administration expenses	4,360	4,360	5,399
Staff costs	968,379	968,379	1,372,291
	<u>1,790,794</u>	<u>1,790,794</u>	<u>2,718,909</u>

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Summary by fund type

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Operation of Paignton Zoo	8,776,104	783,564	9,559,668
Operation of Newquay Zoo	357,066	-	357,066
Operation of Living Coasts	166,218	-	166,218
COVID-19 Grant	(696,016)	696,016	-
	<u>8,603,372</u>	<u>1,479,580</u>	<u>10,082,952</u>

COVID-19 Grant expenditure relates to costs incurred against furlough claims. These costs were incurred across all Charitable activities above, and across both support and direct costs.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES (CONTINUED)

Summary by fund type (continued)

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Operation of Paignton Zoo	8,689,241	52,448	8,741,689
Operation of Newquay Zoo	697,808	-	697,808
Operation of Living Coasts	285,083	-	285,083
	<u>9,672,132</u>	<u>52,448</u>	<u>9,724,580</u>

10. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Operation of Paignton Zoo	4,286,225	5,273,443	9,559,668
Operation of Newquay Zoo	298,973	58,093	357,066
Operation of Living Coasts	166,218	-	166,218
	<u>4,751,416</u>	<u>5,331,536</u>	<u>10,082,952</u>

	Activities undertaken directly 2019 £	Support costs 2019 £	Total funds 2019 £
Operation of Paignton Zoo	4,484,542	4,257,147	8,741,689
Operation of Newquay Zoo	391,144	306,664	697,808
Operation of Living Coasts	285,083	-	285,083
	<u>5,160,769</u>	<u>4,563,811</u>	<u>9,724,580</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**
10. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**Analysis of support costs**

	Operation of the Parks 2020 £	Education 2020 £	Total funds 2020 £
Staff costs	1,758,672	5,434	1,764,106
Establishment costs	897,744	2,165	899,909
Administration costs	446,222	19,736	465,958
Financial costs	274,502	352	274,854
Marketing	519,210	5,148	524,358
Depreciation	394,490	4,770	399,260
Amortisation	64,786	-	64,786
Governance	10,548	197	10,745
Impairment of assets	907,269	20,291	927,560
	5,273,443	58,093	5,331,536
	Operation of the Parks 2019 £	Education 2019 £	Total funds 2019 £
Staff costs	1,653,887	122,894	1,776,781
Establishment costs	850,511	62,078	912,589
Administration costs	478,104	32,552	510,656
Financial costs	277,332	21,779	299,111
Marketing	546,839	38,832	585,671
Depreciation	359,805	22,720	382,525
Amortisation	58,545	4,584	63,129
Governance	16,954	1,225	18,179
Loss on disposal of assets	15,170	-	15,170
	4,257,147	306,664	4,563,811

11. AUDITORS' REMUNERATION

	2020 £	2019 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	14,000	12,650

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

12. STAFF COSTS

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Wages and salaries	5,620,423	5,962,650	4,307,553	4,240,303
Social security costs	380,854	423,342	318,559	330,645
Contribution to defined contribution pension schemes	354,364	357,240	276,306	271,084
	6,355,641	6,743,232	4,902,418	4,842,032

Included within wages and salaries are staff restructuring costs for the group amounting to £250,491, of which £212,404 relates to the company.

The average number of persons employed by the Company during the year was as follows:

	Group 2020 No.	Group 2019 No.	Company 2020 No.	Company 2019 No.
Employees	299	352	198	300

The average headcount expressed as full-time equivalents was:

	Group 2020 No.	Group 2019 No.
Raising funds	54	72
Operation of the parks	167	174
Education	12	14
Conservation	-	4
Governance	1	1
	234	265

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2020 No.	Group 2019 No.
In the band £70,001 - £80,000	1	1

The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel was £326,187 (2019: £296,318). The group of which South West Environmental Parks Limited group is a part is managed on a unified basis. They key management personnel of the group are remunerated by Wild Planet Trust in respect of their services to the group as a whole.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**
13. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 October 2020, travel expenses totalling £150 were reimbursed or paid directly to 3 Trustees (2019 - £636 to 4 Trustees).

