

**Bristol, Clifton and West of England
Zoological Society Limited**

**Annual Report and Financial Statements
for the year ended 31 December 2018**

Registered Charity Number: 1104986

Registered Company Number: 5154176

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees

The Trustees, who are also the directors of the company for the purposes of the Companies Act 2006, present their annual report and the audited consolidated financial statements for the year ended 31 December 2018.

Reference and administrative information

Trustees elected by the members

Charlotte Moar – Chair of Trustees

Victoria Ash

Christopher Booy OBE

Malcolm Broad MBE

David Esam

Paul Kearney

Claire Ladkin

Professor Joanna Price

Professor Steven Neill

Nominated by the University of the West of England

Professor Richard Pancost

Nominated by the University of Bristol

Ben Cosh - retired 31 January 2018

Mathew Laws - retired 23 July 2018

Membership of Committees

A: Attendee

C: Chair

M: Member

	Board of Trustees	Audit and Risk Committee	Conservation, Ethics and Sustainability Committee	Finance and Business Committee	Remuneration and Performance Committee	Bristol Zoo Gardens Enterprises Ltd Board of Directors	Pension Fund Trustees
Trustees							
Charlotte Moar	C			M	M	C	
Victoria Ash	M			M		M	
Christopher Booy	M			C	M	M	
Malcolm Broad	M	C			M	M	
Ben Cosh	M			M		M	
David Esam	M	M	M			M	
Paul Kearney	M					M	
Claire Ladkin	M	M				M	
Mathew Laws	M	M		M		M	
Prof Steven Neill	M				C	M	
Prof Richard Pancost	M		M			M	
Prof Joanna Price	M		C		M	M	
Staff							
Dr Justin Morris	A	A	A	A	A	M	
Dr Bryan Carroll	A	A	A	A	A	M	
Carol Groves	A				A	A	
Thomas Hedges	A		A	A		A	
Tony Lawlor	A	A		A		A	A
Angela Mather	A	A		A	A	A	
Dr Christoph Schwitzer	A		A			A	
Wendy Walton	A			A		A	
Michelle Barrows			A				
Owain Cassidy	A			A			
Dr Sue Dow			A				
Dr Gráinne McCabe			A				
John Partridge			A				
Simon Garrett			A				M
Philip Jearey							M
Others							
Prof Michael Bruford			M				
Richard Clarke							M
Prof Rob Cuthbert							M
Dr Mhairi Gibson			M				
William Marshall*				M			
James McArthur							C
Prof Michael Mendl			M				
Prof Frank Smith			M				

* From July 2018

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Chief Executive

Dr Justin Morris – appointed 1 August 2018

Dr Bryan Carroll – resigned 31 July 2018

Senior Management Team

Dr Christoph Schwitzer Chief Zoological Officer

Angela Mather Director of Finance and Corporate Services – appointed 18 June 2018

Tom Hedges Director of Estates

Charlotte Brown Commercial Director – appointed 25 March 2019

Carol Groves Director of HR – resigned 23 November 2018

Owain Cassidy Interim Marketing & Commercial Director – appointed 1 February 2018 and resigned 31 October 2018

Tony Lawlor Interim Director of Finance – resigned 21 June 2018

Wendy Walton Director of Commercial Operations – resigned 9 February 2018

Kathryn Price Director of Finance and HR (Company Secretary) – resigned 5 January 2018

Company Secretary

Angela Mather – appointed 23 July 2018

Dr Bryan Carroll – resigned 23 July 2018

Bristol, Clifton and West of England Zoological Society Limited (the 'Society') is a company limited by shares. The company registration number is 5154176 and it is registered as a charity in England & Wales, charity number 1104986.

Registered address

Bristol Zoo Gardens

Guthrie Road

Clifton,

Bristol, BS8 3HA

Advisers

Solicitors

Osborne Clarke

2 Temple Back East, Temple Quay

Bristol, BS1 6EG

Bankers

HSBC Bank plc

3 Temple Quay

Bristol, BS1 6DZ

Investment Adviser

Smith & Williamson Investment Management Ltd

Portwall Place

Portwall Lane

Bristol, BS1 6NA

Independent Auditors

Moore Stephens

Chartered Accountants and Statutory Auditors

30 Gay Street,

Bath, BA1 2PA

Charitable Objects, Mission and Vision

The Society's Charitable Objects are to advance:

- a) the public understanding and the conservation of wildlife and the natural environment, and
- b) the scientific study of plants and animals.

The Society's Mission is "To save wildlife through conservation action and engaging people with the natural world".

The Society's Vision is "A sustainable future for wildlife and people".

The Society's principal activities are (a) the operation and ongoing development of Bristol Zoo Gardens ('BZG') and Wild Place Project ('WPP') as centres for wildlife conservation and as a popular visitor attraction which educates and entertains the public, (b) research and conservation work carried out in the field, and (c) the provision of Higher Education courses.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

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 published by the Charity Commission.

The Trustees believe that the carrying out of the aims of the Society provides a public benefit in a number of areas, including the provision of education and of facilities for recreation and the conservation of endangered species. They also believe that the degree of public access is sufficient for the Society's aims to be carried out for the public benefit. The main activities are the operation of Bristol Zoo Gardens and Wild Place Project, and when setting admission prices, due regard is paid to enabling as many members of the public as possible to benefit from the facilities. A range of discounted admission prices is available for students, school groups, senior citizens, people with disabilities etc. The Society also offers other schemes, such as volunteering and the provision of outreach, which will benefit those who would ordinarily be unable to afford access.

The Strategic Report contains a fuller description of the public benefit that the Society provides.

Strategic Report

Our objectives and achievements for 2018

The highlights and milestones for 2018 as a context in which to view the financial statements which follow were:

- The continued growth and development of the Wild Place Project and in particular the start of construction work on the new Bear Wood exhibit which will open during July 2019. This exhibit will be home to European brown bears, European grey wolves, Eurasian lynx and wolverine. Visitors will enter through a 'time machine' which transports them back in time to when the British Ancient Woodland was originally inhabited by these animals. We have successfully raised over £3.4m to build the exhibit and we are very grateful to all of our supporters who have helped enable us to deliver our vision;
- At Wild Place Project, we also continued our programme of investment in infrastructure development to meet the growth in visitor numbers, including an extension of the car park, a new admissions area and the opening of two new small catering outlets;
- At Bristol Zoo Gardens, we opened a Goodfellows tree kangaroo exhibit, which was staffed by rangers and used as part of our conservation behaviour change campaign to support sustainable palm oil. A new aviary for rare bird species from the Philippines and wider South-East Asia was opened, linking to our conservation project on the Philippine Islands of Negros and Panay;
- At Bristol Zoo Gardens we also welcomed a new female western lowland gorilla from Hannover Zoo who is part of the European conservation breeding programme for this species;
- We continued to develop our programme intensifying guest engagement with the natural world through tours, activities and interaction with rangers at both sites. This included a new programme of activities at Wild Place Project, including Wild Detective sessions which, with the benefit of grant funding for a ranger, enabled families from deprived areas or less able to access nature to visit the site;
- Successes in our conservation breeding programmes included the Lord Howe Islands stick insects which were once thought to be extinct and are one of the world's rarest insects. Bristol Zoological Society is the only zoo outside Australia that has successfully established this species in captivity. We also had success in breeding black marsh turtles (Vulnerable on the IUCN Red List of Threatened Species) and Endangered Chapa bug-eyed frogs from Northern Vietnam;
- Our field conservation projects have continued under the structure of a new five-year Conservation Master Plan which outlines conservation work across 14 projects in 10 different countries. Amongst the key successes during this year, we started rebuilding the Ankarafa Field Station in Madagascar which was supported by various donations, including work by professional advisors from local companies who donated their time free of charge. This will help to enable more lemur and other wildlife surveys, research by Malagasy and UK students and work on experimental reforestation plots. We announced a new project to help protect western lowland gorillas in Equatorial Guinea. We also continued to promote conservation work near to our own sites, including work releasing captive-reared white clawed crayfish into the wild, native species surveys and wetland restoration at Wild Place Project and working with the Avon Gorge & Downs Wildlife project;
- We have continued to develop our Higher Education activities, with seven degree courses and c.300 students on site at Bristol Zoo Gardens during term time, and we received excellent feedback from students in their student surveys; and
- We could not operate our sites without the significant contribution made by our volunteers. During the course of 2018, volunteers contributed over 53,000 hours for us and we thank them for all of their help and support.

After a 40-year career, the Chief Executive Officer Dr Bryan Carroll stepped down but will continue as a Director Emeritus for the Society. We were delighted to welcome Dr Justin Morris as the new Chief Executive, who comes with more than 20 years' commercial experience working in two of the UK's most popular museums, and a lifelong passion for the natural world.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Our 2018-2020 Strategic Plan and 2019 objectives

In 2015, the Society produced its 10-year Strategic Plan 2015-2025 and this set out the Strategic Aims of the Society. Below this sits a rolling 3-year plan, which was updated in December 2017 for the years 2018-2020. The key focus of the 10-year and 3-year plans under each of our strategic aims is:

Strategic Aim 1: Being a World Leader in conservation breeding, field programmes, veterinary science, research and education.

- Two locally, regionally and nationally excellent zoos, engaging people with the natural world and inspiring behaviour change
- A locally and globally excellent conservation organisation
- An enhanced contribution of the wider zoo community to global species conservation

Strategic Aim 2: Ensuring a Sustainable and Robust Business underpins all our activities

- An amazing, fun and engaging day out
- Maximising existing revenue streams
- Diversification of revenue streams
- Fundraising – increase target to £1m per year
- Communicating a compelling case for support

Strategic Aim 3: Having a positive, can-do attitude and great teamwork based on mutual respect

- Attracting and retaining the best people with the necessary skills and attitude to each play a part in the delivery of the Society mission
- Attaining organisational excellence through continuous learning and development
- Promoting positive attitudes and inspiring motivation to engage our people to be ambassadors for the Society and our mission
- Being effective in our communication and teamwork as this is essential for the delivery of high quality animal care and guest experience

Strategic Aim 4: Acting ethically, responsibly and sustainably in all areas of our work

- Acting sustainably to deliver tangible results by 2025

With the change in leadership and need to address the ongoing trading position of the Society, 2019 will be a year of transition for the Society as we develop a new strategy for 2020-2025.

The main objectives we will deliver on during 2019 include:

- To deliver and open the Bear Wood exhibit at Wild Place Project during July 2019, to continue to invest in infrastructure and facilities at Wild Place Project and to maintain a high quality visitor experience. This will include the opening of a new temporary hot food outlet which will support visitor growth until we build a permanent restaurant onsite;
- To undertake a programme of smaller exhibit renovation and innovation at Bristol Zoo Gardens. This will include the introduction of sifaka lemurs and refurbishment of the butterfly walkthrough;
- At both sites creating a 5-year masterplan which sets the framework for the development of our visitor experience and exhibits. The masterplan for Wild Place Project will also include planning for the European Centre of Excellence in Zoological Medicine;
- We will continue to review areas of expenditure and implement cost savings to improve the financial viability of the Society;
- We will continue our global campaign in support of certified sustainable palm oil; and
- We will continue to work with our teams to ensure we have motivated and accountable people who have the right skills we need to develop and grow. This includes the recruitment of a new Commercial Director who joined us on 25 March 2019.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Financial key performance indicators

Category	2018	2017	% change +/-
BZG total guest numbers	478,126	523,166	-8.6%
BZG paid attendance	300,272	337,239	-11.0%
BZG admission income (exc. Gift Aid)	£3.4m	£4.1m	-18.9%
BZG admission income per paying guest	£11.18	£12.27	-8.9%
Admissions Gift Aid, % of eligible income	48.1%	46.4%	+3.7%
BZG day visitor catering spend per guest	£2.92	£2.50	+16.8%
BZG retail spend per guest	£1.78	£1.60	+11.3%

Category	2018	2017	% change +/-
WPP total guest numbers	192,306	190,515	+0.9%
WPP paid attendance	112,071	116,050	-3.4%
WPP admission income (exc. Gift Aid)	£0.8m	£0.7m	+5.0%
WPP admission income per paying guest	£6.71	£6.17	+8.8%
WPP admissions Gift Aid, % of eligible income	58.4%	52.9%	+10.4%
WPP day visitor catering spend per guest	£2.03	£1.91	+6.3%
WPP retail spend per guest	£0.72	£0.73	-1.4%

Bristol Zoo Gardens

Total attendance figures at Bristol Zoo Gardens ('BZG') decreased by 8.6% compared with 2017, mainly as a result of the strong competitive environment and lack of newness at the site. The increase in Gift Aid as a proportion of revenue reflects the improved training and increased level of focus by the guest facing teams. Catering spend per visitor has increased following the improved proposition being delivered by our partner. The increased retail revenue and spend per guest reflects the decision to operate the retail stores in-house from November 2017 and the increased focus by the team, including changes in the mix of products available.

Wild Place Project

Growth at Wild Place Project ('WPP') slowed during 2018, with the site facing the same issues as Bristol Zoo Gardens with a strong competitive environment and no new exhibits opening during the year. The catering proposition improved with the opening of new refreshment kiosks and retail revenue benefited from the change in structure.

