

Charity number: 275433
Company number: 01355272

Marwell Wildlife
Trustees' Report & Financial Statements
For the year ended 31 December 2021

	Page
Trustees	1
Reference and Administrative Details of the Charity and Advisers	2
Chairman's Statement	3 – 4
Trustees Report	5 – 13
Independent Auditors Report	14 – 16
Consolidated Statement of Financial Activities	17
Consolidated Balance Sheet	18
Company Balance Sheet	19
Consolidated Cash Flow Statement	20
Notes to the Financial Statements	21 – 44

TRUSTEES

FOR THE YEAR ENDED 31 DECEMBER 2021

Trustees

David Stalker, CIMSPA, Chairman (Business Development)
Francis McCaffrey, BA Hons, Vice-Chairman (Business Development, HR/Remuneration))
Richard Mark Charter (Business Development)
Teresa Frost (HR/Remuneration, Nominations)
Peter Jakob, BSc, CIM (Marketing)
Christopher Langford, MRICS, FAAV (Business Development)
David Pape, MSc, MCIEEM, (Conservation)
Nicola Robinson, VetMB, MRCVS (Ethics)
Miranda Stevenson, OBE, BA, PhD, MBA (Conservation, Ethics)
Diane Walkington BSc Hons, (Conservation, Nominations)
Andrew Warren, BA Hons, FCA, MBA (Business Development, HR/Remuneration, Nominations)
Barry Watson, FCA, CTA (Business Development, HR/Remuneration) (resigned 20 July 2021)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2021

Company registered number

01355272

Charity registered number

275433

Registered office

Marwell Wildlife, Colden Common, Winchester, Hampshire, SO21 1JH

Chief executive officer

James Cretney MBA, PhD

Independent auditor

Azets Audit Services, Athenia House, 10-14 Andover Road, Winchester, Hampshire, SO23 7BS

Bankers

National Westminster Bank Plc, High Street, Winchester, Hampshire

Solicitors

Coffin Mew LLP, Kings Park House, Kings Park Road, Southampton

MARWELL WILDLIFE

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2021

In 2020, we reported on the severe impact that Covid-19 and four months of lockdowns had had on the charity, and our ability to generate income. We had all hoped for a more settled year in 2021 to aid recovery and a return to business as usual.

However, within only a few days of New Year, in early January 2021, the Government ordered another lockdown and the zoo and its support functions closed again. We remained closed for 3½ months until mid-April, when we were finally permitted to re-open. As with 2020, the organisation incurred ongoing substantial costs related to animal welfare and support during the closure, on top of the loss of more than 25% of the trading year. Crucially, the closure period included the majority of the Easter school holidays and the whole of the long Easter holiday weekend, one of our two busiest trading periods. As a result, the rest of 2021, for which we thankfully remained open, was spent catching up and reducing the income shortfall, whilst controlling costs; both measures combining to try to achieve our budgeted surplus of £600,000.

Through the monumental efforts of every Marwell staff member and volunteer, in extremely challenging circumstances, our total 2021 income of £11.04 million comfortably exceeded the original budget of £10.2 million. Combined with expenditure savings of over £500k, our end of year surplus reached £620k, ahead of the budget and all achieved in a trading year of only 8½ months. I offer my sincere thanks to every member of our Marwell team, and of course the public who visited and supported us during the year.

The global coronavirus pandemic also disrupted all aspects of our charitable work for another year with implications for resources, timeframes and working practices. As throughout the previous year, our teams adhered to local restrictions wherever they were working to safeguard their own health and those around them. Ongoing travel constraints meant that contact with our teams and partners internationally continued online, with some activities inevitably delayed. Nevertheless, with commendable flexibility and resilience by all concerned, we made progress in many areas.

Ecological connectivity and restoration were important themes running through our work internationally and in the UK. Data from tracking Grevy's zebra in northern Kenya fitted with GPS collars over several years highlighted the challenges for these fragmented populations. However, our study also provided valuable information about factors inhibiting movements of this Critically Endangered species across the landscape and possible solutions. Likewise, a preliminary analysis of aerial surveys in southeast Kazakhstan revealed how human activity influences numbers and distribution of goitered gazelles, with this information paving the way for a future action plan for the conservation of this declining species and other wildlife.

As part of a national strategy for the conservation of the rare barbary sheep in Tunisia, our local team led the translocation of 10 animals from Oued Dekouk National Reserve to begin the process of re-establishing the species in Zaghouan National Park where it had previously become locally extinct. Meanwhile, the release of 140 sand lizards on to the dry heath at Puddletown Forest in Dorset was another step in the right direction for one of Britain's rarest reptiles. It was the 28th location where Marwell bred sand lizards have been reintroduced across the South of England.

In 2021, we launched our Animal Welfare Assessment Grid (AWAG) cloud-based software. The AWAG provides an objective and continuous way of scoring zoo animal welfare, based on factors associated with physical and psychological health, the environment they live in, and management interventions. We are the first and currently only organisation in the UK to adopt a continuous monitoring system for assessing the welfare of zoo animals and a global leader in this field.

Our progress towards zero carbon was advanced with the commissioning of our biomass energy plant that converts zoo animal manure and used bedding straw into heat. Once connected via a heat network to a series of buildings, we anticipate a saving of around 200 tonnes CO₂e per year compared to previous use of fossil fuel. In partnership with Winchester City Council, we installed more solar photovoltaic panels to rooftops at Marwell. We now look forward to generating around 150,000kWh of electricity per annum on site; enough to power 40 average UK households.

MARWELL WILDLIFE

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2021

The start of the 2021 / 22 academic year saw schools swiftly return to Marwell with pupil numbers in the Autumn not far short of pre-pandemic levels. At the same time, we were delighted to welcome a new cohort of MRES Wildlife Conservation students in collaboration with the University of Southampton, and continued to offer lectures, workshops and clinical rounds for students from the University of Surrey School of Veterinary Medicine.

As I have said many times, Marwell and the work it delivers is only as good as its people. Once again, our people have risen to the challenge of working through what has been another disruptive year. As everyone turned their efforts to the greater good and worked for significant periods doing whatever was necessary, wellbeing and job satisfaction have been subject to constant challenge. But culture is found in the connections of an organisation and as communication remains our greatest engagement tool, we continued to communicate extensively and drive collaborative working between our employee-focused teams. We have grown stronger and more digitally aware, making our vibrant organisation future-fit and ready for further technological advancement. As we face the coming year, we do so with the challenge of rejuvenating our workforce rather than reconnecting it.

Thank you, again for your continued support.



David Stalker
Chairman of the Board of Trustees

Date: 10 MAY 2022

MARWELL WILDLIFE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2021

Marwell Wildlife, is a registered charity and company limited by guarantee, charity number 275433, company number 01355272. The trustees, who are also directors for the purposes of companies legislation, have pleasure in presenting their report and the financial statements of the charity for the year ended 31 December 2021. These comply with current statutory legislation and the memorandum and articles of association.

