

Dartmoor Zoological Society

(A Charitable Incorporated Organisation)

Consolidated Annual Report For the year ended 31 December 2020

Registered charity number: 1158422

Dartmoor Zoological Society

Year ended 31 December 2020

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Dartmoor Zoological Society

Trustees and Advisors of the charity

Trustees

Mr Benjamin James (Chairperson)
Mr Simon Almond
Mr Benjamin Mee (and voluntary CEO)
Mr James Ross

Deputy Chief Executive

Coral Jonas

Principal address

Dartmoor Zoological Park
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Plymouth
PL7 5DG

Registered Charity Number

1158422

Auditors

PKF Francis Clark
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PL4 0RA

Solicitors

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Bankers

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Senior Management Team

Thomas Roberts – Director of Finance
Clare Lee – Head of Compliance
Alyn Price – Head of Catering, Retail and Events
Tim Steward – Head of Maintenance

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Trustees' Report

Year ended 31 December 2020

The trustees of Dartmoor Zoological Society (the **Charity**) present their annual report and consolidated financial statements for the year to 31 December 2020. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Constitution, the Charities Act 2011 and 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 published on 16 July 2014.

Objectives and activities for the public benefit

The objects of the Charity are predominantly to benefit the public by operating a zoo and providing education for students to learn about animals, nature and conservation.

The objects are:

- for the benefit and education of the public, the conservation of the earth's natural resources through projects and initiatives dealing with the conservation and protection of living animals and their habitats;
- to educate the public in a formal and informal manner through educational programmes raising awareness and respect for nature; and
- to carry out scientific and quantitative research from which conservation and animal welfare benefits can accrue and to provide for the publication of the results of such research.

While planning the future direction of the Charity, the trustees have had regard to the Charity Commission's guidance on public benefit.

Achievements and performance

Overview

Having experienced a considerable turnaround in the fortunes of the Charity in 2019, we started 2020 with terrible weather seeing a small decline in visitor numbers in January and February. As the weather picked up, so did the global COVID-19 pandemic.

We implemented our contingency plans at the end of February 2020 to ensure both animal and public safety. The key measure was that the animal team was split into two distinct teams that did not interact in person. This meant that should one team not be available due to illness we had a team that could care for all of the animals. We also had a back-up in place should both animal teams be indisposed. The safety of our workers, animals and the public was our driving concern.

In line with all other public charitable organisations we closed our doors with the March lockdown to all visitors, volunteers and non-essential employees. We were using our reserves very quickly and had little income. Luckily our supporters and the media came to our aid and we raised significant amounts of money in order to cover our costs. This is the first time since the Zoo became a Charity that fundraising played a key part of our finances. We are very grateful to Sky News and the BBC for the coverage which they provided.

At the point that we closed we were preparing a number of new exhibits, most notably the new Gelada enclosure. The Gelada were still due to join us and we needed to ensure that the enclosure was finished. With the fundraising that came in we were not only able to secure the survival of the Charity in that we could feed the animals, but we were also able to complete the much-needed enclosure and continue essential maintenance work, such as the replacement of key parts of the perimeter fence.

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Our visitor numbers increased in 2019 to 63,411 single entry visitors, plus members, educational visitors and those purchasing experiences. However, being closed from March to July significantly impacted on our visitor numbers for 2020, as did the restriction on numbers when we reopened. Our final visitor numbers for the year were 47,784, which considering the restrictions and the period of time for which we were closed, was an excellent result.

Following the work completed in 2019 we consolidated our position as a charity and the public recognise more that the Zoo is not privately owned and is a charity, having been kindly donated by the Mee family in 2015. Removing the perceptions created by the film, "We Bought a Zoo", allowed us to build significantly on our fundraising.

We reopened early in July 2020 and remained open until the end of the year, save for the November national lockdown when we were closed for a month, the local lockdowns not affecting us for the remainder of 2020. We had a capped number of visitors and had many restrictions in place to maintain the health of our visitors and animals. We received a great deal of support and in many of the months over the remainder of the year, our numbers of individual visitors were greater than in 2018 and 2019.

The education team did not have the ability to welcome Schools during 2020, however, they created a series of amazing seminars and virtual experiences over the first lockdown which provided morale boosts to so many of our supporters. They also created a virtual schools experience to maintain the interest of young learners in conservation and zoology even though they could not visit in person.

We continued to fill the small number of empty enclosures and also started the development of large parts of the park. Our aim is to ensure that animals continued to be moved between enclosures to ensure they were in the most appropriate housing and our breeding programme continues with us welcoming additional two Marmosets, a Long-nosed Potoroo and Yellow Headed Geckos, along with various other birds and insects.

We approved a new Ethics Policy and also were able to recruit to the Ethics Committee being joined by a Consultant Anaesthetist and a Church of England Vicar to complete our recruitment of a core team of ethicists.

Our fundraising campaigns have continued to work and the money raised plus Government support resulted in sufficient income to survive the closure and the limitations on reopening. The total amount received from individual and corporate donors and local authority and DEFRA grants in 2020 amounted to just over £590,000 of which only £10,000 was restricted. The donated income was applied to animal welfare, including keeper costs and significantly helped our position until ticket income recommenced.

We have introduced a new fundraising database and have consolidated the information which we hold. This shows that we have over 15,000 supporters, many of which have given donations to support the work of the Charity in 2020. These supporters have shown a commitment to the work of the Charity and show a sustainable future.

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Animal Developments

2020 was a year of consolidation rather than expansion, however, we were joined during the lockdown by a bachelor troop of three Gelada. This was an exciting addition to the collection and our former bear enclosure was adopted to house them with a new external enclosure built within the boundaries so they had a safe space as well as a large grazing area. These three characters have become a firm favourite with our visitors.

Other additions have been:

- Simon, a Raccoon Dog and full brother to Kato;
- a European Rabbit;
- four Patagonian Mara;
- a pair of Lilac-breasted Roller;
- a pair of Von der Decken's Hornbill;
- a mate for our Great Grey Owl;
- a mate for our Panther Chameleon;
- a mate for our Geyr's Spiny Tailed Lizard;
- two Bristlenose Catfish
- two Giant African Millipedes;
- four Giant Leaf Insects;
- a pair of Giant Thorny Walkingsticks;
- six Bullshead Cockroaches; and
- two Land Hermit Crabs.

We swapped one of our sibling pair of Northern Luzon Giant Cloud Rats with one of the unrelated sibling pair held at another collection, so that we could both hold breeding pairs of this fascinating nocturnal animal.

After two births from our Red-necked Wallaby mob, we brought the breeding programme to an end in 2020.

Our collection has been aging and in 2020 we lost a number of our animal friends, these included three capybaras, a rabbit, a muntjac, three coatis, a marmoset and two wallabies. One of our African Lions was also found to have inoperable cancer and the decision was taken to immediately bring her life to an end.

