



Marwell
Wildlife

Annual Review 2008

Welcome

Simon Beloe, Chairman

It cannot be said that 2008 was an easy year. An early Easter with appalling weather did not make a good start and, other than for a few good days, the summer was dismal. Thankfully the year ended on a higher note with cold and clear days having a pleasing impact on the number of people visiting the park but not nearly enough to compensate for the poor numbers over the rest of the year. We are more than aware of our dependency on good weather and we are taking active steps to ameliorate this position.



Notwithstanding the forgoing, Marwell is in a good position to meet the challenges of 2009. The development of the African Valley and the opening of our new restaurant, Café Graze, the largest project that we have ever undertaken, were high points and clearly indicate our ability to manage and complete undertakings of this nature successfully. Once again, the quality of Trust-wide cooperation that was evident in the opening of 'Life in the Trees' in 2007, came shining through.

This is an aspect of the park that bodes well for the launch of the new Marwell brand in 2009 as it will require all those who work at Marwell to 'live the new brand promise'.

As the Chief Executive will report, 2008 marked the retirement of our General Curator, Peter Bircher, who had been at Marwell for 35 years. He was exemplary of the character of those who work at Marwell

Our achievements over the past year and our confidence in the future would not be possible without the contribution made by all those who work at Marwell. Their dedication and professionalism is tremendous and I am grateful to all of them.

During the year, we have continued to develop stronger relationships with our stakeholders, statutory bodies, businesses, the local community, and the many people who visit us each year. They are all extremely important to the further development of Marwell as a visitor attraction, a place of education and learning, and as a centre of excellence in conservation.

James Cretney, Chief Executive

The three major projects as outlined in my report last year were completed satisfactorily. Café Graze our new restaurant was opened for business in time for the October half term and the valley field became home for Grevy's zebra, ostrich and Ellipsen waterbuck. Other species will follow in due course. A wide-ranging review of our charitable and commercial work culminated in the development of a new brand, a new name *Marwell Wildlife* and a new creative style which is both contemporary and understated and will, I believe provide the flexibility to represent all the varying and diverse aspects of our work. Finally, the implementation of major customer relation management (CRM) software was completed and marks the start of what will be a deliberate move into more targeted and strategic fundraising. As the two previous wet summers have proven, our vulnerability to low guest numbers due to poor weather is something that we must rectify. As such, the development of additional and supplementary income streams is a vital necessity.

As reported by the Chairman above, Peter Bircher's retirement marked not only the departure of a devoted and talented member of staff but the challenge of finding a replacement. A European search was commissioned, the result being the appointment of Jonathon Cracknell, BVMS CertVA CertZooMed MRCVS, as our Zoological Director.

We remain at the forefront of conservation work both at home and overseas. Our restoration and research projects are continuing at Eelmoor Marsh whilst overseas Marwell has continued to provide knowledge and support in areas of key interest. Given our specialisation in desert antelope, we remain instrumental in the post-release monitoring of addax and scimitar-horned oryx in selected National Parks in Tunisia. We continue to offer ongoing support and advice in the development, publication & launch of the national Grevy's Zebra Conservation Strategy in Kenya. And in Zimbabwe our interest remains predominantly with the monitoring & management of rhinoceros, ecology of cheetah and small antelope. Closer to home at Marwell in Hampshire we have seen record numbers of school children enjoying formalised classroom sessions as well as taking advantage of self guided tours of our parkland.

Looking to 2009, SPRINT our very own campaign devoted to cheetah will become the focus for fundraising and events as we raise additional income to develop our own cheetah facilities and our programme of conservation activity overseas. In planning our operations for 2009 we are acutely aware of our vulnerability to the weather and the dramatic effect it has upon guest numbers and trading activity. To mitigate such risk we have developed a three tier pricing model and revised our gift aid proposition, linking it to SPRINT and making it clearer and easier to understand. Early indications suggest that this has been welcomed by guests. In addition to weather volatility at key holiday periods, concern regarding the effect of economic recession and the possibility of reduced trading income has also focused our minds. This has resulted in more time being spent on business planning and in thinking more innovatively about how we might support the organisation and the resourcing of our charitable activities better. As ever the generosity and ongoing support of the public is gratefully appreciated.