Financial results and overview for the year

Overall income in the year was £13.6m (2017: £11.6m) which is an increase against the prior year of £2.0m. This income includes the exceptional fundraising campaigns undertaken for the Bear Wood project which resulted in £2.3m (2017: £1.1m) of income in the year. If we exclude these balances, income was £11.3m (2017: £10.5m), an increase of £0.8m. £0.7m of this relates to the decision to bring the operation of the retail stores in-house from November 2017. Income from the charitable activities at Wild Place Project continues to grow but with lower ticket prices per head than Bristol Zoo Gardens, the gain in revenue is not sufficient to offset the fall at Bristol Zoo Gardens.

The total expenditure for 2018 of £11.8m is an increase of £1.2m or 11% on 2017. £0.5m of this increase is a direct result of the in-house retail operation. The remaining increase reflects the growth and investment in Wild Place Project and continued cost growth at Bristol Zoo Gardens.

Net losses on investments which are a combination of stocks and shares and properties of £226k (2017: £112k loss) were recorded. In 2018, this reflects a loss on the shares, bonds and gilts portfolio. In 2017, there was a significant loss on the investment properties of £407k on the back of a Knight Frank LLP valuation. The Trustees have assumed that based on current market information there has been no significant change to the values during 2018.

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Report of the Trustees (continued)

The overall surplus on the defined benefit scheme has reduced during 2018 by £130,000, following a fall in investment value but continues to be in surplus. The overall movements have resulted in an actuarial loss in the consolidated statement of financial activities of £328,000 (2017: gain of £656,000). The Trustees are mindful this could become a deficit again and the Society has continued to make deficit payments into the scheme in line with the schedule set out in the valuation in 2015, pending results of the triennial valuation. The reserves policy includes a nominal pension reserve for possible deficits in the future, given the prevailing low interest rates coupled with low gilt yields and the consequential increase in the Scheme's liabilities over which the Trustees have little control.

Overall the net income for the year was a gain of £1.3m as compared to a gain of £1.6m in 2017. Excluding the restricted funds, the Society had net consolidated expenditure for the year of £1.0m (2017: net expenditure of £0.2m). The decrease in profitability of £0.8m is predominantly due to increases in costs, a loss on investments and a loss on the actuarial pension scheme which last year had a gain.

Principal risks and uncertainties

The principal net risks (after taking into account controls and mitigating actions) have been assessed by the Trustees as:

- the need to maintain an appropriate level of reserves for the size and nature of the charity, following recent challenging financial results and the need to invest in both sites;
- a long term decline in visitors for the Bristol Zoo Gardens site through an increasingly competitive visitor attraction market and restrictions on parking;
- the need to invest in the infrastructure at Wild Place Project and Bristol Zoo Gardens sites; and
- the challenges of running a multi-site operation including the need to ensure sufficient resources and the risk of the sites being in competition with each other.

At the strategic level, these risks are being addressed through a new 2020-2025 strategic plan. This will identify the unique offering of the both sites in the context of social and consumer changes and base our objectives and development plans on this. The income from both sites, the optimum use of our land and property assets and capital fundraising campaigns will be used to fund the investment needed in the sites and to deliver our conservation strategy. Mitigating actions against restrictions on parking include a green travel plan, maintaining good relationships with Bristol City Council and the Downs Committee and lobbying other stakeholders as appropriate.

The Trustees also recognise that the potential repayment of the Homes England grant of £1.5m represents a remaining risk, until we have received final clearance on the investment made up to 1 January 2019 at Wild Place Project.

The risk from Brexit has been considered but is not thought to be significant for the Society. The main areas of risk are around the ability to be able to move animals in and out of Europe and therefore the ability to maintain the collections and the impact on availability and cost of food and other essential animal supplies. We are working with our suppliers regarding the supply of essential items and will ensure we have sufficient reserves on site at the time of exiting Europe.

Liquidity risk and credit risk are considered to be low as most of our income is from admission income and only a small amount of our income is billed for later payment by visitors. We understand and monitor our cash inflows and outflows and only embark on large capital spend once we have reasonable certainty of the cash generated from operations or secured fundraising or borrowing in place; our overdraft facility provides further liquid funds and we maintain fully liquid cash reserves. We have minimal exposure to interest rate risk on our borrowings as all are at fixed rates for the term of the loan.

Structure, governance and management

Governing Document

The Society is governed by its Memorandum and Articles of Association.

Recruitment and Training of Trustees

As set out in the Articles of Association, we have up to twelve Trustees, of whom two are nominated by the University of Bristol and The University of the West of England respectively. The remaining Trustees are elected by the shareholders. All Trustees serve a fixed term of three years, with a maximum of three terms.

An analysis of the complementary skills of the Trustees has been carried out so that the recruitment of new Trustees, as and when required, focuses on the skills which the Board requires.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Prospective new Trustees are invited to visit both sites, meet the Chief Executive, key employees and other Trustees, and become acquainted with the culture and standards of the organisation prior to attending formal Trustee meetings.

A pack of information is made available to new Trustees. This comprises copies of the governing documents, past annual reviews, recent statutory and management accounts, minutes of Trustee meetings and other background material including relevant Charity Commission publications. During the year the Trustees received training on the Charity Governance Code (CGC) for larger charities. In accordance with the CGC the Trustees also undertook an internal review of their effectiveness as a Board. A resulting action plan has been agreed by the Board and implementation is being monitored.

Organisational Management

The Trustees consider that the Board of Trustees, who are the Society's directors, together with the Senior Management Team comprise the key governance personnel of the Society, in charge of directing and controlling, running and operating the Society on a day-to-day basis.

The day-to-day management is delegated to the Chief Executive and Senior Management Team and monitored by the Trustees through them. To facilitate effective operations, the Chief Executive has authority, within the terms of delegation approved by the Trustees, for operational matters including finance, employment and mission-related activity.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 25 to the financial statements.

During the year under review, the Trustees met bi-monthly.

The Trustees of the charity who were in office during the year and up to the date of signing the financial statements are as shown on page 2.

The Trustees have established committees for specific areas of the Society's operations as follows: an Audit & Risk Committee, a Conservation, Ethics & Sustainability Committee, a Finance & Business Committee and a Remuneration & Performance Committee.

Pay policy for senior staff

We have a pay policy for senior staff, set and monitored by the Remuneration & Performance Committee. The pay policy is reviewed annually by the Remuneration & Performance Committee and senior staff salaries are normally increased in line with pay levels for other staff. In view of the nature of the Society, the Trustees benchmark against pay levels in other zoos and visitor attractions of a similar size run on a charitable basis. If recruitment has proven difficult, a market addition may also be paid with the pay maximum no greater than the highest benchmarked salary for a comparable role.