Turning to the Aviaries, we lost a Monal, a Great Grey Owl, one of our new Hornbills, a turaco and a guinea fowl. These died from a combination of illness and two occurrences of predation from wild animals entering the Zoo site.

Our ethics procedures continued to work well and all matters were appropriately settled in line with procedure. Our zoo inspectors considered the policy to be more thorough than they were used to, we found this surprising considering the procedures closely follow the requirements of the Secretary of State set out in the statutory guidance.

The reptile and arachnid collection has a much shorter lifespan than the mammalian collection and the following animals left the collection, two purple clawed hermit crabs; 1 Giant Millipede, a Black Beauty Stick Insect, two Bristlenose Catfish, three Leaf Insects and two Jungle Nymphs.

Having been approved to take part in the European captive breeding program for the Amur Leopard in 2018, we were not able to commence this project in 2020, however, this is a project on which we continue to work.

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Education, Learning and Research

In 2020 we were required to move our education offering online at very short notice. This was successfully achieved and during the lockdown we provided an almost daily interactive session either by Facebook, Instagram and other social media channels.

During this time the team developed a virtual schools session built around the national Curriculum, which again was successful and provided a replacement income for the usual school and educational visits.

We continue to note that private outreach companies that are not as regulated as charitable zoos are a cause for concern. Their unregulated status means they can take larger more impressive animals out to schools. This remains a concern for us, both as a source of competition and concern as to how these unregulated visits to schools and colleges could negatively impact on the reputation of all outreach programmes.

In 2020, our researchers were very restricted in being able to undertake their work, while they worked from home, not having access to animals for much of the year was problematic. We did not establish new projects in 2020. We had aimed to publish three papers to international journals, we were due to publish two papers in 2020, however these were rolled over to 2021.

One of our long-term aims is to increase the number of research projects. This has been successful and we had 29 available projects in 2020 (25 in 2019) on ongoing research projects. We hope that after the reduction due to the pandemic in 2020, this will allow us to continue to increase the number of papers that we publish year on year.

We have not been able to develop our partnership with a local nursery to provide pre-school services permanently on site. However, we continue to explore the possibility of bringing pre-school children to the Charity in bespoke classrooms.

Our educational aims for 2020 are to work to increase our outreach and general education visit numbers, conduct fundraising for the conservation work that we undertake and continue to improve the whole zoo signage. We also aim to continue to maintain the work with leading universities to attract new research projects.

Other significant leadership developments

The COVID-19 pandemic meant that we were not able to recruit a new permanent curator in 2020. Hannah Webb our Head Keeper and Acting Curator did an excellent job in very difficult circumstances keeping all of the animals and her team on track, often without volunteers and with a spilt team. We are very grateful for the work that she undertook in 2020.

As the COVID-19 death toll rose without any clear idea as to the overall effect, we updated policies to ensure the safety of the animals. The two biggest considerations were what would happen to the animals should the entire keeper team be ill at the same time and also the effects of COVID-19 on the animals. We never expected that we would need to actively consider if our Doomsday Policy would have to be effected – this is a policy based on the need to euthanise poisonous and predatory animals to protect them and the human

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population in time of war. Luckily this was not needed and it was not a policy which the trustees ever expected would be used during their tenure.

We completed the planned recruitment of new members of the Ethics Committee recruiting a medical doctor and a priest to the Committee in 2020. We will continue with the development of our ethical policies.

We manage the Charity's collection using ZIMS. Currently a number of paper records are kept which are transferred to ZIMS as and when time is available. During 2020 we expected to phase out all paper records and ensure that the technology is in place for all records to be placed straight into ZIMS without creating paper records. We believe that this will free up keeper time and ensure that all records are kept up to date. This project has started but will continue into 2021.

We spent 2020 designing a new website for launch in 2021 to address all of our current concerns with the current website.

Many of the catering team and others not in frontline roles spent most of 2020 on furlough.

Site Development

With the closure of the Site, we were able to undertake some much-needed maintenance work, specifically we replaced a number of fence posts supporting our perimeter fence which we had previously classified as in need to replacement in the medium term at the last inspection.

Conversion of the former bear enclosure to house the new Gelada troop was completed during lockdown. This was undertaken by the one member of the maintenance team who remained with us throughout lockdown, when he was not working on immediate repairs and projects. We are very grateful for all of the work that was put into this stunning exhibit.

In addition to the funds provided to pay the keeper teams and cover the costs of animal food and vet support, the Zoo Support fund allowed us to undertake a great deal of maintenance of the Site in 2020. This included replacing leaking roofs and most importantly replacing a number of the paths through the Zoo. We were also able to create some new paths to support social distancing and prepare for reopening.

Up to 2020, the water for the grounds was provided from a single bore hole sunk in the 1960s and this does mean that water pressure could be low after animal rounds. We have undertaken a full survey of the issues and identified that a new source of water will be required. Further, we had concerns about flooding in some areas of the grounds and a lack of water in some streams and ponds. In 2020 we sunk an additional bore hole and diverted water around the site to rectify imbalances.

We are delighted with the modernisation of the containment areas and other work to protect the animals.

We have continued a pro-active and busy schedule with our 1,000+ trees. Working on the tree database which was revised last year we managed to deal with the majority of outstanding issues and only had one tree fall near an enclosure all year.

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Catering, Retail and Events

Catering suffered badly, not only through the closure of our restaurant and other facilities, but also due to the reopening restrictions which caused our indoor facilities to be closed for much of the year. However, the income generated during the time we were open, increased considerably over the normal spending which was very gratifying as it showed the considerable work to develop menus and related activities had worked well.

We continue to aim to ensure we used fresh, local produce, local suppliers and regular specials; we saw a significant increase in profit margin. We believe that this was also due to the work undertaken on visual awareness of our policies on sustainable and ethical purchasing using printed information, handouts and informative chalk boards.

Once reopened the coffee bar was popular with all age groups.

We also continued our work on refreshing our retail offering, purchasing ethical products, from recycled materials and reducing plastic etc, whilst ensuring the right amount of cute and cuddly gifts at the same time.

We continued to develop the skills of our kitchen staff and they have experienced creating new dishes which have been added to the menu during their training periods.

We held a small number of events, the most impressive of which was our inaugural Christmas Light events.

The number of wedding bookings increased and we are hoping to redevelop our wedding offering in 2021 once weddings are no longer subject to restrictions.

We undertook a full review of the trading company accounts and identified a number of costs attributed to the catering costs which were properly zoo costs. By correctly allocating these costs the debt owed by the trading company to the charity was significantly reduced and the remaining loaned funds were repaid from turnover.

Wellbeing

Our wellbeing programmes are very important to the Charity and comprise:

- Superkids;
- PTSD support programmes, especially for current and former service personnel;
- mental health awareness;
- wellness through nature; and
- corporate CSR support.

The Wellness Through Nature programme is rapidly building momentum.