STRATEGIC REPORT

Objectives and Activities

Missions, Objects and Aims

The Charity's mission as reflected in its objects is the advancement of environmental protection and of education for the public benefit by:

- Promoting the conservation of biological and other natural resources in particular by restoring and maintaining species, habitats and functioning ecosystems; scientific management of assurance populations; and environmental protection;
- Advancing the understanding and promoting the benefits of nature for society, human wealth, wellbeing and quality of life and encouraging participation of individuals, communities and wider society in the conservation of biological and other natural resources and the environment;
- Practising and promoting environmental protection and sustainability as an exemplar and through campaigning and advocacy;
- Undertaking and sharing the results of research, monitoring and expeditions; and providing opportunities for scientific education and training; and
- Maintaining and developing a zoological park as a place of learning and enjoyment and advancing the husbandry, welfare and conservation of animals.

Significant Activities that Contribute to Aims

- Restoring nature by conserving species and re-establishing diverse, healthy ecosystems;
- Advancing the science and practise of animal care;
- Promoting sustainable living, caring for the wider environment and demonstrating practicable solutions to global challenges, such as carbon reduction, water conservation and sustainable sourcing;
- Catalysing change by engaging and enabling individuals, communities and decision-makers to make a difference;
- Education of school children in the UK and internationally;
- Building capacity for conservation through provision of training and qualifications; and
- Drawing on our experiences to influence local, regional and international conservation policy and practice.

Public benefit

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

The Trustees believe that the pursuit of our aims provides a public benefit in the areas of education, scientific research and the conservation of endangered species and their habitats. Whilst in order to cover the high costs of operating Marwell Zoo, admission fees are charged, when settling the level of fees consideration is given to accessibility to the public. Discounts are available for school visits, students, pensioners and families.

Disabled guests are entitled to free admission for a carer. The charge made for a school classroom session taught by our in-house education team is well below market rates in order to reach as many pupils as possible.

2021 Supporting our People Back to the Future

Due to the continuing pandemic, the year began with another lockdown. The effects of Covid continued to affect the whole organisation, and this impacted in varying degrees on our employees, volunteers, their close ones and their families. Working from home, furlough, on site teams being split and distanced to avoid contact wherever possible, online meetings, inductions for new starters via video were all measures which our people embraced and responded positively to.

Regular communications from the Chief Executive and HR featured throughout the year to keep everyone in touch. Automated reporting systems were set up which reported real time information on covid illness and whether people were in or out of the business, which enabled timely adjustments to business operations where necessary. Lateral flow test reporting, whilst not compulsory, was also encouraged and monitored.

To enhance our support on wellbeing and mental health related matters, "Mind" delivered excellent training sessions to our managers and supervisors to help increase their confidence in talking to their people about, and provide practical ways to support mental health in the workplace.

A review of our procedures to further improve the efficiency and support of our on site occupational health and HR provision was carried out.

We introduced ihasco, a new on line e learning platform, which enabled staff to access health and safety training remotely and from pcs on site. Health and safety training/ refresher updates were our initial main priority and focus. With the success of our online e-learning approach, one of the meeting rooms in Marwell was identified and is being trialled as a Training Suite, which all our staff can self book.

With another difficult year for our people, our brand and leadership values continue to lie at the heart of all we do. Our employees are one of our most expensive and most important assets, really good wellbeing initiatives demonstrate how much we value them. This in turn adds real benefit to the business through greater morale, motivation and outputs.

Our aim is to continue to achieve a healthy, happy workplace where our people can thrive, and give of their best.

Fundraising Statement

We would like to thank our fundraisers personally for all the generous support you have provided to the charity during the year.

The Charity is a member of the Fundraising Regulator, who holds the Code of Fundraising Practice for the UK. Our approach is to ensure that we comply with the standards as set out in the Code across all of our fundraising activity. We do not engage with any third party fundraisers. We comply with the key principles and behaviours of the Code to ensure that any vulnerable persons are treated fairly. All fundraisers are required to demonstrate an understanding of the Code and make a commitment to uphold its values when they join the Charity.

Our approach is one which ensures that the reputation of the Charity is maintained at a high level. Throughout the organisation, we maintain professional standards of communication with all our stakeholders, and we pride ourselves on being an approachable and professional charity.

Over the course of the year we have monitored our fundraising activities closely. We received no complaints in relation to any fundraising activities.

Achievements and performance against objectives

In 2021, we planned to:

Restoring Nature:

- Undertake habitat restoration, management and ecological monitoring across the Marwell estate and Eelmoor Marsh SSSI.
- Gather evidence on presence and status of wildlife, assess human impacts on the environment, and facilitate community-based conservation and other partnerships across focal areas in Central Asia, Tunisia and Kenya.
- Develop and deploy cloud-based software to support routine welfare assessments of zoo animals.

Sustainable Living:

- Complete installation and commissioning of an on-site energy centre to process and convert zoo animal manure and straw bedding into low carbon heating.
- Install additional solar PV panels.
- Make improvements in water consumption and waste recycling rates.

Catalysing Change:

- Restructure and adapt our education and public engagement activities in response to prevailing conditions and the need to promote understanding of the value of nature.
- Develop nature-based, outdoor learning experiences for pre-school children attending the Kids Love Nature Kindergarten at Marwell, and for our junior members.
- Develop voluntary opportunities for individuals and groups to contribute to conservation and education outcomes.
- Deliver our MRes programme in Wildlife Conservation in collaboration with the University of Southampton.
- Deliver our elective zoological medicine intramural rotation for final year BVMSci students from the University of Surrey.

In 2021, we:

Restoring Nature

- Undertook habitat restoration, management and ecological monitoring across the Marwell estate and Eelmoor Marsh SSSI.
- Contributed 76 sand lizards *Lacerta agilis* for release on the dry heath at Puddletown Forest in Dorset. This was the second of a multi-year reintroduction initiative with this cohort following the 151 Marwell bred lizards that were released there in 2020.
- Shared preliminary analysis of data collected from aerial surveys covering an area over 17,000 km² in southeast Kazakhstan with the authorities showing how human influence predicts numbers of goitered gazelle *Gazella subgutturosa*. The species is thought to be declining throughout Central Asia, and this sort of detailed information is needed to guide conservation action.
- Translocated 10 barbery sheep *Ammotragus lervia* to Zaghouan National Park to begin re-establishing the species in this mountainous protected area. The operation, undertaken in partnership with the Direction Générale des Forêts, contributed to a national strategy for the conservation of this emblematic species.
- Deployed community wildlife monitoring scouts in the far north of Kenya, covering a combined distance of 12,212km during their year-round wildlife monitoring patrols. The team gathered information about 20 species of large mammals and the wider environment, sharing intelligence

with the Kenya Wildlife Service and other local partners to address poaching and challenges arising from drought.

- Launched Animal Welfare Assessment Grid (AWAG) cloud-based software, becoming the first organisation in the UK to adopt this objective and continuous way of monitoring the welfare of zoo animals.
- Advanced animal training initiatives to encourage zoo animals to participate in aspects of their own care and management, resulting in improved welfare. Examples included the ability to deliver vaccinations to big cats and primates without the need for sedation.
- Advanced our positive life experience programme which seeks to create environments for zoo animals matched to their natural history and evolved biology

Sustainable Living:

- Completed the installation and commissioning of an on-site energy centre to process and convert zoo animal manure and used straw bedding into low carbon heating.
- Worked with Winchester City Council to add a further 95kWp of solar panels to Marwell rooftops, bringing the total on site to 170kWp. We now anticipate generating around 150,000kWh of electricity per annum; enough to power 40 typical households.
- Introduced food waste collections at our catering outlets diverting 4.7 tonnes of material to biogas production.
- Installed two new water bottle filling stations to encourage guests to re-use their own bottles in order to reduce single use plastic waste.
- We detected and repaired two major leaks in the park helping reducing water consumption by 17% compared to 2020.