14. INTANGIBLE ASSETS**Group**

	Computer software £	Goodwill £	Total £
COST			
At 1 November 2019	96,172	683,075	779,247
At 31 October 2020	96,172	683,075	779,247
AMORTISATION			
At 1 November 2019	51,302	630,062	681,364
Charge for the year	11,773	53,013	64,786
At 31 October 2020	63,075	683,075	746,150
NET BOOK VALUE			
At 31 October 2020	33,097	-	33,097
At 31 October 2019	44,870	53,013	97,883

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

14. INTANGIBLE ASSETS (CONTINUED)

Company

	Computer software £	Goodwill £	Total £
COST			
At 1 November 2019	96,172	774,875	871,047
At 31 October 2020	96,172	774,875	871,047
AMORTISATION			
At 1 November 2019	51,302	711,157	762,459
Charge for the year	11,773	53,013	64,786
At 31 October 2020	63,075	764,170	827,245
NET BOOK VALUE			
At 31 October 2020	33,097	10,705	43,802
At 31 October 2019	44,870	63,718	108,588

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

15. TANGIBLE FIXED ASSETS**GROUP**

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
COST OR VALUATION				
At 1 November 2019	17,009,364	366,531	3,288,985	20,664,880
Additions	-	-	469,287	469,287
At 31 October 2020	17,009,364	366,531	3,758,272	21,134,167
DEPRECIATION				
At 1 November 2019	12,880,210	272,122	2,007,369	15,159,701
Charge for the year	160,479	23,692	215,089	399,260
Impairment charge	695,810	-	231,750	927,560
At 31 October 2020	13,736,499	295,814	2,454,208	16,486,521
NET BOOK VALUE				
At 31 October 2020	3,272,865	70,717	1,304,064	4,647,646
At 31 October 2019	4,129,154	94,409	1,281,616	5,505,179

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

15. TANGIBLE FIXED ASSETS (CONTINUED)

COMPANY

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
COST OR VALUATION				
At 1 November 2019	17,009,364	366,531	2,558,147	19,934,042
Additions	-	-	460,825	460,825
At 31 October 2020	17,009,364	366,531	3,018,972	20,394,867
DEPRECIATION				
At 1 November 2019	12,880,210	272,122	1,575,103	14,727,435
Charge for the year	160,479	23,692	160,610	344,781
Impairment charge	695,810	-	-	695,810
At 31 October 2020	13,736,499	295,814	1,735,713	15,768,026
NET BOOK VALUE				
At 31 October 2020	3,272,865	70,717	1,283,259	4,626,841
At 31 October 2019	4,129,154	94,409	983,044	5,206,607

The group and company's leasehold buildings are held under leases granted by Wild Planet Trust, Torbay Council and Restormel Borough Council. The net book value of leasehold buildings as at 31 October 2020 comprises £1,968,227 (2019: £2,073,093) in respect of Paignton Zoo, £Nil (2019: £714,852) in respect of Living Coasts which was fully impaired in the year and £1,304,638 (2019: £1,341,209) in respect of Newquay Zoo.

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

16. FIXED ASSET INVESTMENTS

Company	Investments in subsidiary companies £
COST OR VALUATION	
At 1 November 2019	2
AT 31 OCTOBER 2020	<u>2</u>

PRINCIPAL SUBSIDIARIES

The following were subsidiary undertakings of the Company:

Names	Company number	Charity registration number	Registered office or principal place of business
South West Zoo Enterprises Limited	02494361		Totnes Road, Paignton, Devon
Living Coasts	04620880	1099076	Totnes Road, Paignton, Devon

Principal activity	Holding	Included in consolidation
---------------------------	----------------	--------------------------------------

Retail trading activities of the environmental parks	100%	Yes
Operation of Living Coasts exhibit	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
South West Zoo Enterprises Limited	2,161,585	(2,011,816)	149,769	149,769
Living Coasts	922,393	(1,207,773)	(285,380)	36,544

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

17. STOCKS

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Consumables	120,386	104,675	118,429	93,230
Goods for resale	165,128	225,893	-	-
	285,514	330,568	118,429	93,230

18. DEBTORS

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
DUE WITHIN ONE YEAR				
Trade debtors	17,196	35,795	13,421	27,336
Other debtors	83,794	53,636	63,666	10,480
Prepayments and accrued income	701,350	500,865	638,439	466,217
Tax recoverable	32,567	33,437	32,567	33,437
	834,907	623,733	748,093	537,470