Achievements and Performance

1. Conservation & Wildlife Management

In 2008, we said we would:

- Develop an ecological management plan for Marwell's land holdings
- Continue restoration of the Eelmoor Marsh SSSI
- Reintroduce sand lizards to heathland sites in the south of England
- Develop facilities and capacity for wildlife conservation in Kenya, Zimbabwe & Tunisia
- Monitor addax and scimitar-horned oryx released in Tunisian national parks
- Provide training and support for monitoring of biodiversity in community-based conservancies in northern Kenya
- Contribute to the implementation of the national Grevy's zebra strategy in Kenya
- Contribute to the development of the Sahara Conservation Fund and its projects as mechanism for addressing decline of species across the region



During the year we achieved the following:

In Britain we:

- Made significant progress towards the creation of a land management plan by reviewing scope of activities, collating historic, cultural & ecological information and mapping habitat types, publicly accessible footpaths & bridleways.
- Removed invasive scrub & pine trees from heathland habitat at Eelmoor Marsh and carried out monitoring of indicator species including vascular plants, birds, butterflies, dragonflies & aquatic invertebrates.
- Bred & raised young sand lizards for reintroduction, but hibernated the animals in captivity because of poor weather during the planned release period at the end of the summer
- Hosted a review of the national strategy for the conservation of sand lizards, agreeing a plan for the next five years of reintroductions with project partners
- Hosted the annual meeting of the Hampshire Amphibian & Reptile Group

In Tunisia we:

- Provided equipment and training on wildlife monitoring techniques & mapping for national park staff
- Carried out post-release monitoring of addax in the Djebil National Park and scimitar-horned oryx in the Dghoumes National Park



In Kenya we:

- Supported & provided academic supervision for two Kenyan MSc students
- Provided Geographical Information Systems (GIS) software & training for local partner organisations to support conservation planning and analysis of wildlife movement patterns
- Provided digital stripe recognition software & training for researchers monitoring populations of Grevy's zebra
- Provided laptop computers, a solar power system, and IT training for community wildlife scouts and conservancy managers
- Developed new methods for vegetation monitoring & carried out surveys in four community-based wildlife conservancies.
- Provided core support for the Lewa Wildlife Conservancy Research Department
- Supported the development, publication & launch of the national Grevy's Zebra Conservation Strategy
- Coordinated meetings of the national Grevy's Zebra Working Group, responsible for implementing the national strategy for the conservation of the species
- Tested & evaluated different methods of surveying Grevy's zebras in the Lewa Wildlife Conservancy, providing recommendations for cost effective monitoring of this species
- Supported & participated in the national survey of Grevy's zebras and undertook analysis of resulting data



In Zimbabwe we:

- Provided support for the operations of the Marwell Zimbabwe Trust
- Supported monitoring & management of rhinoceros species in the country's western national parks
- Supported research on the behavioural ecology of cheetah
- Supported a schools' education programme promoting understanding & conservation of cheetah
- Supported research on the ecology of small antelope

Elsewhere we:

- Provided core support & contributed to the governance of the Sahara Conservation Fund
- Facilitated the annual Sahelo-Saharan Interest Group meeting held in Abu Dhabi
- Supported the work of the World Conservation Union (IUCN) in the UK and internationally
- Supported the work of the IUCN Conservation Breeding Specialist Group
- Maintained international studbooks and managed European captive breeding programmes for scimitar-horned oryx, Hartmann's mountain zebra & Grevy's zebra
- Taught basic & advanced population management courses for new studbook keepers & breeding coordinators on behalf of the European Association of Zoos & Aquaria
- Provided technical support for studbook keepers & breeding coordinators as contributions to the European Population Management Advisory Group

2. Education

In 2008, we said we would:

- Teach in excess of 30,000 students
- Review and update teaching materials
- Enhance educational facilities through renovation and improvement of the Education Centre and classrooms
- Develop a new interpretation strategy for the Park
- Raise awareness of amphibian extinction crisis

During the year we achieved the following:

- Hosted 35,255 students, teaching 823 formal sessions
- Updated materials for post-14 sessions, special educational needs & foundation year, and created new resources to support teaching of key stage 2 interdependence, key stage 3 Animal Behaviour and post-14 self-guided trails on environmental enrichment, rainforests & adaptive radiation
- Renovated three classrooms including development of new animal housing and display of natural history artefacts
- Relocated & expanded our library
- Upgraded the hearing loop & audio equipment in the lecture theatre
- Created a framework for a new park interpretation strategy based on the wealth of life on earth, its value for continuity and quality of life and the conservation of biological diversity
- Raised awareness of the amphibian crisis through our **Leap for Life campaign** with family events, trails, story telling & a special session for Marwell's Oryx Club



3. Animals

In 2008, we said we would:

- Continue our support for the BIAZA (British and Irish Association of Zoos and Aquaria) animal management focus groups
- Fully comply with all relevant EAZA (European Association of Zoos and Aquaria) European Endangered Species Breeding Programmes (EEP). This will include us developing a dedicated facility for the breeding of amphibian species in support of the campaign to halt their extinction worldwide
- Ensure a smooth transition in respect of the retirement of the general curator and the recruitment of a zoological director
- Invest in management training for senior staff and further develop staff appraisals
- Further support and encourage specialised groups within the department to improve animal welfare e.g. nutrition, enrichment and behaviour study groups
- Assist DEFRA with UK zoo licensing inspections
- Support the revised Animal Welfare & Ethics Committees
- Be actively involved in the planning and successful development of the valley field African exhibit
- Implement boundary changes to some existing animal sections
- Finalise emergency escape procedures & disease protection protocols
- Review our firearms training procedure

During the year we:

- Continued our support for the BIAZA animal management focus and working groups with staff representing on the elephant, small mammals, birds, terrestrial invertebrates, primates, and carnivore groups
- Finished the building of the dedicated facility for the breeding of amphibian species as part of an International effort to prevent the extinction of endangered amphibian species, with the first animals due in the unit March 2009
- Fully complied with EAZA European Endangered Species Breeding Programmes (EEP) for animals within the collection
- Employed a new Zoological Director in December, who enjoyed a useful hand over period working with our retiring General Curator
- Invested in management training for senior staff, identifying and addressing areas of weakness in the management systems of the animal department
- Developed staff appraisals to ensure suitable feedback and development
- Developed the nutrition working group, with external collaboration, both nationally and internationally, resulting in diet reviews across Europe for individual species as well as food producers looking to market new products that will improve overall health and welfare for several species currently in other collections e.g. Giant Anteater (*Myrmecophaga tridactyla*) Mazuri-Marwell diet collaboration
- Developed the enrichment group, improving the welfare of the animals and also learning opportunities for visitors that the role of enrichment has in modern collections.
- Supported Peter Bircher in his continued role as a UK Zoo Licensing Inspector for DEFRA until his retirement

- Developed the terms of reference for the Animal Welfare and Ethics Committees.
- Developed the Valley Field African Exhibit. This includes a multiple mixed exhibit over a large area with a cross-departmental team approach to developing existing park boundaries. The building and plans were developed throughout 2008 with the final elements coming into place by the end of the year.
- Reviewed and developed enclosure design and development in line with providing high quality visitor experiences and learning opportunities
- Finalised emergency escape and disease protection protocols
- Reviewed firearms training in conjunction with Wildlife Management Services and Bisley National Shooting Centre



4. Environment

In 2008, we said we would:

- Complete the implementation of the organisational environmental management system
- Achieve ISO14001 environmental standard as an independent audit of our performance
- Employ a sustainability manager to monitor environmental aspects, achieve and maintain ISO14001 certification, help develop special projects to improve our performance, and contribute to our environmental education programmes

During 2008 we:

- Employed a Sustainability Manager to monitor & improve the organisation's environmental performance and develop related programmes

(photo shows Duncan East – Sustainability Manager)

- Completed & implemented an organisation-wide environmental management system, including provision of awareness sessions for staff, documentation of control procedures and monitoring of environmental impacts
- Completed preparation ahead of ISO14001 audit in 2009, and received external validation of progress as winner of Green Innovation and Rural Business of the Year at the Winchester Business Awards, and commendation at the Hampshire & Isle of Wight Sustainable Business Awards
- Launched environmental education programmes with sessions for MSc students from the University of Southampton on environmental legislation



5. Volunteers

In 2008 we planned to:

- Continue to develop a volunteering strategy to reflect our mission, vision, values
- Raise the profile and highlight the importance of volunteering internally and externally
- Integrate volunteers more fully in the planning and development processes of the charity
- Continue to promote guest service excellence through continuous training and support

During 2008 we:

- Introduced a revised recruitment procedure and developed targeted volunteering opportunities, such as walk-through manning and road train support, in line with our mission, vision and values
- Raised the profile of volunteering internally through incorporating a volunteering element into the new staff induction days, and reporting regularly on volunteering activities via the Operations Management Team. Externally, we continued to develop our links with other organizations, such as the National Council for Voluntary Organisations, Winchester Area Community Action and IBM, and we hosted the national BIAZA conference on volunteering
- Consulted and informed volunteers on Trust developments through the volunteers' training weekend, volunteers' evenings and the volunteers' newsletter, as well as involving them in the development of our new brand
- Continued to promote guest service excellence through running training programmes on complaint handling and general guest support with the Guest Services Department

6. Fundraising

In 2008 we planned to:

- Recruit a professional fundraiser and develop a fundraising strategy
- Develop initial income streams in support of our strategy
- Refine our annual campaign (Leap for Life) to incorporate park wide activities in support of fundraising