The look and feel of the grounds have improved again, thanks largely to the charity's novel use of hours of free and willing labour from corporate social responsibility (CSR). The Charity has netted over 5,000 hours of hard work and with that we have organically weeded and trimmed, edged and tended with people who are usually office-based.

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The effect has been far-reaching for a mobile phone company. After working at the Charity, the employees from their Plymouth call-centre showed slightly reduced call numbers but higher overall sales and significantly increased customer-satisfaction, meaning that they maintained their links with the Charity for a further year.

Service providers in the health sector (private and public) continue to become more aware of the service we provide, and recommendations or referrals from GPs, mental health charities and a housing association continue to roll in. They get a green space with fresh air and meaningful work for a good cause, the Charity gets maintenance and groundskeeping tasks fulfilled.

We continued to support our Superkids through the year through their families, online and through wider contact. While they could not spend time in the Zoo, they were set tasks related to the work they had previously carried out at the Zoo and we were pleased how this project was maintained throughout the restrictions.

Supporters

We would like to thank all of those that have visited and supported the Charity over the last year. Without the support of the visitors it would be impossible to protect the amazing animal collection that we maintain at the Charity.

We would also like to acknowledge the local partners and organisations who have helped us throughout 2020 with financial donations, donations in kind and blood, sweat and smiles:

- **Devon Contract Waste** – Free “Zero to Landfill” refuse collection, and donation for animal enclosure projects.
- **Air Improve Ltd** – Free servicing and repairs of our air conditioner in the Jaguar restaurant.
- **Aquamarine** – Free Google Analytics support.

Financial Review

The consolidated balance sheet showed a positive balance for the year of £218,468 (2019: deficit £218,425). This is a considerable turn around after many years of losses and mainly resulted from an increase in fundraising and emergency grants to assist with COVID-19.

Our main source of funding continues to be admission for entry to the exhibit which has funded the key objectives of the Charity. However, fundraising was vital for the period for which we were closed. The core income was supported by experiences, weddings, events and trading income.

The work undertaken on the trading company accounts in 2019 allowed us to continue to improve efficiency, whilst also improving the range of goods sold in the shop. We were delighted with the increase in trading income and expect this positive position to continue as COVID-19 becomes less of a trading problem.

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There was an increase of £395,973 in income with a decrease in costs due to cost saving measures implemented through lockdowns. Overall income was £1,590,345 (2019: £1,194,372) and costs in 2020 decreased to £1,153,452 (2019: £1,237,332). Fundraising income was up considerably, mainly due to grants and individual donations with small donations increasing substantially. Trading income did recover in the latter half of 2020 with the final income figures being £243,089 (2019: £378,754). The decline was due to the number of months we were closed.

We were able to significantly reduce debt in the charity accounts by £73,126 using the money we received in ticket sales due to the other support we received. At year end we owed £105,796 (2019: 323,922) in short term lending and a further £145,000 in longer term loans.

Wedding income reduced considerably and we did have to cancel some weddings. However, interest in bookings for 2021 and 2022 increased considerably and we are expecting to undertake many more weddings than in the past. Education income was almost wiped out by the lack of school visits, however, this started to bounce back in 2021.

Fundraising income was the highest it had ever been and we are aiming to continue this trend. We do not expect to raise the same amount per campaign as in 2020, but the trend is showing increasing general donations by the public and other supporters.

The steps which were introduced in 2018 to increase visitor numbers continued to work and as set out above visitor numbers increased. We managed some record visitor numbers once we reopened and we believe that this was due to an increased focusing on marketing, bringing marketing in house and increasing the number of animals so that there were limited empty enclosures.

We expect weddings to be a larger part of the continuing income stream. Pricing models have also changed to ensure that whilst weddings remain good value a surplus can be generated for the Charity. Teambuilding and other corporate events are planned for the future and will also increase revenue.

In order to encourage regular return visitors, it is necessary to have a dynamic animal collection and ensure that they are young and mobile. In 2020 we lost a number of the older animals and obtained new exhibits and new animals. We have continued the implementation of our new animal collection plan created by the Deputy CEO and the Acting Curator to ensure that as animals leave, we are in a position to replace them with younger, interesting species with high conservation and education value. The trustees are very pleased with the work that has been undertaken by both of these key team members. This has allowed both an increase in paid memberships and many others returning to the zoo on a more regular basis.

Cashflow is no longer difficult to manage, our cashflow forecasts have been prepared with any issues of concern identified and plans put in place to manage any difficulties. However, these are much less likely as a result of the 2020 financial performance and we are predicting positive cash flow balances a year to eighteen months ahead. Cash flow is carefully managed to ensure that the Charity can meet its liabilities as they fall due.

In addition to the issues raised above we have further tightened cost control and our Head of Finance continued his review of suppliers. This has resulted in year-on-year savings on a number of costs including utilities. The trustees are very grateful to the work that has been done in this area.

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In light of all of the concerns and steps that have been taken to address them as well as the positive impact we are already seeing from them, we have prepared the accounts on a going concern basis.

Post Year End Events

While there were further lockdowns in 2021, the fundraising and government support for zoos continued and our income was sustained for the entire period of lock down.

We received the initial payment from our pandemic closure insurance of £100,000, the maximum allowed by our policy. We are using this to reduce our debt.

We remain limited in the number of people that we can accept into the Zoo each day, to just under half our capacity, pre-booking has made it much easier to manage costs as we know exactly how many people will be visiting each day. This year we have also introduced a new till system and a new on-line payment system, this has resulted in Gift Aid on ticket sales more than doubling.

Income has remained higher than in previous years due to people holidaying in the UK and the improved facilities at the Zoo. We have also invested in infrastructure to make the user experience much more pleasant, including new toilet facilities, resurfacing car parks, replacement of windows and roof repairs.

We received funding from DEFRA (total claimed £749k - £84k recognised in 2020 financial statements) to support animal care and our ongoing maintenance programme over the winter. This will allow urgent roof repairs to our barns, repairs to the fencing, weather proofing animal houses and replacement of the septic tank system.

It costs approximately £15,000 per week to operate the Charity when it is closed to the public with employee support programmes. We estimated that between the end of 2020 reserves, support programmes and donations, we would be able to maintain reserves of around twelve weeks and were easily able to survive the 2021 lockdown. When open to the public if our rolling average number of visitors remains at above 100 per day, and donations remain at a steady level, all costs can be covered.

There is a clear income stream to ensure that the Charity is clearly viable to December 2022 and for the long term. With the numbers of visitors being able to increase, ticket income and our new fundraising programme will provide sustainable income for the future.

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Going Concern

On the basis of several years of sustained losses, the trustees have considered whether the Charity is a going concern. It is the view of the trustees that the Charity is a going concern, this is on the basis that:

- visitor numbers again increased in many of the months we were open in 2020 over previous years;
- income from all areas of the Charity and trading company has increased;
- the changes made have had a positive impact on financial stability;
- costs are carefully controlled;
- research has shown that there is considerable scope for fundraising and the recruitment of a fundraiser will allow the Charity to break even, repay debt and develop reserves along with allowing development of the site and the collection.