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Bank loans	363,636	-	363,636	-
Trade creditors	303,608	449,593	204,564	331,249
Other taxation and social security	236,056	363,809	76,058	87,033
Other creditors	39,265	42,326	32,569	32,160
Accruals and deferred income	645,657	654,383	566,734	580,029
	1,588,222	1,510,111	1,243,561	1,030,471

SOUTH WEST ENVIRONMENTAL PARKS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Deferred income				
Deferred income at 1 November 2019	497,817	493,787	497,817	493,787
Resources deferred during the year	362,330	497,817	362,330	497,817
Amounts released from previous periods	(497,817)	(493,787)	(497,817)	(493,787)
	362,330	497,817	362,330	497,817

Deferred income relates to annual pass admission income relating to future periods.

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Bank loans	2,636,364	-	2,636,364	-

During the year, the Group entered into a loan agreement through the Coronavirus Business Interruption Loan scheme. Interest is charged at 1.94% above the base rate. The balance is repayable in monthly installments over five and half years.

The loan is secured with an unlimited debenture from South West Environmental Parks Limited, South West Zoo Enterprises Limited, Living Coasts and Wild Planet Trust; a first legal charge from Wild Planet Trust over the freehold land and buildings at Totnes Road, Paignton, Devon, TQ4 7EU; an omnibus guarantee and set off agreement among the Bank, South West Environmental Parks Limited, Wild Planet Trust and Living Coasts; and an all moneys guarantee from South West Zoo Enterprises Limited.

21. SHARE CAPITAL

	2020 £	2019 £
Issued and fully paid ordinary shares of £1 each	10,000	10,000
	10,000	10,000

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

22. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 November 2019 £	Income £	Expenditure £	Balance at 31 October 2020 £
UNRESTRICTED FUNDS				
General Funds	8,162,994	8,404,801	(10,412,632)	6,155,163
Unallocated amounts	-	-	1,000	1,000
	<u>8,162,994</u>	<u>8,404,801</u>	<u>(10,411,632)</u>	<u>6,156,163</u>
RESTRICTED FUNDS				
ERDF Redevelopment Fund	807,864	-	(26,059)	781,805
Living Coasts Grants Fund	714,845	-	(714,845)	-
Crocodile Swamp Fund	650,000	-	-	650,000
Solar PV Array Fund	6,188	-	(2,062)	4,126
Forest Schools Fund	324	-	-	324
BIAZA Fund	28,921	-	(24,037)	4,884
Awards For All - Changing Places	10,000	-	(10,000)	-
Ocean Connections - Erasmus	4,945	-	(1,961)	2,984
Coronavirus Job Retention Scheme	-	696,016	(696,016)	-
Morrisons Quiet Hour	-	4,600	(4,600)	-
	<u>2,223,087</u>	<u>700,616</u>	<u>(1,479,580)</u>	<u>1,444,123</u>
TOTAL OF FUNDS	<u>10,386,081</u>	<u>9,105,417</u>	<u>(11,891,212)</u>	<u>7,600,286</u>

Restricted funds represent grants received for specific projects.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

22. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 November 2018 £	Income £	Expenditure £	Balance at 31 October 2019 £
UNRESTRICTED FUNDS				
General Funds - Group	7,616,730	12,977,262	(12,430,998)	8,162,994
RESTRICTED FUNDS				
ERDF Redevelopment Fund	833,923	-	(26,059)	807,864
Living Coasts Grants Fund	733,889	-	(19,044)	714,845
Crocodile Swamp Fund	650,000	-	-	650,000
Solar PV Array Fund	8,438	-	(2,250)	6,188
Forest Schools Fund	324	-	-	324
BIAZA Fund	-	30,497	(1,576)	28,921
Awards For All - Changing Places	-	10,000	-	10,000
Ocean Connections - Erasmus	-	10,039	(5,094)	4,945
	2,226,574	50,536	(54,023)	2,223,087
TOTAL OF FUNDS	9,843,304	13,027,798	(12,485,021)	10,386,081