Catalysing Change:

- Rolled out our new educational offer which allows teachers to select from a range of shorter, focused sessions at various locations around the zoo. Each 'education hub', suitable for EYFS through to KS3, offers the option of four national curriculum linked topics: 'Conservation', 'Adaptation', 'Classification' and 'All About Animals', with an additional 'Rainforest' topic also available in the Energy for Life Tropical House and Science & Learning Centre hubs.
- Welcomed over 14,000 children to Marwell with their schools during the calendar year, up from just 6,159 in 2020. Although still considerably below the ~40,000 we regularly welcomed each year before the pandemic, it was encouraging to see the enthusiasm and speed with which school groups sought to return to Marwell once circumstances allowed.
- Offered a full programme of outdoor learning opportunities for pre-school children attending the Kids Love Nature Kindergarten at Marwell. This included visits to see animals in the zoo prompting discussions around animal classification and conservation. Seasonal topics were explored in our woodlands and meadows with the help of plush toy 'animal guides'.
- Benefitted from 4,000 hours of time from 134 dedicated volunteers who, despite reduced opportunities and the collective uncertainties we all experienced in 2021, ably supported our mission.
- Welcomed nine new students to our MRes Wildlife Conservation programme, run in collaboration with the University of Southampton.
- Delivered elective zoological medicine intramural rotation for final year BVMSci students from the University of Surrey amongst other teaching and practical experiences offered to those at other stages of their course.

Plans for future periods:

Restoring Nature

- Undertake ecological restoration, management and monitoring across the Marwell estate and Eelmoor Marsh SSSI.
- Gather evidence on presence and status of wildlife, assess human impacts on the environment, and facilitate community-based conservation and other partnerships across focal areas in Central Asia and Africa.
- Expand the use of the Animal Welfare Assessment Grid alongside further advances in animal training and our positive life experience programme for the benefit of zoo animals.

Sustainable Living:

- Complete installation of a heat network linking various buildings supplied by on site processing and conversion of zoo animal manure and straw bedding into low carbon heating.
- Seek to expand the on-site generation of solar energy.
- Calculate the carbon sequestration value of our woodlands and grasslands as part of our journey to carbon zero.

Catalysing Change

- Grow education opportunities for schools and public engagement activities promoting environmental literacy, empathy and understanding of the value of nature.
- Deliver nature-based, outdoor learning experiences for pre-school children attending the Kids Love Nature Kindergarten at Marwell.
- Create voluntary opportunities for individuals and groups to contribute to conservation and education outcomes.
- Deliver our MRes programme in Wildlife Conservation in collaboration with the University of Southampton.
- Deliver final year elective zoological medicine intramural rotation and other teaching for BVMSci students from the School of Veterinary medicine, University of Surrey.

Financial review and subsequent events

We started the financial year 2021 with another COVID lockdown period so we immediately reinstated our cost mitigation plan and revisited our budgets and investment plans for the year. We continued to use the Government's Furlough scheme (CJRS) where appropriate and also benefited from the Omicron Hospitality grant totalling £6,000. Due to the impact of the forced closure from January to April 2021, we delayed some of our capital projects and decided not to run our usual Christmas event. Despite the challenges, we received record breaking number of guests and as a result we managed to end the year with a surplus. Our total funds at year end were £19,542,487 (2020: £18,922,021) of which £18,851,775 (2020: £19,340,617) were represented by fixed assets – the vast majority of which are the animal houses and guest services buildings in the zoo

Restricted funds at the year end were £334,995 (2020: £324,109). Our unrestricted funds at the year end were £19,207,492 (2020: £18,597,912).

The Trustees have established a reserves policy, the object of which is to ensure the continued operation of the organisation, including its scientific, conservation and educational programmes. Historically, it was the charity's policy to hold a base reserve over and above that held in fixed assets, equivalent to at least three months' operating expenditure. Covid-19 caused significant loss and distress to the charity and has put Marwell in a deficit position last year. Last year we reported that we expect free reserves to return to surplus during 2022, assuming no further periods of closure but as we can see from the audited financials, we have a free reserves surplus at 31 December 2021 of £275,676 (2020: deficit £822,746) and we will continue to build our reserves to set policy.

The Trustees have reviewed the budgets prepared by management for the year to 31 December 2022 taking into account the impact of rising costs due to world events and are satisfied that the charity can continue to operate for the foreseeable future. The reserves policy will be reviewed with a view of holding a higher level of reserves sufficient to protect the charity in the event of a future unforeseen closure.

Structure, governance and management

Constitution

The company is limited by guarantee, and the guarantee of each member is limited to £10. The governing instrument is the Memorandum and Articles of Association.

Marwell Wildlife owns 100% of the share capital of Marwell Services Limited. Marwell Wildlife own the land and all other assets and deals with income and expenditure relating to the operation of the park, including the upkeep and welfare of the animals and all visitor services, conservation expenditure, and expenditure of education. Marwell Services Limited deals with all our trading activities, for example income from our shop, for our catering operation, and from hiring out the hall for conferences and other events.

Method of appointment or election of Trustees

The Governing Body of the charity is a Board of not less than five and not more than fourteen Trustees. New Trustees are elected by the Board following a recruitment process facilitated by the Nominations Committee.

Applicants are sought from a combination of personal referrals, advertised vacancies and executive search organisations. Trustees are appointed for a three-year term but may offer themselves for re-election at the end of each term for a maximum of 4 terms.

Policies adopted for the induction and training of Trustees

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

Organisational structure and decision making

The Board normally meets four times a year to review strategy and performance and is helped in its work by the following Trustee-led committees:

- Business Development (includes Audit & Risk, Capital Expenditure and Commercial),
- Conservation (includes animal collection, biodiversity, education and sustainability)
- Ethics
- Human Resources & Remuneration
- Nominations
- Marketing & Fundraising.

Committees do not have executive authority but are chaired by a Trustee. Committees have their own terms of reference and provide linkage back to the main Board and support for senior management of the charity in their work

Remuneration policy

The Trustees consider the Board of Trustees, the Chief Executive Officer and his Executive team, to whom all day-to-day management is delegated, to comprise the key management personnel of the charity. The Executive team comprises the Chief Executive, the HR Director, Commercial Director and the Director of Conservation. All members of the Board of Trustees give their time voluntarily and receive no financial benefits from the charity. Any expenses reclaimed from the charity are set out in Note 14 to the accounts.

In examining and awarding executive pay, Marwell uses a variety of sectorial data and benchmarks. This includes, but is not limited to, the annual ACEVO Pay Survey, publicly advertised vacancies for similar positions within the sector, and market intelligence gleaned through Marwell's own networks regarding direct comparisons.