In addition, the income from voluntary donations and government grants have been significant and has ensured that the Charity has sufficient cashflow until at least December 2022. It is expected that donations over the winter will ensure that we have sufficient cash-flow until the middle of 2023 and possibly more.

Social Impact

The social impact of the work of the Charity is massive and includes:

- creating an awareness in all of those who visit the Charity about the impact on the planet of a reduction in animal life;
- creating an awareness of animals which are endangered and at risk;
- improving the lives of the "Superkids" whose troubled behaviour can be improved by spending time with the Charity;
- improving the lives of veterans suffering from a range of illness and who are engaged in rehabilitation;
- creating a place for people to visit and experience relaxation and learning development;
- supported volunteers with other charities undertaking support work in the grounds, allowing them to develop skills to assist their full reintegration into the community following brain and other injuries.

We aim to continue to maintain and improve the social impact that we have as a charity.

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Plans for Future

Heading into 2021, we have a number of plans to develop the site and the animal experience. Key plans are:

- to enhance the visitor experience in the restaurant;
- to apply for capital grants to help fund improvements in our all-weather appeal;
- develop our plans for Amur Leopards;
- build a new otter house;
- commence the development of a new big cat house;
- to develop the children's play area;
- create a hedgehog hospital to aid conservation of one of the UK's most endangered animals;
- to enhance our conservation work on UK animals, specifically Scottish Wild Cats and the Hazel Dormouse;
- to develop our aviaries; and
- to complete the essential work on the boundary fence for example new gates.

Fundraising Statement

The Charity is registered with the Fundraising Regulator and undertakes all of its fundraising in accordance with the Code of Fundraising Practice.

We have undertaken a monthly fundraising campaign in 2020, all donations which have been received have been made on a voluntary basis. We have publicised that we are a charity and that we accept donations. This has been promoted through our social media feeds and our website. Our fundraising policies are signed off annually by the trustees. We have not engaged with any third parties to undertake fundraising on our behalf. A small number of donations have been received from supporters taking part in third party events and raising sponsorship.

Our head of finance has been put in charge of fundraising and he is responsible for managing future fundraising campaigns.

We have not received any complaints in 2020 in respect of our fundraising practices.

As an animal charity we are aware that our supporters are emotionally involved with our collection and that asking for money for animals is generally emotive. We ensure that our staff are trained in understanding that vulnerable people will be among our donors and we ensure that we do not expressly target elderly people or other vulnerable groups for donations. We ensure that we engage with our supporters to identify their interests. We are also looking to introduce a new fundraising database which will ensure that we can identify vulnerable supporters and ensure that we work appropriately with all groups.

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Structure, Governance and management

The Charity is a registered charity in England and Wales under number 1158422. It is a charitable incorporated organisation constituted under a constitution dated 2 September 2014. The Charity commenced operation on 19 December 2014.

If the Charity is wound up, the members of the Charity have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

The constitution provides for a minimum of 3 and a maximum of 9 trustees.

Overall responsibility for the management of the Charity is vested in the trustees. The names of the trustees are set out on page 1.

The trustees have undertaken a skills audit and identified the areas in which they would like to recruit trustees. These are relatively specialist areas and there has been a difference in the skills required and the skills held by people offering themselves to be trustees. The financial position has also resulted in some reluctance to join the board due to a concern over CIO status.

Therefore, at present, any trustee vacancies would be recruited on an invite basis after considering the skills or experience required.

Risk management

The principal financial risk and uncertainty facing the Charity is an over-reliance on visitor numbers for funding. A fall in visitors could significantly impact the available resources of the Charity.

One factor that can affect visitor numbers is poor weather. To mitigate against this putting off potential visitors we will develop the site with semi-permanent shelters and indoor activities.

Another factor that can cause a fall in visitor numbers is not updating our attraction and our animals. We have shown in 2019 and 2020 that by revitalising the collection we have increased the number of visitors and we expect this to continue with our current plans.

The additional major risks that we face are:

- COVID-19 exposure and isolation;
- an animal escape;
- an animal attacking a keeper;
- an illness amongst the collection;
- an elderly collection;
- the costs of maintaining at risk animals;
- schools reducing the amount of time spent learning about animals;
- a lack of breeding in the collection;
- a reduction in research output.

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All of the above issues have been considered by the trustees and plans and procedures are in place to guard against all of the risks which have been identified.

The strategic plan developed in 2018 has been actioned and amended to take into account the issues raised by COVID-19. This will continue with the development and refurbishment of new enclosures, review and development of each team and ensuring that the grounds are completely revitalised.

Few zoos manage to operate on ticket income alone and charitable fundraising is key to being able to stop operating in a deficit and to repay the current debt. Our fundraising in 2020 has shown that we have the ability to raise funds and that people are willing to make donations. Increasing regular giving is a priority for 2021.

Reserves policy

The Charity's short-term aim is to break even however within the next 2-3 years the trustees aim to begin to build up free reserves in unrestricted funds at a level which equates to approximately 6 months of unrestricted expenditure.

The trustees are working on development plans to generate reserves of £650,000 which will increase as the Charity increases in size. It is hoped that this can be achieved by obtaining sponsorship and fundraising for core costs for the operation of the Charity and care of the animals, allowing income from entry fees, education and events to be divided between creating a strong reserve and developing the grounds.

As of the middle of 2021, a reserve of £400,000 had been developed, meaning that the trustees are on the way to achieving their reserves policy aim by 2023.

Related and connected parties

A summary of transactions occurring during the year ended 31 December 2020 between related parties is shown in note 22 of the financial statements.

Pay Policy

The Charity's policy is to pay all staff, regardless of age, at least the current National Living Wage. The overall aim is to review all salaries and begin a programme of market streamlining as funds become available. We are grateful to a committed staff group that provides love and care to all of our animals, whilst understanding the financial pressures on an animal charity of our size. We cannot take advantage of this goodwill and we will seek to improve salaries at the earliest opportunity.

Volunteers

Over the course of 2020, we received support from 84 volunteers delivering a huge number of hours of volunteer time.

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The volunteers have assisted in a wide variety of ways, including:

- maintenance;
- assisting the keepers;
- providing educational support to the visitors and undertaking a large number of daily talks and seminars;
- administration;
- animal care.

We work closely with the charity Grow 4 Good South West Limited (**G4G**). The G4G Volunteers and Staff have provided approximately 1,060 hours of volunteer time within the grounds

The G4G volunteer team have been involved in not only the general up-keep of the landscaped areas but have also:

- taken on the management of the pot plants and general cleanliness at the front of the main house to keep it looking tidy for weddings;
- undertaken the clearing of overgrown areas of the park;
- planted appropriate plants in some of the larger enclosures to provide cover and enrichment for the animals;
- pruned and maintained the hedges around the Tennis Courts and the Fern Garden.