Group Structure and Relationships

The Society has one wholly-owned subsidiary company, Bristol Zoo Enterprises Limited (company number 1750167), established to operate the retail, catering and conferencing facilities of the Society. It has a licence to operate these facilities and gift aids its taxable profits to the Society. Together these are referred to as the Group.

The Society holds one third of the membership of Natural History Consortium, established to improve the way we communicate about the natural world through innovative public events, professional development and international dialogue. Its company registration number is 06472186 and it is registered as a charity, number 1123432.

Risk Management

The Trustees have set up an Audit & Risk Committee responsible, on behalf of the Trustees, for reviewing the policies and overall process for identifying and assessing risks to the Society. It reviews the major strategic, business, financial and operational risks to which the Society is exposed, both the risk before controls and mitigating actions and the risk after taking these into account. Systems have been established to mitigate those risks and procedures have been implemented to minimise any potential impact on the Society should any of those risks materialise.

The Trustees are generally satisfied that proper systems, including risk assessment procedures, health and safety procedures and insurances are in place and that policies are in place to recognise and mitigate exposure to other major risks. The Society is currently undergoing an internal audit view of its systems and controls and has also formally agreed that, once this review is finalised, a tender will commence to appoint an internal audit. For details of the principal non-financial risks and uncertainties see the Strategic Report.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

Investment powers, policy and performance

Investment powers are governed by the Memorandum and Articles of the Society, which permit the funds to be invested in the manner shown in note 10 to the financial statements. The Investment Policy was reviewed during 2018. There has been no change to the intention that the real value of the Society's investments be maintained and enhanced over the long term by investment in a portfolio comprising equities, fixed income stocks and cash. In order to meet these objectives, the Trustees have appointed an investment adviser as their agent to manage a diversified portfolio of suitable investments on a discretionary basis. The brief to the adviser states that they should select a balanced investment return from income and capital, with medium risk. The proportions invested in equities, fixed income stocks and cash are reviewed with the investment adviser from time to time to provide guidance on the ongoing suitability of that element of Investment Policy. The performance of the investments has been satisfactory, in line with the relevant benchmarks.

Asset cover for funds

Note 18 to the financial statements sets out an analysis of the assets attributable to the restricted, designated and unrestricted funds. These assets are sufficient to meet with the Society's obligations in respect of each individual fund.

Fixed assets

The movements in fixed assets during the year are set out in note 9 to the financial statements. The freehold land and buildings at Clifton were revalued at 30 September 2013. The freehold land and buildings at Hollywood Tower Estate were revalued as at 21 October 2014. The Trustees are not aware of any material changes since these valuations.

Grant giving

The Trustees have approved a policy of setting aside a proportion of the Society's unrestricted funds each year to provide for grants to support in-situ conservation projects. Executives bring forward recommendations for projects to support. These recommendations are subject to Trustee approval as part of the Society's annual budgeting process. In addition, grants are made to conservation organisations from the proceeds of specific fundraising exercises.

Fundraising

The Society's approach to fundraising is set out in our Fundraising Policy which is reviewed annually by the Trustees. The Society primarily fundraises from philanthropic sources (e.g. grant giving bodies and individual/group donors), corporate sponsorship (both cash and "in-kind") and fundraising events.

The Society recognises the need to conduct its fundraising within the context of recognised standards set out in the Institute of Fundraising's (IoF) Code of Fundraising Practice, the Data Protection Act 2018 and the CAP Code (Committee of Advertising Practice). We have not previously employed external professional fundraisers or companies but are considering this as part of the 2020-2025 strategy.

Our Fundraising Policy stresses the critical importance that no individual should use their position in the Society for personal gain, or to benefit others at the expense of the Society, its mission, or reputation. The Policy also sets out that individuals must not act in any way that could be reasonably seen by others as compromising the independence and integrity of the Society; all activities are to be carried out with honesty and integrity, with employees never knowingly misleading supporters. Any confidential information obtained must always be protected, and that the trust of all supporters is not violated.

The policy also sets out the way in which we deal with fundraising complaints.

Reserves

The total reserves of the Society at the year end was £42.5m (2017: £41.2m). Included within this is £4.2m (2017: £2.0m) of restricted reserves. The Society's policy on restricted reserves is to record donations, grants and other sources of fundraising separately where restrictions are imposed that are narrower than the Society's overall objectives. The level has increased significantly this year, reflecting the £3.4m of funds raised for Bear Wood which the Society are in the process of investing in the new exhibit.

The total amount of unrestricted reserves is £38.3m (2017: £39.2m). The Trustees have a policy of designating unrestricted reserves for specific purposes. The main designated reserves are:

- The fixed asset reserve of £28.6m represents the net book value of the Group's tangible fixed assets net of outstanding related bank loans and the historic revaluation reserve; and
- Other designated funds totalling £18,000 for purposes described in Note 16.

Bristol, Clifton and West of England Zoological Society Limited

Report of the Trustees (continued)

The Trustees review their policy on reserves each year. There is no single level, or even a range of, reserves that is right for all charities. The level of reserves set by the Trustees should reflect the particular circumstances of the charity and to some extent, therefore, any amount of money set aside in a reserves policy is subjective and will change over time.

At 31 December 2018, the unrestricted undesignated reserves of the Group amounted to £1.6m (2017: £2.4m) which was £0.1m less than the proposed minimum required level determined by Trustees during 2018. During 2019 the Trustees have reviewed the minimum proposed level in the light of the pension scheme net asset position and the need to invest in the development of strategic plans. The programme to ensure that a suitable level of unrestricted undesignated reserves is maintained is a key part of the development of the Society's strategic plans.

Directors' indemnities

As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The Company also purchased and maintained throughout the financial year Directors' and Officers' liability insurance in respect of itself and its Directors.

Equal opportunities

The Society is an equal opportunity employer and is committed to promoting equal opportunity for all employees and job applications. The Society does not discriminate against employees on the basis of their age, disability, gender, sexual orientation, gender reassignment, pregnancy and maternity, race, religion or belief.

Any applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of employees becoming disabled all reasonable effort is made to ensure that their employment within the Society continues, including enjoying the same career development and promotion opportunities and training.