A Remuneration Committee formed from members of the HR Committee oversees this process, meeting twice yearly. Although specific adjustments to executive remuneration can be tabled at any time, the committee normally examines remuneration at its October meeting and currently aims to place executive remuneration in the median quartile for the sector.

Risk management

Oversight of risk is delegated by the Board to the Business Development Committee who have set aside one committee meeting a year solely to address this topic and review the Risk Register in detail with a view to a subsequent full Board report. The Risk Register was completely updated and revised in 2019 to assess the impact of a range of strategic, regulatory and reputational as well as operational risks and to ensure responsibility for monitoring and controlling the relevant risk to reduce the likelihood of occurrence or impact is allocated appropriately. The Risk Register is formally reviewed and updated at each Business Development Committee meeting.

The most significant risks to Marwell Wildlife are events that impact the continued operation of the zoo which is the major contributor to our charitable outputs. To this end, a thorough review of Business Continuity and Disaster Recovery was undertaken by all operational departments. As a result, revised business continuity planning has been put in place focussed on ensuring our critical activities are protected, in so far as possible, from events outside our control and the incidence of events without our control is properly mitigated and controlled. We continued this planning throughout 2021, and we will continue to review it, with relevant procedures developed, examined and tested. This planning assisted

in our response to the impact of the Covid-19 pandemic and temporary closures, and our Business Continuity and Disaster Recovery plans will subsequently be carefully reviewed and updated as necessary.

In addition to 'business as usual' risk, our major projects (such as *Energy for Life*) are separately risk assessed to identify areas of uncertainty and opportunity relating to project work, products and outcomes, as well as the impact on day-to-day operations.

Trustees' responsibilities statement

The Trustees (who are also directors of Marwell Wildlife for the purposes of company law) are responsible for preparing the Trustees' 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing its report and to establish that the charitable group's auditor is aware of that information.

MARWELL WILDLIFE

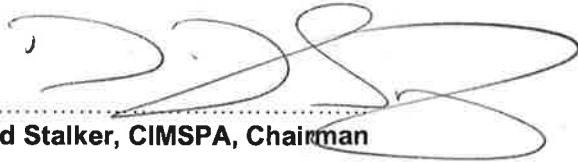
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2021

Auditor

The Designated Trustees will propose a motion re-appointing Azets Audit Services at a meeting of the Trustees.

This report was approved by the Trustees, who in their capacity as company directors approved the Strategic Report incorporated therein, on~~10 MAY 2022~~ and signed on their behalf by:

A handwritten signature in black ink, appearing to be 'D Stalker', written over a dotted line.

David Stalker, CIMSPA, Chairman

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MARWELL WILDLIFE
FOR THE YEAR ENDED 31 DECEMBER 2021

Opinion

We have audited the financial statements of Marwell Wildlife (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable parent company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information, except to the extent otherwise explicitly stated in our report, and we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MARWELL WILDLIFE
FOR THE YEAR ENDED 31 DECEMBER 2021

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MARWELL WILDLIFE
FOR THE YEAR ENDED 31 DECEMBER 2021

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services
Michael Tizard (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Chartered Accountants

19/5/22
.....
Athenia House
10-14 Andover Road
Winchester
Hampshire
United Kingdom
SO23 7BS

MARWELL WILDLIFE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2021

Including a consolidated income and expenditure account for the year ended 31 December 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
<u>Donations and legacies</u>					
Job retention scheme grant	3	-	390,163	390,163	760,796
Other donations and legacies	3	157,837	1,212,705	1,370,542	1,095,934
		157,837	1,602,868	1,760,705	1,856,730
Other trading activities	4, 5	-	2,812,158	2,812,158	1,727,970
Investments	6	-	486	486	2,694
Charitable activities	7	16,417	6,400,921	6,417,338	4,442,466
Other income	8	-	45,020	45,020	278,149
Total income		174,254	10,861,453	11,035,707	8,308,009
Expenditure on:					
Raising funds	4, 9	9,350	3,375,225	3,384,575	3,199,609
Charitable activities	10, 11	154,018	6,876,648	7,030,666	7,515,448
Total expenditure	13	163,368	10,251,873	10,415,241	10,715,057
Net income before transfers		10,886	609,580	620,466	(2,407,048)
Transfers between funds		-	-	-	-
Net income, being net movement in funds		10,886	609,580	620,466	(2,407,048)
Reconciliation of funds:					
Totals funds at 1 January 2021		324,109	18,597,912	18,922,021	21,329,069
Total funds at 31 December 2021	31	334,995	19,207,492	19,542,487	18,922,021

All activities relate to continuing operations.

The notes on pages 21 to 44 form part of these financial statements

MARWELL WILDLIFE

CONSOLIDATED BALANCE SHEET

FOR THE YEAR ENDED 31 DECEMBER 2021

		2021		2020	
	Note	£	£	£	£
Fixed assets					
Tangible assets	17	18,851,775		19,340,617	
Animal collection	18	1		1	
Total tangible assets			18,851,776		19,340,618
Intangible assets	19		22,528		26,102
			18,874,304		19,366,720
Current assets					
Stocks	21	80,729		102,036	
Debtors	22	284,155		600,439	
Cash at bank and in hand		5,932,033		4,669,535	
		6,296,917		5,372,010	
Creditors: amounts falling due within one year	23	(1,686,763)		(2,140,678)	
Net current assets			4,610,154		3,231,332
Total assets less current liabilities			23,484,458		22,598,052
Creditors: amounts falling due after one year	24		(3,941,971)		(3,676,031)
Net assets			19,542,487		18,922,021
Charity funds					
Restricted funds	29		334,995		324,109
Unrestricted funds	28				
Fixed asset funds		18,851,775		19,340,617	
Designated funds		80,041		80,041	
Free reserves		275,676		(822,746)	
Total unrestricted funds			19,207,492		18,597,912
Total funds	30		19,542,487		18,922,021

The financial statements were approved by the trustees on 10 MAY 2022 and signed on their behalf, by:


David Stalker CIMSPA, Chairman


Andrew Warren, BA Hons, FCA, MBA

The notes on pages 21 to 44 form part of these financial statements.

MARWELL WILDLIFE
COMPANY BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	£	2021 £	2020 £
Fixed assets				
Tangible assets	17	18,851,775	19,340,617	
Animal collection	18	1	1	
Total tangible assets			18,851,776	19,340,618
Intangible assets	19		22,528	26,102
Investments	20		100,000	100,000
			18,974,304	19,466,720
Current assets				
Stocks	21	1,620	6,040	
Debtors	22	2,010,825	1,714,155	
Cash at bank and in hand		3,468,256	3,220,286	
		5,480,701	4,940,481	
Creditors: amounts falling due within one year	23	(1,626,882)	(2,068,315)	
Net current assets			3,853,819	2,872,166
Total Assets less current liabilities			22,828,123	22,338,886
Creditors: amounts falling due after one year	24	(3,941,971)	(3,676,031)	
Net assets			18,886,152	18,662,855
Charity funds				
Restricted funds	29	334,995	324,109	
Unrestricted funds		18,551,157	18,338,746	
Total funds			18,886,152	18,662,855

The financial statements were approved by the trustees on 1.0 MAY 2022 and signed on their behalf, by:


David Stalker CIMSPA, Chairman


Andrew Warren, BA Hons, FCA, MBA

The notes on pages 21 to 44 form part of these financial statements.