G4G has maintained a steady group of Volunteers (at present numbering 17) ranging from people suffering Stress Related Illness, PTSD, Repetitive Depression and Major Brain Injury, none of whom would have a base without the effective Partnership Working between both G4G and the Charity.

The CEO Benjamin Mee provided his services without payment as a volunteer, as he has since donating the zoo to the Charity.

Benjamin James has provided pro bono legal services to the Charity over the course of the year.

Mr Simon Almond, a trustee has provided numerous voluntary services to the Charity including free waste collection services as well as donating funds and goods. His support and dedication is much appreciated by all of the trustees and staff.

The trustees would like to thank all of the volunteers for the work that they have undertaken over the last year. The Chairperson would also like to thank the trustees, not only for their commitment in assisting the Charity over a difficult year, but for the financial commitment that has also been provided by two in particular.

Trustee Duties

The Charity trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Dartmoor Zoological Society

Trustees' Report

Year ended 31 December 2020

The law applicable to Charities in England requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the Charity and of the incoming resources and application of resources, of the Charity for that period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgements that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue its operations.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulation, and the provisions of the Constitution. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

The trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the Trust's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Approved by the trustees of the charity on _____ and signed on its behalf by:
3 November 2021

Benjamin James

Benjamin James
Chairman

Dartmoor Zoological Society

Independent Auditor's Report to the Trustees

Year ended 31 December 2020

Opinion

We have audited the financial statements of Dartmoor Zoological Society (the 'charity') and its subsidiary ('the group') for the year ended 31 December 2020, which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, Consolidated Statement of Cash Flow and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 December 2020 and of the group's results 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of a least 12 months from when the original financial statements were authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Dartmoor Zoological Society

Independent Auditor's Report to the Trustees

Year ended 31 December 2020

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

As part of our audit planning, through discussions with management, we obtained an understanding of the legal and regulatory framework that is applicable to the group and the sector in which it operates to identify the key law and regulations affecting the group.

The key laws and regulations we identified were Zoo Licensing Act 1981, The Secretary of State's Standard of Modern Zoo Practice, the licensing conditions imposed by South Hams District Council, General Data Protection Regulations (GDPR), Fundraising Regulations for Charities, health and safety and employment laws. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Charities Act, relevant tax compliance regulations in the UK and reporting framework (Charities SORP – FRS102).

We discussed with management how the compliance with these laws and regulations is monitored and we discussed the policies and procedures in place. We also identified the individuals who have any issues if they arise. As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the group's ability to continue trading and the risk of material misstatement in the accounts.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

Dartmoor Zoological Society

Independent Auditor's Report to the Trustees

Year ended 31 December 2020

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewed legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance; and
- Reviewed board minutes

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We also evaluated the risk of fraud through management override including that arising from management's incentives. The key risks we identified were misappropriation of cash, and we determined that the principal risks were related to misallocation of restricted funds.

In response to the identified risk, as part of our audit work we:

- Used data analytics to test journal entries throughout the year, for appropriateness;
- Evaluated the rationale of significant transfers between restricted and unrestricted reserves;
- Reviewed income supporting documentation for any restrictions and compared to how it has been recognised in the financial statements;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making those estimates;
- Tested a sample of till receipts through to bank.

In the year, we identified an additional risk associated with fraudulent or erroneous CJRS (Coronavirus Job Retention Scheme) claims. In response to the identified risk, as part of our audit work we obtained an understanding of how the claims were prepared and assessed the risk associated with this, obtained an understanding of how the terms and conditions of furlough were communicated to employees, reconciled all claims back to cash received, and tested a sample of individuals by recalculating the amount of grant the group were entitled to claim. No issues were identified.

Because of the inherent limitation of an audit, there is a risk that we will not detect all irregularities, including those leading to non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast a significant doubt on the group's or the parent charity's ability to continue as a going concern. If we then conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence

Dartmoor Zoological Society

Independent Auditor's Report to the Trustees

Year ended 31 December 2020

obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Use of our report

This report is made solely to the charity trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our work has been undertaken so that we might state to the trustees those matters we are required to state to trustees 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 its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Duncan Leslie (Senior Statutory Auditor)

PKF Francis Clark,
North Quay House done
Sutton Harbour
PLYMOUTH
Devon
PL4 0RA

04/11/2021

Dartmoor Zoological Society
Consolidated Statement of Financial Activities
Year ended 31 December 2020

	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Income					
Donations, sponsorships and legacies	2	10,464	390,824	401,288	14,765
CJRS		-	101,786	101,786	-
Charitable activities	3	162,814	687,520	850,334	800,667
Investment income		-	191	191	186
Other trading activities	4	-	236,746	236,746	378,754
Total income		173,278	1,417,067	1,590,345	1,194,372
Expenditure					
Raising funds					
Advertising and PR expenditure	6	-	10,799	10,799	21,385
Charitable activities	7	167,590	766,365	933,955	863,369
Other trading activities	8	-	208,698	208,698	352,578
Total expenditure		167,590	985,862	1,153,452	1,237,332
Net income / (expenditure) and net movement in funds for the year		5,688	431,205	436,893	(42,960)
Reconciliation of funds					
Total funds brought forward		77,781	(296,206)	(218,425)	(175,465)
Total funds carried forward		83,469	134,999	218,468	(218,425)

Dartmoor Zoological Society

Balance Sheet

At 31 December 2020

	Note	Group 2020 £	Charity 2020 £	Group 2019 £	As restated Charity 2019 £
Fixed assets					
Tangible assets	12	166,002	157,878	116,385	115,901
Investments		-	2	-	2
		<u>166,002</u>	<u>157,880</u>	<u>116,385</u>	<u>115,903</u>
Current assets:					
Stock	13	24,785	-	21,956	-
Debtors	14	114,540	110,358	52,142	102,497
Cash at bank and in hand		261,692	255,312	18,180	13,924
Total Current Assets		<u>401,017</u>	<u>365,670</u>	<u>92,278</u>	<u>116,421</u>
Liabilities:					
Creditors falling due within one year	15	(203,551)	(186,430)	(427,088)	(449,049)
Net current assets / (liabilities)		<u>197,466</u>	<u>179,240</u>	<u>(334,810)</u>	<u>(332,628)</u>
Total assets less current liabilities		<u>363,468</u>	<u>337,120</u>	<u>(218,425)</u>	<u>(216,725)</u>
Creditors falling due after one year	16	145,000	145,000	-	-
Net assets / (liabilities)		<u>218,468</u>	<u>192,120</u>	<u>(218,425)</u>	<u>(216,725)</u>
The funds of the charity					
Restricted funds	19	83,469	83,469	77,781	77,781
Unrestricted funds	19	134,999	108,651	(296,206)	(294,506)
		<u>218,468</u>	<u>192,120</u>	<u>(218,425)</u>	<u>(216,725)</u>

The notes at pages 24 to 38 form part of these accounts.