Employee engagement

The Society's employees are key to its success and it is important that they are engaged with the charity and its activities on a formal and informal basis. As part of this programme, bi-monthly 'All Staff' meetings are held, where the Senior Management Team present on the performance of the Society and any other information they feel employees should be made aware of. Employees are encouraged to ask questions at these meetings. In addition, as part of regular consultation with employees and encouraging employee participation, the Chief Executive and Director of Finance & Corporate Services meet with a Staff Forum on a bi-monthly basis. On a more informal basis a weekly newsletter is circulated and regular update meetings on conservation projects are provided for those who wish to attend.

Accounting and reporting responsibilities

Statement of Trustees' responsibilities

The Trustees (who are also directors of Bristol, Clifton and West of England Zoological Society Limited for the purposes of company law) are responsible for preparing the Report of the Trustees, including the Strategic Report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which 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 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Bristol, Clifton and West of England Zoological Society Limited Report of the Trustees (continued)

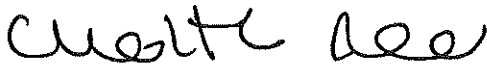
In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent Auditors

A resolution to appoint Moore Stephens as auditors to the Society will be proposed at the Annual General Meeting. The Report of the Trustees and the Strategic Review were approved by the Board of Trustees.



Charlotte Moar
20 May 2019

Bristol, Clifton and West of England Zoological Society Limited

Independent Auditor's Report to the Trustees and Members of Bristol, Clifton and West of England Zoological Society Limited

Opinion

We have audited the financial statements of Bristol, Clifton and West of England Zoological Society Limited (the 'charitable company') for the year ended 31 December 2018 which comprise the Consolidated statement of financial activities, Consolidated and charitable company's Balance Sheet, 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 FRS 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 the charitable company's affairs as at 31 December 2018 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and 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 charitable company 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 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 audit opinion.

Conclusions relating to going concern

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

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

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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Bristol, Clifton and West of England Zoological Society Limited

Independent Auditor's Report to the Trustees and Members of Bristol, Clifton and West of England Zoological Society Limited (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient 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 pages 10 and 11, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the 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

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 for the audit of the financial statements is located on the Financial Reporting Councils website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members and the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body, and its Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Powell, *Senior Statutory Auditor*

For and on behalf of Moore Stephens, Statutory Auditor
30 Gay Street
Bath
BA1 2PA

Moore Stephens is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

21 May 2019

Bristol, Clifton and West of England Zoological Society Limited
Consolidated statement of financial activities
(including the consolidated income and expenditure account)
For the year ended 31 December 2018

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Total 2017 £'000
Income:					
Donations & legacies		538	2,252	2,790	1,580
Income from charitable activities:					
Bristol Zoo Gardens	2(a)	6,225	-	6,225	6,663
Wild Place Project	2(c)	1,326	-	1,326	1,070
Conservation & research projects	2(b)	-	403	403	360
Income from commercial trading operations	3(b)	2,372	-	2,372	1,487
Investment income	3(a)	495	-	495	448
Total income		10,956	2,655	13,611	11,608
Expenditure					
Expenditure on raising funds:					
Fundraising		245	-	245	276
Commercial trading operations		2,039	-	2,039	1,554
Investment management costs		41	-	41	95
	5	2,325	-	2,325	1,925
Expenditure on Charitable activities:					
Bristol Zoo Gardens		7,148	-	7,148	6,917
Wild Place Project		1,564	-	1,564	1,187
Conservation & research projects		333	395	728	521
National Wildlife Conservation Park		-	-	-	15
Total expenditure	5	11,370	395	11,765	10,565
Net income/(expenditure) before investment gains/(losses)		(414)	2,260	1,846	1,043
Net gains/(losses) on investments	10	(226)	-	(226)	(112)
Net income/(expenditure) for the year	6	(640)	2,260	1,620	931
Other recognised gains/(losses):					
Actuarial (losses)/gains on defined benefit pension scheme	19	(328)	-	(328)	656
Net movement in funds		(968)	2,260	1,292	1,587
Total funds brought forward		39,226	1,953	41,179	39,592
Total funds carried forward		38,258	4,213	42,471	41,179

Bristol, Clifton and West of England Zoological Society Limited
Balance sheets at 31 December 2018
Registered company number - 5154176

	Note	Group 2018 £'000	2017 £'000	Society 2018 £'000	2017 £'000
Fixed assets					
Tangible assets	9	37,611	37,406	37,611	37,406
Investments	10	5,600	5,823	5,600	5,823
Investment in subsidiary company	4	-	-	-	-
Animals		1	1	1	1
Total fixed assets		43,212	42,230	43,212	43,230
Current assets					
Stocks	11	88	77	-	8
Debtors falling due within one year	12	1,081	1,135	887	985
Cash at bank and in hand		1,975	491	1,867	414
Total current assets		3,144	1,703	2,754	1,407
Creditors: amounts falling due within one year	13	(2,421)	(1,900)	(2,349)	(2,083)
Net current assets		723	(197)	405	(676)
Total assets less current liabilities		43,935	43,033	43,617	42,554
Creditors: amounts falling due after more than one year	14	(1,917)	(2,437)	(1,917)	(2,437)
Net assets excluding pension asset		42,018	40,596	41,700	40,117
Defined benefit pension asset	19	453	583	453	583
Net assets including pension asset		42,471	41,179	42,153	40,700
Funds:					
Share capital	15	-	-	-	-
Unrestricted income funds					
Designated funds	16	31,183	30,002	31,183	30,002
Revaluation reserve	16	4,963	6,199	4,963	6,199
Other unrestricted funds	16	1,659	2,422	1,341	1,963
Total unrestricted funds before pension asset		37,805	38,643	37,487	38,164
Pension reserve	19	453	583	453	583
Total unrestricted funds after pension asset		38,258	39,226	37,940	38,747
Restricted funds	17	4,213	1,953	4,213	1,953
Total charity funds	18	42,471	41,179	42,153	40,700

The Society has taken exemption from presenting its individual profit and loss account under section 408 of the Companies Act 2006. The amount of the net income for the year dealt with in the Society's entity-only financial statements is £974,000 (2017: £1,108,000).

The financial statements were approved and authorised for issue by the board of Trustees on 20 May 2019 and signed on its behalf by:

Charlotte Moar



Malcolm Broad



The notes on pages 16 to 37 form part of the financial statements.