In 2008 we:

- Were unable to recruit the fundraising position
- Developed the **Leap for Life campaign** to incorporate park wide events and activities
- Re developed the person specification for the fundraising position and successfully recruited for early 2009



Our objectives for the year ahead

We have changed our charitable objectives during 2008, and therefore we feel it is appropriate to bring the way we set out this section in to line with those new objectives

Animal Management

In 2009 we plan to:

- Review the animal collection plan and develop a strategy to be implemented as part of a holistic conservation policy that impacts on conservation and educational needs and outputs from the charity.
- Develop capacity for managing our responsibilities to international cooperative breeding programmes.
- Continue to develop conservation breeding, medical and husbandry standards through national and international animal management focus groups
- Create a plan for a new cheetah facility
- Develop operational protocols to include ethics, euthanasia, animal record keeping and biosecurity as examples



Habitats and Communities

In 2009 we plan to:

- Publish a new plan for Marwell's national and international biodiversity conservation programmes.
- Continue to build capacity for wildlife conservation amongst local communities and partner organisations in developing countries
- Recruit an additional field biologist to enhance our international wildlife conservation programmes.
- Continue to restore and manage important wildlife habitats at Marwell and elsewhere in the South of England



Science and Learning

In 2009 we plan to:

- Develop a new plan to manage and enhance Marwell's contribution to science and higher education.
- Set new performance indicators for scientific output and continue to share knowledge with the relevant stakeholders
- Improve access to educational opportunities for schools
- Create a new interpretation strategy providing learning opportunities for a wide audience, supported by Marwell's new brand
- Work with external partners to develop Marwell's adaptation project, as a hub for public engagement in science
- Invest in the development of staff to support charitable output

Sustainability

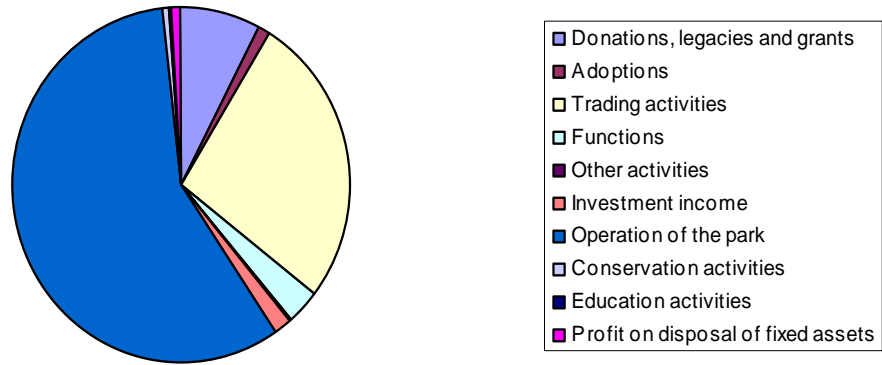
In 2009 we plan to:

- Achieve ISO 14001 certification of our environmental management system
- Achieve efficiencies in resource use, prioritising reduction in consumption of electricity, heating fuel and water

**Consolidated Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 December 2008**

	2008 Total Funds £	2007 Total Funds £
Incoming resources		
Incoming resources from generated funds:		
Voluntary income		
Donations, legacies and grants	622,749	917,498
Adoptions	78,160	69,690
Activities for generating funds:		
Trading activities	2,105,221	2,102,823
Functions	254,732	191,147
Other activities	11,509	23,888
Investment income	126,350	143,486
Incoming resources from charitable activities:		
Operation of the park	4,592,913	4,344,541
Conservation activities	25,339	25,240
Education activities	24,189	10,105
Other incoming resources		
Profit on disposal of fixed assets	72,931	12,250
Total incoming resources	7,914,093	7,840,668
Resources expended		
Costs of generating funds:		
Costs of generating voluntary income		
	231,451	254,339
Costs of activities for generating funds:		
Trading activities	2,017,601	2,158,771
Functions	241,414	150,970
Other	272	5,650
Charitable activities:		
Operation of the park	4,217,061	3,986,579
Conservation	459,236	371,339
Education activities	205,805	333,948
Governance costs		
	65,818	67,228
Other resources expended		
Loss on disposal of fixed assets		8,179
Total resources expended	7,438,658	7,337,003
Net incoming resources before transfers	475,435	503,665
Gross transfers between funds	-	-
Net movement in funds in the year	475,435	503,665
Reconciliation of funds		
Total funds brought forward	12,124,891	11,621,226
Total funds carried forward at 31 December	12,600,326	12,124,891

Analysis of income



Analysis of expenditure