3 November 2021

Approved by the trustees on _____ and signed on their behalf by:

Benjamin James

Chairman

Benjamin James

Dartmoor Zoological Society
Consolidated Statement of Cash Flows
Year ended 31 December 2020

	Note	Total funds 2020 £	Total funds 2019 £
Net income generated by / (used in) operating activities	23	316,721	(5,821)
Cash flows from investing activities		<hr/>	<hr/>
Purchase of fixed assets		(73,209)	(1,555)
Net cash (used in) investing activities		<hr/> (73,209)	<hr/> (1,555)
Change in cash and cash equivalents in the year		<hr/> 243,512	<hr/> (7,376)
Cash and cash equivalents brought forward		18,180	25,556
Cash and cash equivalents carried forward		<hr/> 261,692 <hr/>	<hr/> 18,180 <hr/>

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

1. Accounting Policies

(a) Basis of preparation and assessment of going concern

The accounts have been prepared under the historical cost convention with items being recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

The accounts 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 (FRS102) effective 1 January 2019)

The charity constitutes a public benefit entity as defined by FRS102.

On the basis of several years of sustained losses, the trustees have considered whether the Charity is a going concern. It is the view of the trustees that the Charity is a going concern, this is on the basis that:

- visitor numbers have increased in many of the months the zoo was open in 2020 over previous years;
- income from all areas of the Charity and trading company has increased;
- the changes made have had a positive impact on financial stability;
- costs in 2020 have been carefully controlled and continue to be;
- research has shown that there is considerable scope for fundraising and the recruitment of a fundraiser will allow the Charity to break even, repay debt and develop reserves along with allowing development of the site and the collection.

In addition, the income from voluntary donations and government grants has been significant and has ensured that the Charity has sufficient cashflow until at least December 2022. It is expected that donations over the winter will ensure that the group has sufficient cash-flow until the middle of 2023 and possibly beyond.

On this basis the trustees consider it appropriate to prepare the accounts on a going concern basis.

(b) Prior period errors

In previous years staff costs have all been included in Dartmoor Zoo Enterprises Ltd accounts. As some of the staff are fulfilling work in connection with Dartmoor Zoo Society a prior year adjustment has been made in this year's account to reflect this. The staff costs of Dartmoor Zoo Enterprises Ltd between 2015 and 2018 has been reduced by a total amount of £47,687.

This has no effect on the consolidated figures.

(c) Basis of consolidation

The financial statements consolidate the accounts of the Dartmoor Zoological Society and its subsidiary undertaking. No statement of financial activities is presented for the charity as permitted. See note 20.

(d) Income recognition

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

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

Grants are recognised as income when all the terms attached to the grant are within the control of the charity.

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

(f) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory examination and legal fees together with an apportionment of overhead and support costs. These costs are included within charitable activities where relevant.

(g) Taxation

The charity is a registered charity under the Charities Act 2011 and is not liable to taxation on its income.

(h) Tangible fixed assets

All assets are valued at historical cost. Depreciation is charged using the following rates:

Eco – Perch	Over 21 years (the lease)
Equipment and furniture	25% Straight line
Plant and machinery	10% reducing balance
Property Improvements	10% straight line

(i) Financial instruments

The charity holds the following financial instruments:

- Short term trade and other debtors and creditors; and
- Cash and bank balances

All financial instruments are classified as basic.

Recognitions and measurement

The charity has chosen to apply the recognition and measurement principles in FRS102. Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the charity's obligations are discharged, expire or are cancelled.

These instruments are initially measured at transaction price, including transaction costs, and are subsequently carried at the undiscounted amount of the cash and other consideration expected to be paid or received, after taking account of impairment adjustments.

Operating leases

Rental under operating leases are charged to the Statement of Financial Activities incorporating income and expenditure account on a straight line basis over the term of the lease.

Defined contributions pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension funds and the company has no legal or constructive obligation to pay further contributions even if the fund does

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

(j) Fund structure

Restricted Funds:

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.

Unrestricted Income Funds:

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.

2. Income from donations and legacies

	Restricted 2020 £	Unrestricted 2020 £	Total 2020 £	Restricted 2019 £	Unrestricted 2019 £	Total 2019 £
Donations	10,464	390,824	401,288	4,601	9,464	14,065
Sponsorship	-	-	-	-	700	700
	10,464	390,824	401,288	4,601	10,164	14,765

3. Income from charitable activities

	Restricted 2020 £	Unrestricted 2020 £	Total 2020 £	Restricted 2019 £	Unrestricted 2019 £	Total 2019 £
Admissions	-	545,904	545,904	-	609,279	609,279
Memberships	-	38,125	38,125	-	21,336	21,336
Grants	162,814	27,000	189,814	-	-	-
Education	-	25,101	25,101	-	85,259	85,259
Experiences and events	-	37,291	37,291	-	78,967	78,967
Other	-	14,099	14,099	-	5,826	5,826
	162,814	687,520	850,334	-	800,667	800,667

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

4. Income from trading activities

	Total 2020 £	Total 2019 £
Restaurant sales	151,624	265,007
Retail sales	53,733	78,090
Weddings and events	30,813	34,051
Other income	576	1,606
	<u>236,746</u>	<u>378,754</u>

Income from trading activities is all unrestricted income.

5. Income from trading subsidiary

A net profit arose from the provision of restaurant facilities, a shop and running events by Dartmoor Zoo Enterprises Limited. Audited accounts are filed with the Registrar of Companies. A summary of the trading results is shown below:

Profit and loss account	2020 £	As restated 2019 £
Turnover	236,170	377,148
Cost of sales	(106,612)	(197,134)
Gross profit	<u>129,558</u>	180,014
Operating expenses	(107,587)	(155,444)
Other operating income	6,918	1,604
Operating profit	<u>28,889</u>	26,174
Other interest receivable and similar income	1	2
Interest payable and similar charges	(842)	-
Profit before taxation	<u>28,048</u>	26,176

Dartmoor Zoological Society

Notes to the Accounts

Year ended 31 December 2019

Balance sheet	2020	2019
	£	£
Assets	57,417	88,529
Liabilities	(31,067)	(90,227)
Capital	2	2
Reserves	26,350	(1,698)

6. Expenditure on raising funds

Included in expenditure on raising funds of £10,799 (2019: £21,385) is £nil in respect of restricted funds (2019: £nil).

7. Analysis of charitable expenditure

	Restricted Total	Unrestricted Total	Total 2020	Total 2019
	£	£	£	£
Animal food, welfare, education and other direct costs	29,293	182,625	211,918	231,922
Staff costs	130,410	248,026	378,436	361,490
Premises costs	7,887	102,204	110,091	110,563
Finance costs	-	35,208	35,208	22,464
Support costs (note 9)	-	190,117	190,117	127,220
Governance costs (note 9)	-	8,185	8,185	9,710
	167,590	766,365	933,955	863,369

Included in charitable expenditure of £933,955 is £167,590 in respect of restricted funds (2019: £18,025) and £766,365 in respect of unrestricted funds (2019 - £845,344).