Bristol, Clifton and West of England Zoological Society Limited
Consolidated cash flow statement
For the year ended 31 December 2018

	Note	2018 £'000	2017 £'000
Net cash generated from operating activities	20	2,969	1,551
Cash flow from investing activities:			
Dividends and interest		93	85
Purchase of property, plant and equipment		(1,045)	(1,454)
Proceeds from sale of investments		183	1,054
Purchase of investments		-	(1,028)
Net cash used in investing activities		(769)	(1,343)
Cash flow from financing activities:			
Repayments of borrowing		(530)	(517)
Cash inflows from new borrowing		-	280
Net cash used in financing activities		(530)	(237)
Net increase/(decrease) in cash and cash equivalents in the year		1,670	(29)
Cash and cash equivalents at the beginning of the year		606	635
Total cash and cash equivalents at the end of the year	21	2,276	606
Cash and cash equivalents consist of:			
		£'000	£'000
Cash at bank and in hand		1,975	491
Cash deposits for reinvestment		301	115
Net cash		2,276	606

The notes on pages 16 to 36 form part of the financial statements.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2018

The Society is a company limited by shares. The company registration number is 5154176 and it is registered as a charity in England & Wales, charity number 1104986. Amounts included in the financial statements are rounded to the nearest whole pound.

1 Principal accounting policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Society 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 note(s).

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheet and the consolidated cash flow statement include the financial statements of the Society and its subsidiary undertakings made up to 31 December 2018, using the acquisition method of accounting. Uniform accounting policies are applied throughout the group. Intra group transactions and profits are eliminated fully on consolidation. The Society's share of the net income, and its share of the net assets, of Natural History Consortium (of which the Society is a one-third member) have not been included as they do not have a material effect on the financial statements of the Society.

Preparation of the accounts on a going concern basis.

The Society reported a cash inflow of £1,670,000 for the year. The Trustees are of the view that based on the forecasts for the next 12 months, the bank overdraft facility and cash reserves available will be sufficient to cover any short to medium term cash requirements, and that on this basis the charity is a going concern.

Functional currency

The Society's functional and presentation currency is the pound sterling.

Donations and legacies

Donations and legacies are credited to revenue on a receivable basis. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts in kind are valued at a reasonable estimate of their value to the Society.

Guest related income

Guest related income represents cash and invoiced amounts of admission charges, goods sold and services provided and commission, stated net of Value Added Tax, together with Gift Aid income, where applicable. The income is recognised at date of receipt or of the visit, if later.

Annual and corporate membership income

Annual and corporate membership income is credited in the statement of financial activities on a time basis. Where annual membership commences in mid-year then an amount relating to the subsequent period is deferred within creditors as accruals and deferred income.

Grants receivable

Income from government and other grants, whether 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Rental income

Income from rented properties is recognised in the period in which the rent is due. Income from office lettings is recognised in the period to which it relates. Amounts invoiced for future periods are apportioned and carried forward as deferred income.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2018

1 Principal accounting policies (continued)

Tangible fixed assets and depreciation

Freehold land and buildings were previously revalued every five years by a suitably qualified independent valuer. The land and buildings at Clifton are stated at their valuation as reported in the financial statements as at 1 January 2014. Land and buildings at the Hollywood Tower Estate are stated at the valuation carried out at 21 October 2014. Other assets purchased subsequent to those dates, including those under the course of construction, are included at their historical purchase price together with any incidental expenses of acquisition and irrecoverable VAT. The Society took the advantage of the transitional arrangements related to the introduction of FRS 102 in 2015 to treat the most recent valuations as deemed cost. Assets with a cost below £500 are not capitalised.

Depreciation is calculated so as to write off the cost or valuation of tangible fixed assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Freehold land and buildings (animal houses)	2-4
Other freehold land and buildings	1-2
Leasehold land and buildings	4
Plant and machinery	10 - 20
Motor vehicles	25

Interest on long term loans taken out to finance capital expenditure on land and buildings is capitalised up until the date the assets are brought into use.

Fixed asset investments

Investments in subsidiary undertakings are stated at cost, but are written down to their realisable value if it is considered that there has been a permanent diminution in their value. Investment properties are stated at fair value. These properties are not depreciated. Investments in government securities and listed companies have been valued at market value in the financial statements at 31 December 2018. Income from investments is included in the year in which it is receivable.

Realised and unrealised gains and losses on investment properties and other investments are combined in the Consolidated statement of financial activities.

Animals

These assets, which are not capable of realistic valuation, are shown at a nominal value and not depreciated. Purchases and sales during the year are treated as revenue transactions.

Stocks

Stocks are valued at the lower of cost and estimated net realisable value. Provision is made where necessary for obsolescent, slow moving and defective stocks.

Cash at bank and in hand

Cash at bank and cash 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.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Overheads have been allocated on an appropriate basis between cost categories, based on staff numbers or share of resources.

Expenditure on raising funds

Expenditure on raising funds relates to the costs of running and supporting the Society's trading activities and other fundraising projects, and investment management costs.

Costs of charitable activities

Charitable activities include (a) the operation of Bristol Zoo Gardens (b) the operation of Wild Place Project, and (c) Conservation and research projects. Both the direct costs and support costs of these activities are included.

Grants payable

Grants payable are accounted for in full as liabilities of the Society when approved by the Trustees and accepted by the beneficiaries.

Bristol, Clifton and West of England Zoological Society Limited

Notes to the financial statements

For the year ended 31 December 2018

1 Principal accounting policies (continued)

Support costs

Support costs comprise the direct costs, including staff, attributable to charitable activities and an appropriate apportionment of indirect costs.

Governance costs

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements, and an appropriate apportionment of indirect costs.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pension costs

The Society operates a defined benefit pension scheme which closed to new employees in 2004 and ceased accrual in 2012. The assets of the scheme are held in trustee administered funds completely independent of the Society's finances. The Society makes contributions to clear the scheme deficit over a period of time agreed with the Scheme Trustees.

The Society makes contributions to defined contribution pension schemes on behalf of staff. The cost of these contributions is charged in the financial statements as incurred.

Operating leases

Rentals applicable to operating leases are charged as a cost against the activity for which the expenditure was incurred on a straight-line basis over the term of the lease.

Irrecoverable VAT

Irrecoverable VAT attributable to capital expenditure is capitalised as an addition to the asset in question. Irrecoverable VAT on revenue expenditure is allocated under the appropriate expenditure headings in the Consolidated statement of financial activities.

Financial instruments

The Society only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity 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.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity 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 and gains are allocated to the appropriate fund.

Significant judgements and estimates

Preparation of the financial statements requires the Trustees to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

- deciding on the expected useful lives of tangible fixed assets. The Trustees consider by each fixed asset class the generally accepted best practice for the length of expected useful lives and the group's own experience when establishing the expected useful lives.
- the apportionment basis for the allocation of costs. The Trustees consider that costs should be allocated to different group activities on the main driver of costs for that department, for example staff numbers, revenue or direct costs.
- defined benefit pension scheme. The Society has an obligation to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management, with advice from the scheme actuary, estimate these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends. See note 19 for the disclosures relating to the defined benefit pension scheme.