MARWELL WILDLIFE

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2021

			2021		2020
	Note	£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	32		1,747,237		(1,137,036)
Cash flows from investing activities					
Interest receivable		486		2,694	
Purchase of tangible fixed assets		(374,797)		(1,578,208)	
Proceeds from sale of property, plant and equipment		-		23,400	
Net cash used in investing activities			(374,311)		(1,552,114)
Financing activities					
Repayment of finance leases		(38,085)		(20,003)	
Drawdown of loan		4,300,000		4,300,000	
Repayment of loan		(4,372,343)			
Net cash used in financing activities			(110,428)		4,279,997
Change in cash and cash equivalents in the year			1,262,498		1,590,847
Cash and cash equivalents brought forward			4,669,535		3,078,688
Cash and cash equivalents carried forward	33		5,932,033		4,669,535

The notes on pages 21 to 44 form part of these financial statements.

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with '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) (as amended for accounting periods commencing from 1 January 2019) ('the SORP') and the Companies Act 2006. The principal accounting policies adopted are set out below.

Marwell Wildlife 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 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.

No separate SOFA has been presented for the company alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

Marwell Wildlife is a company limited by guarantee (number 01355272) incorporated in England & Wales and registered with the Charity Commission (number 275433).

The members of the company are the Trustees who are named on the first page of the statutory accounts. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

1.3 Basis of consolidation

The financial statements consolidate the accounts of Marwell Wildlife and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the company was a surplus of £223,297 (2020: deficit of £2,664,774).

1.4 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 company and which have not been designated for other purposes.

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

1. Accounting Policies (continued)

1.4 Fund accounting (continued)

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

1.5 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. No amounts are included in the financial statements for services donated by volunteers.

Income from donations is recognised on receipt or when any terms and conditions have been met.

Income from legacies is recognised when notification of the legacy is received, generally after grant of probate, providing the amount can be reliably ascertained and ultimate receipt is probable.

Grant income is recognised when all terms and conditions relating to the grant have been met.

Trading income and income from charitable activities is recognised at the time of receipt. Turnover comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

Membership income is recognised on a straight line basis over the membership period.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.6 Going concern

The financial statements have been prepared on the basis that the charity is a going concern.

Prior to the COVID-19 outbreak and the closure to guests in March 2020, the Trustees had approved a detailed income and expenditure budget for 2020 based on a regular stream of income from guests which indicated that the charity could continue to meet its obligations as they fell due and continue as a going concern. Following the closure to guests, a revised budget was prepared to account for the unexpected period of closure, the cost mitigation plans introduced and the cost of getting the zoo ready for reopening under COVID rules. The revised budgets also took into account the CJRS (furlough) grants and the cashflow forecasts reflected the government backed business interruption loan received in June 2020. The zoo reopened its gates to guests in July 2020 but was forced to close again in November 2020 and from January to mid-April 2021. During this period budgets were actively reviewed and revised to reflect expected reopening dates and restricted guest numbers.

1. Accounting Policies (continued)

1.6 Going concern (continued)

Following the reopening of the zoo, budgets have continued to be closely monitored to reflect actual and expected guest numbers and expected increases in costs due to rising inflation. The CBILS loan obtained in 2020 was refinanced as a long term loan and the new loan agreement includes a covenant relating to the consolidated results of the charity.

Based on the 2022 and 2023 budgets, performance to date in 2022, continued bank support and forecast compliance with the covenant, the Trustees consider that the charity is able to continue its activities for the foreseeable future and meet its liabilities as they fall due for a period of at least 1 year from the date of approval of these financial statements.

Therefore, these accounts have been prepared on a going concern basis.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accrual's basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

The costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities include our Conservation and Education programmes, and the operation of the Zoo in support of those programmes. The costs of our charitable activities include both direct costs and support costs relating to those activities.

Governance costs include those incurred in the governance of the charity and are primarily associated with constitutional, statutory and strategic requirements.

Support costs, which include the central office functions such as general management, payroll, administration, budgeting and accounting, information technology and human resources are allocated across the categories of the costs of generating funds, charitable activities and governance costs. Support costs are directly attributed where possible. Where this is not possible, they are apportioned on the basis of numbers of staff employed in different operational areas of the charity.

Irrecoverable VAT is charged as a cost to the Statement of Financial Activities (within the appropriate category as noted above).

1. Accounting Policies (continued)**1.8 Tangible fixed assets and depreciation**

Individual fixed assets costing more than £5,000 are capitalised and included at cost, including any incidental costs of acquisition. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Animal houses and freehold buildings	- 2-4% straight line
Plant & equipment	- 8.5-25% straight line
Motor vehicles	- 25% straight line
Roads and fencing	- 7.5% straight line
Computer equipment	- 25% straight line

No depreciation is provided on freehold land or assets in the course of construction.

1.9 Intangible fixed assets and amortisation

Intangible assets costing more than £5,000 are included at cost, including any incidental costs of acquisition. Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Intangible assets are amortised on a straight line basis over their estimated useful economic life. The carrying value of intangible assets is reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recoverable.

The useful economic lives of intangible assets are as follows:

Software and IT systems – 10 years

If there are indicators that the residual value or useful life of an intangible asset has changed since the most recent annual reporting period previous estimates shall be reviewed and, if current expectations differ the residual value, amortisation method or useful life shall be amended. Changes in the expected useful life or the expected pattern of consumption of benefit shall be accounted for as a change in accounting estimate.

1.10 Impairment of non-financial assets

The charity assesses at each reporting date whether an asset may be impaired. If any such indication exists, the charity estimates the recoverable amount of the asset. If the recoverable amount is less than its carrying amount, the carrying amount of the asset is impaired and it is reduced to its recoverable amount through an impairment in profit and loss unless the asset is carried at a revalued amount where the impairment loss of a revalued asset is a revaluation decrease. An impairment loss recognised for all assets is reversed in a subsequent period if and only if the reasons for the impairment loss have ceased to apply.

MARWELL WILDLIFE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

1. Accounting Policies (continued)

1.11 Animals

Marwell Wildlife participates in global cooperative efforts to maintain sustainable populations of animals which are reliant on the sharing of individuals between zoological organisations. Veterinary screening, transport and other costs of receiving animals are expensed during the period of acquisition. However, with no objective or practical basis for establishing value, animal transactions are made without monetary consideration. Hence, as is customary among zoological organisations, the animal collection is recorded at a nominal value.

1.12 Stocks

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

1.13 Investments

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

1.14 Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

1.15 Debtors

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

1.16 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.

1.17 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement after allowing for any trade discounts due.

1.18 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets, which include debtors and cash and bank balances receivable within one year, are measured at transaction price including transaction costs.

1. Accounting Policies (continued)

1.18 Financial instruments (continued)

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled

1.19 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.20 Finance leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as finance lease obligation. The interest is charged to the statement of financial activities so as to produce a constant periodic rate of interest on the remaining balance of the liability.