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

8. Analysis of trading activity expenditure

	Total 2020	Total 2019
	£	£
Restaurant food and drink	73,573	138,001
Retail purchases	25,203	44,794
Wedding and event cost	7,837	14,339
Staff costs	78,832	133,407
Premises costs	8,264	8,297
Finance costs	1,485	3,512
Bad debts written off	4,994	-
Support costs (note 9)	6,010	6,945
Governance costs (note 9)	2,500	3,283
	208,698	352,578

Expenditure on trading activities is all unrestricted expenditure.

9. Analysis of support costs and governance

	Support costs 2020 £	Governance costs 2020 £	Total 2020 £	Total 2019 £	Basis of allocation
Support staff costs	190,117		190,117	127,220	Staff time
Office costs	4,126		4,126	6,684	Staff time
Travel costs	-		-	140	Staff time
Depreciation	1,884		1,884	121	Staff time
Legal and professional fees	-	3,185	3,185	7,638	Governance
Audit and accountancy fees	-	7,500	7,500	5,355	Governance
	196,127	10,685	206,812	147,158	

10. Trustees' remuneration, staff numbers and costs

The trustees were not reimbursed for expenses and did not receive any remuneration for their services as trustees during the year (2019: nil). Transactions with trustees are disclosed in note 22 of the accounts.

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

The following staff costs were paid during the year:

	2020	2019
	£	£
Salaries and wages	597,368	574,716
Social Security Costs	36,248	34,531
Pension Costs	13,720	11,771
Other staff costs	49	1,099
	<u>647,385</u>	<u>622,117</u>

There were no employees where emoluments totalled £60,000 or more during the year (2019 – nil).

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

	2020	2019
	No.	No.
	<u>40</u>	<u>42</u>

The aggregate employee benefits payable to key management personnel for the year was £198,226 (2019 - £225,850).

11. Net (expenditure) for the year

This is stated after charging:

	2020	2019
	£	£
Depreciation	23,592	16,451
Auditor's remuneration - audit	5,500	5,355
- other services	<u>2,000</u>	<u>-</u>

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

12. Tangible fixed assets

Group

	Property Improvements £	Eco - Perch £	Equipment and Furniture £	Plant and machinery £	Total £
Cost					
At 1 January 2020	30,959	95,820	94,118	5,620	226,517
Additions	24,050	-	18,120	31,039	73,209
At 31 December 2020	55,009	95,820	112,238	36,659	299,726
Depreciation					
At 1 January 2020	5,399	18,252	84,333	2,148	110,132
Charge for year	5,502	4,563	10,075	3,452	23,592
At 31 December 2020	10,901	22,815	94,408	5,600	133,724
Net book amount					
At 31 December 2020	44,108	73,005	17,830	31,059	166,002
At 31 December 2019	25,560	77,568	9,785	3,472	116,385
Charity					
	Property Improvements £	Eco - Perch £	Equipment and Furniture £	Plant and machinery £	Total £
Cost					
At January 2020	30,959	95,820	92,896	5,620	225,295
Additions	24,050	-	8,596	31,039	63,685
At 31 December 2020	55,009	95,820	101,492	36,659	288,980
Depreciation					
At January 2020	5,399	18,252	83,595	2,148	109,394
Charge for year	5,502	4,563	8,191	3,452	21,708
At 31 December 2020	10,901	22,815	91,786	5,600	131,102
Net book amount					
At 31 December 2020	44,108	73,005	9,706	31,059	157,878
At 31 December 2019	25,560	77,568	9,300	3,473	115,901

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

13. Stock

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Kitchen and bar stock	9,583	-	7,737	-
Shop retail stock	15,202	-	14,219	-
	<u>24,785</u>	<u>-</u>	<u>21,956</u>	<u>-</u>

14. Debtors

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade debtors	7,537	7,537	24,306	16,193
Related party balances	-	-	16,182	75,691
Prepayments and accrued income	96,263	92,081	10,841	9,800
Tax and Social Security	10,740	10,740	813	813
	<u>114,540</u>	<u>110,358</u>	<u>52,142</u>	<u>102,497</u>

15. Creditors - Amounts falling due within one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade creditors	47,872	39,235	16,364	11,534
Other creditors	4,132	4,132	3,370	3,370
Taxation and social security	13,590	11,189	21,255	8,537
Accruals and deferred income	28,913	12,132	14,252	6,074
Related party balances	-	13,946	47,925	95,612
Related party loans (note 22)	105,796	105,796	323,922	323,922
Hire purchase	3,248	-	-	-
	<u>203,551</u>	<u>186,430</u>	<u>427,088</u>	<u>449,049</u>

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

	2020 £	2019 £
Deferred income at 1 January 2020	5,978	5,897
Resources deferred in the period	14,281	5,978
Amounts released from previous years	(5,978)	(5,897)
Deferred income at year end	<u>14,281</u>	<u>5,978</u>

Deferred income includes £14,281 in respect of wedding income received in advance.

16. Creditors - Amounts falling due after one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Related party loans	<u>145,000</u>	<u>145,000</u>	<u>-</u>	<u>-</u>

The repayment terms of the loan balance above is stated in note 22 to the accounts.

17. Operating lease commitments

At 31 December 2020 annual commitments under non-cancellable operating leases were as follows:

	2020 £	2019 £
Expiring within one year	66,858	72,866
Expiring between two and five years	256,112	275,699
Expiring in over five years	<u>639,000</u>	<u>702,900</u>

18. Status

The Society is a registered charity and a charitable incorporated organisation.

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

19. Funds - Group

	Eco Perch Restricted £	Other Restricted £	Unrestricted £	Total £
Balance brought forward at 1 January 2020	77,568	213	(296,206)	(218,425)
Income	-	173,278	1,417,067	1,590,345
Expenditure	(4,563)	(163,027)	(985,862)	(1,153,452)
Balance carried forward at 31 December 2020	73,005	10,464	134,999	218,468

	Eco Perch Restricted £	Other Restricted £	Unrestricted £	Total £
Balance brought forward at 1 January 2019	82,131	9,074	(266,670)	(175,465)
Income	-	4,601	1,189,771	1,194,372
Expenditure	(4,563)	(13,462)	(1,219,307)	(1,237,332)
Balance carried forward at 31 December 2019	77,568	213	(296,206)	(218,425)

20. Funds - Charity

	Eco Perch Restricted £	Other Restricted £	Unrestricted £	Total £
Balance brought forward at 1 January 2020 - as restated	77,568	213	(294,506)	(216,725)
Income	-	173,278	1,180,322	1,353,600
Expenditure	(4,563)	(163,027)	(777,165)	(944,755)
Balance carried forward at 31 December 2020	73,005	10,464	108,651	192,120

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

	Eco Perch Restricted £	Other Restricted £	Unrestricted £	Total £
Balance brought forward at 1 January 2019 – as restated	82,131	9,074	(238,794)	(147,589)
Income	-	4,601	811,017	815,618
Expenditure	(4,563)	(13,462)	(866,729)	(884,754)
Balance carried forward at 31 December 2019	77,568	213	(294,506)	(216,725)

Restricted funds include:

Income received from Plymouth University to fund the building of the Eco Perch. The Eco Perch is leased to Plymouth University and the fund is being depreciated in line with the lease over a period of 21 years. At the year end the fund stands at £73,005.