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2018

2a) Bristol Zoo Gardens

	2018	2017
	£'000	£'000
Gate receipts (inc. Gift Aid)	4,046	4,578
Membership income (inc. Gift Aid)	991	961
Higher Education fees	846	843
Other (car parks, education fees, vet consultancy etc.)	342	281
	6,225	6,663

Income from Gift Aid is included in the above categories.

2b) Conservation and research projects

	2018	2017
	£'000	£'000
Grants received	166	220
Other	237	140
	403	360

2c) Wild Place Project

	2018	2017
	£'000	£'000
Gate receipts (inc. Gift Aid)	883	817
Membership income (inc. Gift Aid)	340	238
Other (education fees etc.)	103	15
	1,326	1,070

3a) Investment income

	2018	2017
	£'000	£'000
Dividends	89	82
Interest on government securities	4	3
Rents and other property income	402	363
	495	448

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2018

3b) Commercial trading operations

	2018	2017
	£'000	£'000
On-site catering and retail sales/commission	1,399	685
Conference facilities	198	176
Events	199	86
Miscellaneous income from activities, including on-site concessions	281	404
Rents and other property income	295	136
	2,372	1,487

4 Subsidiary and associated companies

The Society owns 100% of the share capital of Bristol Zoo Enterprises Limited (company number 01750167) which is incorporated in England and which carries out trading activities relating to the Society. The cost of the investment is £3 and there is no impairment provision.

The Society was the sole member of National Wildlife Conservation Park ('NWCP'), incorporated in England and limited by guarantee. National Wildlife Conservation Park was itself the sole member of Hollywood Estate Enterprises Limited. In 2014, the assets and liabilities of National Wildlife Conservation Park were transferred to the Society and it ceased to trade. Also the assets and liabilities of Hollywood Estate Enterprises Ltd were transferred to Bristol Zoo Enterprises Ltd, and it ceased to trade. In 2015, both companies were dissolved.

The Society holds one third of the membership of Natural History Consortium ('NHC'), a charity established to improve communication about the natural world. The Society does not include its share of the results of this charity in the group financial statements of the Society because the results are not material to the Society. The most recent available audited financial statements of NHC, for the year ended 31 December 2017, show a net surplus and net movement in funds of £9,844 and total funds of £25,475.

The results of the Society and Bristol Zoo Enterprises Limited are set out below, together with the companies' assets and liabilities:

	Society 2018	BZE Ltd 2018	Consolidation adjustments 2018	Total 2018	Total 2017
	£'000	£'000	£'000	£'000	£'000
Income	12,091	2,473	(953)	13,611	11,608
Expenditure	(10,563)	(2,155)	953	(11,765)	(10,565)
Net income before investment gains/(losses)	1,528	318	-	1,846	1,043

Net funds of the subsidiary company:

	2018	2017
	£'000	£'000
Aggregate assets	471	682
Aggregate liabilities	(153)	(203)
Aggregate funds	318	479

The Trustees believe the carrying value of the investment is supported by its underlying net assets.

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2018

5 Expenditure

	Staff costs £'000	Other direct costs £'000	Support costs £'000	Governance costs £'000	2018 £'000	2017 £'000
Expenditure on raising funds:						
Fundraising	171	74	-	-	245	276
Commercial trading	577	1,462	-	-	2,039	1,554
Investment management costs	3	38	-	-	41	95
Total expenditure on raising funds	751	1,574	-	-	2,325	1,925
Expenditure on charitable activities:						
Bristol Zoo Gardens	2,715	1,326	3,021	86	7,148	6,917
Wild Place Project	467	636	437	24	1,564	1,187
Conservation and research projects	250	377	101	-	728	521
Total expenditure on charitable activities	3,432	2,339	3,559	110	9,440	8,640
Total expenditure	4,183	3,913	3,559	110	11,765	10,565

Allocation of support costs:

	Staff costs £'000	Other costs £'000	2018 £'000	2017 £'000
Bristol Zoo Gardens	949	2,072	3,021	2,977
Wild Place Project	357	80	437	808
Conservation and research projects	66	35	101	16
	1,372	2,187	3,559	3,801

Support costs have been allocated on the basis of the number of employees engaged in charitable activities and include the costs of the finance department, maintenance, utilities, admissions, governance costs and a proportion of irrecoverable VAT.

Allocation of governance costs:

	Staff costs £'000	Other costs £'000	2018 £'000	2017 £'000
Bristol Zoo Gardens	39	47	86	69
Wild Place Project	11	13	24	24
	50	60	110	93

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2018

6 Net income/(expenditure)

	2018	2017
	£'000	£'000
Net income/(expenditure) for the year is stated after charging/(crediting):		
Operating lease payments:		
Plant, machinery and vehicles	33	34
Depreciation	1,152	1,072
Loss on disposal of fixed asset	65	(19)
Trustee indemnity insurance	5	5
Auditors' remuneration for:		
Audit services (Society: £14,800 (2017: £14,800))	18	18
Other services – taxation advisory services	2	2
Other services – taxation and other compliance services	1	3

7 Analysis of staff costs

	2018	2017
	Number	Number
The average monthly head count was 265 staff (2017: 230 staff). The average monthly number of full time equivalent employees during the year was:		
Generating voluntary income	7	7
Bristol Zoo Gardens	110	109
Wild Place Project	33	23
Commercial trading	12	2
Conservation & research projects	15	13
Support	41	40
	218	194
	2018	2017
	£'000	£'000
Staff costs		
Wages and salaries	5,013	4,396
Social security costs	370	353
Contributions to defined contribution pension scheme (see note 19)	211	172
Death-in-service benefits and pensions to former staff	11	17
	5,605	4,938

£35,670 of the above staff costs have been capitalised in the year (2017: £44,882).

Bristol, Clifton and West of England Zoological Society Limited
Notes to the financial statements
For the year ended 31 December 2018

7 Analysis of staff costs (continued)

The number of employees whose annual emoluments exceeded £60,000 was:

	2018	2017
	Number	Number
£60,001 - £70,000	2	2
£70,001 - £80,000	3	-
£80,001 - £90,000	1	2

A salary exchange arrangement was introduced in 2015 for members of the Senior Management Team. The emoluments include salaries sacrificed.

Contributions of £39,892 (2017: £49,403) in respect of higher paid employees were paid to defined contribution pension schemes.

No Trustee received any remuneration from the Society during the year (2017: £nil). No Trustee has received reimbursement for out of pocket expenses, nor were any expenses paid for or on behalf of Trustees (2017: £nil). No Trustee received payment for professional or other services supplied to the Society (2017: £nil).