1.21 Foreign currency translation

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in the SOFA.

1.22 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

1. Accounting Policies (continued)**1.22 Government grants (continued)**

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as liability.

2. Judgements and key sources of estimation uncertainty

Accounting 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.

Useful economic lives of tangible assets

The group has recognised tangible fixed assets with a carrying value of £18,851,775 at the year end as disclosed in note 17. These assets are stated at their cost less provision for depreciation and impairment. The charity's accounting policy sets out at note 1.8 the approach to calculating depreciation for these assets. For property, animal houses and other buildings, the group determines at construction reliable estimates for the useful life of the asset. Where appropriate component accounting is applied with components of a major asset, being identified and depreciated over different useful lives. These estimates are based upon such factors as the expected use of the asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as changes in market conditions that indicate a need to reconsider the estimates used.

3. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	105,682	374,595	480,277	417,289
Legacies	-	203,508	203,508	63,224
Grants	52,155	-	52,155	103,933
Job retention scheme grant	-	390,163	390,163	760,796
Gift aid	-	634,602	634,602	511,488
Total donations and legacies	157,837	1,602,868	1,760,705	1,856,730

In 2020, of the total income from donations and legacies, £215,401 was income to restricted funds and £1,641,329 was income to unrestricted funds.

MARWELL WILDLIFE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

4. Trading activities

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charity trading income				
Trading income	-	2,810,688	2,810,688	1,727,150
Fundraising and trading expenses				
Cost of goods sold	-	950,381	950,381	555,212
Direct cost of Christmas event	-	-	-	715
Marketing	-	42,675	42,675	28,452
All other costs	-	306,210	306,210	215,641
Wages and salaries	-	979,881	979,881	1,011,822
National insurance	-	45,878	45,878	48,337
Pension costs	-	29,331	29,331	27,424
Staff related costs	-	2,579	2,579	1,432
Support costs	-	731,337	731,337	973,025
	-	3,088,272	3,088,272	2,862,060
Net income from trading activities	-	(277,584)	(277,584)	(1,134,910)

Included in the above trading activities are the results of the wholly owned subsidiary, Marwell Services Limited (Company No. 00960582), which operates the shop and other areas of commercial trading. A summary of Marwell Services Limited results are as follows:

	2021 £	2020 £
Turnover	2,810,355	1,726,993
Other income including CJRS income	110,736	213,064
Expenditure	(2,264,960)	(1,681,113)
Profit for the year	656,131	258,944
Net Assets / Capital & Reserves	756,131	358,944

5. Other trading activities

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Provision of administrative services	-	1,470	1,470	820

In 2020, all income from other activities was unrestricted.

6. Investment income

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank & other interest receivable	-	486	486	2,694

In 2020, all investment income was unrestricted.

7. Income from charitable activities

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Biological conservation	-	71,586	71,586	68,974
Science and learning	16,417	6,329,335	6,345,752	4,373,492
	16,417	6,400,921	6,417,338	4,442,466

In 2020, of the total income from charitable activities, £12,705 was income to restricted funds and £4,429,761 was income to unrestricted funds

8. Other incoming resources

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Rental income	-	45,009	45,009	27,556
Settlement of insurance claim	-	-	-	250,000
Sundry income	-	11	11	593
	-	45,020	45,020	278,149

In 2020, all other incoming resources were unrestricted.

9. Costs of generating voluntary income

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Costs of goods sold	9,350	6,027	15,377	8,359
Marketing	-	35,734	35,734	27,284
Staff and related costs	-	156,427	156,427	168,267
Support costs	-	64,128	64,128	120,801
All other costs	-	24,637	24,637	12,838
	9,350	286,953	296,303	337,549

In 2020, of the total costs of generating voluntary income, £5,486 related to restricted funds and £332,063 related to unrestricted funds.

10. Costs of charitable activities – Unrestricted

	Biological conservation £	Science & learning £	Sustainability £	2021 £	2020 £
Direct animal costs	235,988	-	138,140	374,128	355,090
Direct conservation costs	174,091	24,533	-	198,624	128,622
Park running costs	783,543	389,206	42,204	1,214,953	700,250
Marketing	-	102,419	-	102,419	66,634
Staff and related costs	2,203,913	798,947	106,590	3,109,450	3,346,144
Support costs	1,090,184	457,086	100,968	1,648,238	1,891,570
Development write-offs	-	-	-	-	287,804
All other costs	26,761	180,219	5,056	212,036	527,454
Total	4,514,480	1,952,410	392,958	6,859,848	7,303,568

Costs of charitable activities – Restricted

	Biological conservation £	Science & learning £	Sustainability £	2021 £	2020 £
Direct animal costs	95,962	-	-	95,962	105,982
Direct conservation costs	58,056	-	-	58,056	86,497
Total	154,018	-	-	154,018	192,479

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

11. Governance costs

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Professional fees	-	16,800	16,800	19,401

12. Support costs

	Costs of generating voluntary income £	Trading activities £	Biological conservation £	Science & learning £	Sustainability £	2021 £	2020 £
Park running costs	5,939	67,725	100,956	42,328	9,350	226,298	235,915
Staff and related costs	25,891	295,272	440,154	184,546	40,765	986,628	1,156,438
Conference and travel costs	14	160	238	100	22	534	1,208
Depreciation and amortisation	22,758	259,534	386,881	162,209	35,831	867,213	842,543
Irrecoverable VAT	3,585	40,880	60,939	25,550	5,644	136,598	390,519
Other support costs	5,942	67,766	101,016	42,354	9,356	226,434	214,324
Development write-offs	-	-	-	-	-	-	432,253
Total	64,129	731,337	1,090,184	457,087	100,968	2,443,705	3,273,200

Support costs are directly attributed where possible. Where this is not possible, they are apportioned on the basis of numbers of staff employed in different operational areas of the charity.

13. Analysis of resources expended by expenditure type

	Staff costs 2021 £	Depreciation & amortisation 2021 £	Other costs 2021 £	Total 2021 £	Total 2020 £
Expenditure on raising voluntary income	180,121	22,758	93,424	296,303	337,550
Expenditure on fundraising trading	1,325,305	259,534	1,503,433	3,088,272	2,862,059
Costs of generating funds	1,505,426	282,292	1,596,857	3,384,575	3,199,609
Biological conservation	2,592,709	386,881	1,688,908	4,668,498	4,664,297
Science and learning	964,860	162,209	825,341	1,952,410	2,427,467
Sustainability	143,375	35,831	213,752	392,958	404,283
Charitable activities	3,700,944	584,921	2,728,001	7,013,866	7,496,047
Expenditure on governance	-	-	16,800	16,800	19,401
	5,206,370	867,213	4,341,658	10,415,241	10,715,057

14. Net incoming resources

This is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets:		
- Owned by the charitable group	836,953	814,701
- Held under finance lease	26,686	24,266
Amortisation of intangible fixed assets	3,574	3,575
Operating lease costs	344,836	101,220
Development write-offs	-	432,252
Government grants	390,163	760,796
Profit on sale of fixed asset	-	19,996

During the year, no trustee received any remuneration (2020: £nil) and no trustees received any benefits in kind (2020: £nil). No trustees are accruing retirement benefits in either period. During the year 1 trustee received reimbursement of travel and accommodation expenses amounting to

14. Net incoming resources (continued)

£433 (2020:£nil). During the year the company provided indemnity insurance to cover all its trustees under their duties as trustees at a cost of £1,805 (2020: £1,805).