The fund balance brought forward of £213 from Simon Almond for animal welfare purposes has been fully spent in the year.

During the year the charity received £162,814 from the Department for Environment, Food and Rural Affairs (DEFRA) towards wages, animal and premises costs. This amount was fully spent in the year.

During the year £10,464 was received from the Drake Foundation in respect of the Dartmoor Zoo Superkids Project. This has been carried forward at the year end.

21. Analysis of net assets between funds - group

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Fixed assets	92,997	73,005	166,002
Stocks	24,785	-	24,785
Debtors	114,540	-	114,540
Cash at bank and in hand	251,228	10,464	261,692
Creditors due within one year	(203,551)	-	(203,551)
Creditors due after one year	(145,000)	-	(145,000)
	134,999	83,469	218,468

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

	Unrestricted funds 2019	Restricted funds 2019	Total funds 2019
	£	£	£
Fixed assets	38,817	77,568	116,385
Stocks	21,956	-	21,956
Debtors	52,142	-	52,142
Cash at bank and in hand	17,967	213	18,180
Creditors due within one year	(427,088)	-	(427,088)
	(296,206)	77,781	(218,425)

22. Related party transactions

All Trustees - the trustees and their immediate family automatically get free entry into the zoo.

Benjamin Mee (trustee and CEO)

The freehold land, known as Dartmoor Zoological Park, is owned by Benjamin Mee and the Executors of Mrs Amelia Mee. The Charity has a 20-year lease with Benjamin Mee and the Executors of Amelia Mee. The total rent charged in the year amounts to £63,000 (2019: £63,000) with a balance outstanding of £nil (2019: £47,295) at the year end.

During the year the following transactions occurred in Benjamin Mee's loan account:

	2020 £	2019 £
Balance brought forward	286,055	216,800
Costs reimbursed – Goodamoor House and sundries	(15,485)	(25,745)
DZOO debtor write off	(9,774)	-
Loan repayments	(10,000)	-
Additional loans	-	95,000
Balance carried forward	250,796	286,055

Goodamoor House and Cottage are situated within Dartmoor Zoological Park but not included within the land which is leased to the Charity. During the year total costs of £12,084 (2019: £7,685) were paid by the Charity on behalf of Benjamin Mee, these were deducted from the outstanding loan balances owed by the Charity to Benjamin Mee.

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Notes to the accounts

Year ended 31 December 2020

Sundry costs of £3,401 (2019: £18,060) and were also incurred by Benjamin Mee and reimbursed to him via his loan account.

Benjamin Mee is a director of DZOO Limited which ran the Zoological Park prior to its transfer to the CIO. At 1 January 2020 DZOO owed the charity £11,189, during the year £1,415 of this balance was written off via bad debts, the remaining balance of £9,774 was repaid to the charity via Benjamin Mee's loan account.

In December 2020 £10,000 (2019: £nil) was repaid by the charity to Benjamin Mee, there were no additional loans made by Benjamin Mee to the charity this year (2019: £95,000).

At the beginning of the year Benjamin Mee had total loans of £286,055 (2019: £216,800) outstanding from the Charity. Of the loans outstanding £145,000 has been shown as creditors due after one year in these accounts, previously shown as being due within one year. This amount was loaned to the charity in June 2017 and bears interest at 9% (equivalent to the amount paid by Benjamin Mee personally) per annum with no fixed repayment terms. The loan to the charity is financed by a personal loan which is secured against the land and buildings at Dartmoor Zoological Park. It has been classified as due after one year this year as the provider has agreed that it does not need to be repaid within twelve months. During the year the charity paid interest of £10,875 to Benjamin Mee.

The remaining loan balance included in creditors due within one year of £105,796 (2019: £76,800) is interest free has no repayment terms and is planned to be repaid within one year.

The total outstanding loans owed by the charity at the year-end were £250,796 (2019: £286,055).

Benjamin Mee's siblings have a free lifetime membership to the zoo.

Simon Almond (trustee)

At the beginning of the year Simon Almond had loans of £37,867 outstanding from the charity.

All amounts loaned by Simon Almond are interest free and with no fixed repayment terms.

During the year Simon made further loans of £23,506 in January 2020 and £14,566 in February 2020 to the charity. The charity made repayments of £38,072 in May 2020, £2,867 in July 2020 and £35,000 in August 2020 to Simon Almond. At the year-end £nil (2019: £37,867) was outstanding from the charity.

Simon Almond is a director of a refuse collection company which provides free refuse collection at the zoo. During the year Simon donated £1,200 for animal enclosure projects.

Benjamin James (Trustee)

Benjamin James has provided both pro bono and paid for legal services to the Charity over the course of the year.

Along with all the other Trustees who serve for three years or more, Benjamin has a free lifetime membership to the zoo.

Dartmoor Zoological Society

Notes to the accounts

Year ended 31 December 2020

Dartmoor Zoo Enterprises Limited

The charity has granted an informal licence of part of the property at Dartmoor Zoological Park to its subsidiary. A sub-lease is not required and the terms of occupation are clear between the group companies. No rent has been charged in the current year (2019: £nil).

Dartmoor Zoological Society – company number 10606514

On the 7 February 2017 a company limited by guarantee was incorporated with the name Dartmoor Zoological Society. Two of the Trustees of the charity are directors of the company. The company is dormant. It is intended that this company will replace Dartmoor Zoological Society, the Charitable Incorporated Organisation once it is registered as a charity.

23. Reconciliation of net movements in funds to net cash flows from operating activities

	2020 £	2019 £
Net movement in funds	436,893	(42,960)
Add back depreciation charge	23,592	16,451
(Increase) / decrease in stocks	(2,829)	10,724
(Increase) / decrease in debtors	(62,398)	27,811
(Decrease) in creditors	(78,537)	(17,847)
Net cash generated by / (used in) operating activities	316,721	(5,821)

24. Analysis of changes in net funds

	At 1 January 2020 £	Cash flow £	At 31 December 2020 £
Cash	18,180	243,512	261,692
Loans falling due within one year (inc. loan reclassified to due after one year)	(323,922)	69,878	(254,044)
Total funds	(305,742)	313,390	7,648