23. SUMMARY OF FUNDS

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 November 2019 £	Income £	Expenditure £	Balance at 31 October 2020 £
General funds	8,162,994	8,404,801	(10,411,632)	6,156,163
Restricted funds	2,223,087	700,616	(1,479,580)	1,444,123
	10,386,081	9,105,417	(11,891,212)	7,600,286

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

23. SUMMARY OF FUNDS (CONTINUED)

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 November 2018 £	Income £	Expenditure £	Balance at 31 October 2019 £
General funds	7,616,730	12,977,262	(12,430,998)	8,162,994
Restricted funds	2,226,574	50,536	(54,023)	2,223,087
	<u>9,843,304</u>	<u>13,027,798</u>	<u>(12,485,021)</u>	<u>10,386,081</u>

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	3,859,653	787,993	4,647,646
Intangible fixed assets	33,097	-	33,097
Current assets	6,486,999	657,130	7,144,129
Creditors due within one year	(1,588,222)	-	(1,588,222)
Creditors due in more than one year	(2,636,364)	-	(2,636,364)
Difference	1,000	(1,000)	-
TOTAL	<u>6,156,163</u>	<u>1,444,123</u>	<u>7,600,286</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	3,966,659	1,538,520	5,505,179
Intangible fixed assets	97,883	-	97,883
Current assets	5,608,563	684,567	6,293,130
Creditors due within one year	(1,510,111)	-	(1,510,111)
TOTAL	<u>8,162,994</u>	<u>2,223,087</u>	<u>10,386,081</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

25. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2020 £	Group 2019 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(2,785,795)	542,777
ADJUSTMENTS FOR:		
Depreciation charges	1,326,820	384,213
Amortisation charges	64,786	63,600
Interest paid	-	203
Interest received	(12,112)	(28,474)
Loss on the sale of fixed assets	-	15,170
Decrease in stocks	45,054	300
Increase in debtors	(211,173)	(104,752)
Increase/(decrease) in creditors	(285,526)	17,984
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	(1,857,946)	891,021

26. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2020 £	Group 2019 £
Cash in hand	6,023,708	5,338,829
TOTAL CASH AND CASH EQUIVALENTS	6,023,708	5,338,829

27. ANALYSIS OF CHANGES IN NET DEBT

	At 1 November 2019 £	Cash flows £	At 31 October 2020 £
Cash at bank and in hand	5,338,829	684,879	6,023,708
Debt due within 1 year	-	(363,636)	(363,636)
Debt due after 1 year	-	(2,636,364)	(2,636,364)
	5,338,829	(2,315,121)	3,023,708

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

28. CONTINGENT LIABILITIES

In 2005, the Company entered into a 125 year lease with The Council of the Borough of Torbay for land at Beacon Quay, Torquay. Until its closure in the current financial year, this land was occupied by the Living Coasts Coastal Zoo.

Under the terms of the lease, the Company is obliged to pay only a peppercorn rent, however, is responsible for the repair and maintenance of the site, including a sea wall that borders it.

At the date of this report, the directors of the Company are exploring several potential options for the future use of the site, however, none has been agreed.

Given the length of the remaining lease, it is likely that at some point significant repairs will be required to the site, for which the Company is currently responsible. However, the timing and cost of these repairs cannot be reliably estimated, and the directors remain optimistic that the lease will be taken on by a new tenant. As such, no liability has been recognised in the financial statements in respect of this ongoing obligation.

29. PENSION COMMITMENTS

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £354,364 (2019: £365,418). £26,659 (2019: £28,234) were payable to the fund at the balance sheet date and are included in creditors.

30. RELATED PARTY TRANSACTIONS

As a wholly owned subsidiary undertaking of their ultimate parent, Wild Planet Trust, the company has taken advantage of the exemption in section 33.1A of FRS 102 in not disclosing intra-group transactions where 100% of the voting rights are controlled within the group.

31. CONTROLLING PARTY

The charities parent undertaking and controlling party is its shareholder, Wild Planet Trust (charity number 306622). The objects of Wild Planet Trust are the advancement of scientific knowledge, education and the promotion of conservation. Its principal activities are the provision of grant to a range of conservation projects, the management of nature reserves for the benefit of wildlife and the public and supporting the scientific, conservation and education work of the other charities within the group.

Group accounts for Wild Planet Trust are available from its principal place of business, Paignton Zoo, Totnes Road, Paignton, TQ4 7EU.