During the prior year capital work in progress of £432,253 was written off following a decision not to proceed with a major project due to the impact of the forced closures due to the COVID-19 pandemic on funds available for capital projects.

15. Auditors' remuneration

Fees payable to the company's auditor and associates	2021 £	2020 £
Audit of the financial statements of the group and companies	16,800	16,000
Other services	7,000	8,800
	<hr/> 23,800	<hr/> 24,800

16. Staff costs

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	4,621,623	4,970,192
Social security costs	340,694	383,770
Other pension costs	219,354	231,022
Redundancy costs	24,696	88,190
	<hr/> 5,206,367	<hr/> 5,673,174

The average monthly number of employees was 288 (2020: 279) and the average monthly number of full time equivalent employees during the year was as follows:

	2021 No.	2020 No.
Charitable activities	121	129
Cost of generating funds	58	70
Support	17	19
	<hr/> 196	<hr/> 218

16. Staff costs (continued)

The number of higher paid employees was:

	2021 No.	2020 No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	3	3
In the band £110,001 - £120,000	1	1
	<u>5</u>	<u>5</u>

Key management personnel received remuneration and benefits totalling £341,794 (2020: £328,555) and pension contributions of £33,055 (2020: £32,105). During the year the charity made ex-gratia payments to former employees totalling £nil (2020: £nil).

17. Tangible fixed assets

Group and company	Freehold land and buildings £	Animal houses and other buildings £	Plant and equipment £	Capital work in progress £	Total £
Cost					
At 1 January 2021	1,417,411	24,334,568	2,893,595	1,011,021	29,656,595
Additions	-	-	196,283	178,514	374,797
Transfer between classes	-	-	1,182,695	(1,182,695)	-
At 31 December 2021	1,417,411	24,334,568	4,272,573	6,840	30,031,392
Depreciation					
At 1 January 2021	65,029	8,351,816	1,899,133	-	10,315,978
Charge for the year	4,394	660,963	198,282	-	863,639
At 31 December 2021	69,423	9,012,779	2,097,415	-	11,179,617
Net book value					
At 31 December 2021	1,347,988	15,321,789	2,175,158	6,840	18,851,775
At 31 December 2020	1,352,382	15,982,752	994,462	1,011,021	19,340,617

MARWELL WILDLIFE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

17. Tangible fixed assets (continued)

During the current year no capital work in progress was written off.

The net carrying value of tangible fixed assets for both the group and the company includes the following in respect of assets held under finance leases or hire purchase contracts.

	2021 £	2020 £
Plant and equipment	240,113	266,799

18. Animal collection

Group and Company	Animal collection £
Valuation	
At 1 January 2021 and 31 December 2021	1

19. Intangible fixed assets

Group and company	IT systems and software £	Total £
Cost		
At 1 January 2021	134,223	134,223
Additions		
At 31 December 2021	134,223	134,223
Amortisation		
At 1 January 2021	108,121	108,121
Charge for the year	3,574	3,574
At 31 December 2021	111,695	111,695
Net book value		
At 31 December 2021	22,528	22,528
At 31 December 2020	26,102	26,102

20. Investments

	Company	
	2021 £	2020 £
Shares in subsidiary undertaking	100,000	100,000
	100,000	100,000

The company owns 100% of the issued share capital of Marwell Services Limited (company number 00960582), a company incorporated in England and Wales which carries on the business of retail shops and ancillary services. The registered office for Marwell Services Limited is Colden Common, Winchester, Hampshire, SO21 1JH.

The investment, which consists of 100,000 ordinary shares of £1 each, is shown at cost. In the opinion of the Trustees, the aggregate value of the shares in and amounts owing from the company's subsidiary is not less than the aggregate of the amounts at which those assets are stated in the company's balance sheet.

21. Stocks

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Goods for resale	58,765	80,568	-	-
Consumables stock	21,964	21,468	1,620	6,040
	80,729	102,036	1,620	6,040

22. Debtors

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	36,939	39,091	36,705	34,134
Amounts owed by group undertakings	-	-	1,743,332	1,130,332
Other debtors	7,935	283,465	7,935	283,465
Prepayments and accrued income	239,281	277,883	222,853	266,224
	284,155	600,439	2,010,825	1,714,155

23. Creditors: Amounts falling due within one year

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Bank loans	367,740	745,675	367,740	745,675
Trade creditors	335,447	270,453	310,750	234,176
Obligations under finance leases	38,549	36,982	38,549	36,982
Other taxation and social security	117,527	159,583	117,527	159,583
Other creditors	3,972	48,072	3,496	37,559
Accruals and deferred income	823,528	879,913	788,820	854,340
	1,686,763	2,140,678	1,626,882	2,068,315

24. Creditors: Amounts falling due after one year

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Bank loans	3,859,917	3,554,325	3,859,917	3,554,325
Obligations under finance leases	82,054	121,706	82,054	121,706
	3,941,971	3,676,031	3,941,971	3,676,031

The net obligations under finance leases and hire purchase contracts are secured against the assets to which they relate.

25. Loans

	2021 £	2020 £
Bank loan	4,227,657	4,300,000
Payable within one year	224,276	745,675
Payable between two to five years by instalments	979,511	3,554,325
Payable in more than 5 years by instalments	3,023,870	-

The prior year bank loan was obtained under the Government's coronavirus business interruption scheme. This loan was refinanced during the current year with a 15-year term loan repayable by instalments from 2021 to 2036 and is secured by legal charges over the freehold property owned by the company and a debenture over the company's assets. Interest is due on the loan at 3.49%.

26. Finance lease obligations

Future minimum lease payments due under finance leases:	2021 £	2020 £
Within one year	43,130	43,130
In two to five years	86,285	130,518
	129,415	173,648
Less future finance charges	(8,812)	(14,960)
	120,603	158,688

Finance lease payments represent rentals payable by the company for certain items of plant and machinery. Leases include purchase options at the end of the lease period and no restrictions are placed on the use of the assets. The average lease term is 5 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

27. Deferred income

	Group & Company	
	2021 £	2020 £
Deferred income at start of year	645,842	571,586
Resources deferred during the year	585,048	645,842
Amounts released from previous years	(645,842)	(571,586)
Deferred income at end of year	585,048	645,842

The income deferred above relates to annual membership subscriptions for admissions to the park. The deferral is calculated on the periods remaining on each membership at the year end and at the end of 2021 takes into account the extension of membership periods following the forced closure of the zoo during the year.

28. Unrestricted funds

The income funds of the group include unrestricted funds comprising the following unexpended balances:

	Balance at 1 Jan 2020 £	Movement in funds			Balance at 1 Jan 2021 £	Incoming resources £	Resources expended £	Transfer in/(out) £	Movement in funds			Balance at 31 Dec 2021 £
		Incoming resources £	Resources expended £	Transfer in/(out) £					Incoming resources £	Resources expended £	Transfer in/(out) £	
Designated funds												
Fixed assets	18,491,746	-	(666,166)	1,515,037	19,340,617	-	(863,639)	374,797	-	(863,639)	374,797	18,851,775
Future maintenance projects	30,041	-	-	-	30,041	-	-	-	-	-	-	30,041
Zany Zebras	5,247	-	-	(5,247)	-	-	-	-	-	-	-	-
Tropical House energy project fund	1,515,000	-	-	(1,465,000)	50,000	-	-	-	-	-	-	50,000
	20,042,034	-	(666,166)	44,790	19,420,658	-	(863,639)	374,797	-	(863,639)	374,797	18,931,816
General funds												
General fund – free reserves	993,067	8,079,903	(9,850,926)	(44,790)	(822,746)	10,861,453	(9,388,234)	(374,797)	10,861,453	(9,388,234)	(374,797)	275,676
Total unrestricted funds	21,035,101	8,079,903	(10,517,092)	-	18,597,912	10,861,453	(10,251,873)	-	10,861,453	(10,251,873)	-	19,207,492

MARWELL WILDLIFE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

28. Unrestricted funds (Continued)
Designated funds

The Tropical House energy project fund at 1 January 2020 represented a balance transferred from restricted funds where the terms of the related grant had been met. This project was largely completed during 2020 with the expenditure being transferred to the fixed asset fund and the remaining balance on the designated fund being transferred to free reserves.

The fixed assets designated fund was set up to reflect the net book value of the assets held by the charity.

29. Restricted funds

The income funds of the group include restricted funds comprising the following unexpended balances of donations and grants for specific purposes:

	Balance at 1 Jan 2020 £	Movement in funds		Transfers in/(out) £	Balance at 1 Jan 2021 £	Movement in funds		Transfers in/(out) £	Balance at 31 Dec 2021 £
		Incoming Resources £	Resources expended £			Incoming resources £	Resources expended £		
Animal management	28,049	112,752	(111,469)	-	29,332	103,682	(103,682)	-	29,332
British species conservation	14,629	18,326	(13,566)	-	19,389	6,308	(14,000)	-	11,697
Grevy's zebra conservation	61,473	23,306	(18,325)	-	66,454	25,597	(18,820)	-	73,231
Conservation in North Africa	32,491	11,419	(9,688)	-	34,222	4,806	(9,340)	-	29,688
Rhinoceros veterinary operations	1	-	-	-	1	-	-	-	1
Other conservation	123,120	50,882	(44,917)	-	129,085	15,444	(15,896)	-	128,633
Education	32,205	11,421	-	-	43,626	16,417	-	-	60,043
Capital funding	2,000	-	-	-	2,000	-	-	-	2,000
Kitchen garden	-	-	-	-	-	2,000	(1,630)	-	370
Total restricted funds	293,968	228,106	(197,965)	-	324,109	174,254	(163,368)	-	334,995

29. Restricted funds (continued)

Animal management

Care of the animals, for example animal feed or clothing for keepers.

British species conservation

Habitat restoration in our ancient woodlands, and the breeding and reintroduction of British species including, specifically, sand lizards.

Grevy's zebra conservation

Monitoring Grevy's zebra status and movements in East Africa (through collaring and stripe recognition software techniques), contributing to national conservation strategies and workshops for Grevy's zebra, equipment for conservation management of local communities, equipment, maintenance and running of a disease laboratory, training local scientists in surveying and other conservation techniques relating specifically to Grevy's zebra as well as provision of bursaries for Kenyan students in conservation related degrees.

Conservation in North Africa

Lobbying at government level to help protect endangered species in North Africa. Post release and veterinary monitoring of scimitar-horned oryx and addax plus ecological monitoring as well as monitoring equipment. Rescue, rehabilitation and reinforcement of the spur-thigh tortoise as well as reintroduction and conservation of red-necked ostrich.

Other conservation

Habitat restoration and species management funded from our FLIGHT and SPRINT campaigns, aimed specifically at birds and cheetahs respectively and tiger conservation work following the receipt of legacy during 2019

Education

For education and children related projects

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

30. Summary of funds

	Balance at 1 Jan 2020 £	Incoming Resources £	Resources expended £	Transfers in/(out) £	Balance at 1 Jan 2021 £	Incoming resources £	Resources expended £	Transfer in/(out) £	Balance at 31 Dec 2021 £
Designated funds	20,042,034	-	(666,166)	44,790	19,420,658	-	(863,639)	374,797	18,931,816
General funds	993,067	8,079,903	(9,850,926)	(44,790)	(822,746)	10,861,453	(9,388,234)	(374,797)	275,676
	21,035,101	8,079,903	(10,517,092)	-	18,597,912	10,861,453	(10,251,873)	-	19,207,492
Restricted funds	293,968	228,106	(197,965)	-	324,109	174,254	(163,368)	-	334,995
Total funds	21,329,069	8,308,009	(10,715,057)	-	18,922,021	11,035,707	(10,415,241)	-	19,542,487

31. Analysis of net assets between funds

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	18,851,775	18,851,775	-	19,340,617	19,340,617
Intangible fixed assets	-	22,528	22,528	-	26,102	26,102
Animal collection	-	1	1	-	1	1
Current assets	334,995	5,961,922	6,296,917	324,109	5,047,901	5,372,010
Creditors due within one year	-	(1,686,763)	(1,686,763)	-	(2,140,678)	(2,140,678)
Creditors due after one year	-	(3,941,971)	(3,941,971)	-	(3,676,031)	(3,676,031)
	334,995	19,207,492	19,542,487	324,109	18,597,912	18,922,021

32. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	620,466	(2,407,048)
Adjustment for:		
Depreciation & amortisation charges	867,213	1,274,795
Interest received	(486)	(2,694)
Loss on the sale of fixed assets	-	(19,998)
Increase in stocks	21,307	14,763
Decrease/(increase) in debtors	316,284	(202,058)
(Decrease)/increase in creditors	(77,547)	205,204
Net cash provided by operating activities	1,747,237	(1,137,036)

33. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	5,932,033	4,669,535
Total	5,932,033	4,669,535

34. Analysis of changes in net cash

	1 January 2021 £	Cash flows £	31 December 2021 £
Cash in hand	4,669,535	1,262,498	5,932,033
Obligations under finance leases	(158,688)	38,085	(120,603)
Borrowings excluding overdrafts	(4,300,000)	72,343	(4,227,657)
	210,847	1,372,926	1,583,773

35. Pension commitments

The group participate in the Marwell Wildlife Group Personal Pension Plan operated by Aviva. The pension cost charge represents contributions payable by the group to the fund and amounted to £218,878 (2020: £231,022). Contributions totalling £146 (2020: £29,274) were payable to the fund at the balance sheet date and are included in creditors.

36. Operating lease commitments

At 31 December 2021 the group had future minimum rentals payable under non-cancellable operating leases as follow:

Group and Company	2021	2020
	£	£
Expiry date:		
Within 1 years	82,627	20,244
Between 2 and 5 years	262,209	80,976
	<u>344,836</u>	<u>101,220</u>

37. Related parties

There have been no related party transactions during the year.