The Board of Trustees, who are the Society's directors, and the Senior Management Team comprise the key management personnel of the Society (see page 3). The total of employee benefits of key management personnel was £537,250 (2017: £404,454). The increase reflects the changes in management during the year with some duplication of roles and premium paid for external interim resource.

The Society pays the premiums on behalf of the Trustees in respect of Directors and Officers insurance. The premium paid in 2018 was £5,250 (2017: £5,000).

Pension contributions outstanding at the year-end were £23,749 (2017: £24,989).

8 Taxation

The parent company is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

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9 Fixed assets

Group & Society	Freehold operational land & buildings £'000	Leasehold operational land & buildings £'000	Plant & machinery £'000	Motor vehicles £'000	Assets under construction £'000	Total £'000
Cost or Valuation						
At 1 January 2018	38,782	121	2,752	29	155	41,839
Additions	-	-	111	-	1,314	1,425
Transfers	423	-	-	-	(423)	-
Disposals	-	-	(33)	-	(51)	(84)
At 31 December 2018	39,205	121	2,830	29	995	43,180
Accumulated depreciation						
At 1 January 2018	2,893	85	1,432	23	-	4,433
Charge in year	897	3	246	6	-	1,152
Disposals	-	-	(16)	-	-	(16)
At 31 December 2018	3,790	88	1,662	29	-	5,569
Net book value						
At 31 December 2018	35,415	33	1,168	-	995	37,611
At 31 December 2017	35,889	36	1,320	6	155	37,406

Some of the properties have been used as security for bank loans and other arrangements, the details of which are provided in notes 13 and 24.

The land and buildings valued at the date of transition to FRS 102 using the deemed cost exemption was as follows:

Group and Society	2015 £'000
Historical cost equivalent	3,953
Revaluation	32,807
Net book value	36,760

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10 Investments

Group and Society	Investment Properties £'000	Listed and other investments £'000	Cash for reinvestment £'000	Total £'000
Cost or valuation at 1 January 2018	2,545	3,163	115	5,823
Additions	-	277	186	463
Disposals at opening market value	-	(460)	-	(460)
Net revaluation losses	-	(226)	-	(226)
Net book value				
At 31 December 2018	2,545	2,754	301	5,600
At 31 December 2017	2,545	3,163	115	5,823

Investment properties are stated at fair value as at 31 December 2018, based on a review by Trustees. These properties are the subject of first and second charges, details of which are included in notes 13 and 24.

Listed and other investments are stated at their market value at 31 December 2018. The historical cost of these investments at 31 December 2018 was £2,242,450 (2017: £2,463,461).

The portfolio was structured as follows at 31 December 2018:	%
Listed on UK Stock Exchange	90.5
Cash deposits	9.5
	100.0

The Society owns three shares of £1 each in its wholly owned trading subsidiary Bristol Zoo Enterprises Ltd which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid.

11 Stocks

	Group		Society	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Animals foodstuffs, cleaning materials.	-	8	-	8
Goods for resale	88	69	-	-
	88	77	-	8

The difference between purchase price of stocks and their replacement value is not material.

12 Debtors: amounts falling due within one year

	Group		Society	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Amounts falling due within one year				
Trade debtors	215	279	34	139
Other debtors	13	8	2	2
Prepayments & accrued income	853	848	851	844
	1,081	1,135	887	985

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13 Creditors: amounts falling due within one year

	Group		Society	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Bank loan	514	524	514	524
Trade creditors	602	158	567	131
Amounts owed to group undertaking	-	-	81	386
Taxation and social security	145	153	145	153
Other creditors	68	98	33	31
Accruals & deferred income	1,083	958	1,000	849
Accrual for unissued share capital	9	9	9	9
	2,421	1,900	2,349	2,083

The details of the bank loans are as follows:

- Bank loan of £479,000 (2017: £672,000) with interest charged at 1.65% above the Bank of England base rate. This loan is repayable in monthly instalments which end in September 2021 and is secured against a first charge on the freehold land and buildings which comprise the Hollywood Tower Estate;
- Bank loan of £1,754,000 (2017: £2,036,000) with interest charged at 2.0% above the Bank of England base rate. This loan is repayable in monthly instalments which end in July 2024 and is secured on land and building situated at College Road, Clifton; and
- Bank loan of £198,512 (2017: £252,706) with interest charged at 1% above the Bank of England base rate. This loan is repayable in monthly instalments which end in June 2022 and is secured against the security already provided in the previous loans.

Deferred income for the Group and Society relates mainly to annual and corporate membership income, and unredeemed admission ticket sales.

The movements in deferred income included within creditors: amounts falling due within one year are analysed below:

	Group		Society	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Deferred income at 1 January	695	589	637	562
Amount released from previous periods	(695)	(589)	(637)	(562)
Incoming resources deferred in the year	721	695	663	637
Deferred income at 31 December	721	695	663	637

14 Creditors: amounts falling due after more than one year

Group and Society	2018	2017
	£'000	£'000
Bank loans repayable in instalments within one to two years	514	534
Bank loans repayable in instalments within two to five years	1,360	1,381
Bank loan repayable in instalments after more than five years	43	522
	1,917	2,437

The above loans qualify as basic financial instruments. The total loans, including amounts due within one year, amount to £2,431,000 (2017: £2,961,460).

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15 Share capital

	2018	2017
Authorised – value	£350	£350
Allotted, called up and fully paid shares of £1		
- value	£275	£275
- number	275	275

16 Unrestricted funds

Group	Balance 1 January 2018 £'000	Incoming resources £'000	Resources expended £'000	Transfers, investment gains/(losses) pension surplus £'000	Balance 31 December 2018 £'000
Designated funds					
Staff development fund	4	-	-	-	4
Keeper for the day fund	14	-	-	-	14
Fixed asset reserve	27,459	-	(1,152)	2,313	28,620
Investment property reserve	2,545	-	-	-	2,545
Total designated funds	30,022		(1,152)	2,313	31,183
Revaluation reserve	6,199	-	-	(1,236)	4,963
Pension reserve	583	-	-	(130)	453
Other unrestricted funds	2,422	10,956	(10,218)	(1,501)	1,659
Total unrestricted funds	39,226	10,956	(11,370)	(554)	38,258

As part of the Trustees ongoing consideration of reserves, a further review has been undertaken during the year to assess the presentation of unrestricted funds previously listed as designated. Transfers between the funds shown above include the necessary adjustments.

The designated funds consist of the following funds:

- The staff development fund is to earmark funds for staff development. The keeper for the day fund is to earmark funds for training and development of animal department staff.
- The fixed asset reserve has been established to equate to the net book value of the Group's tangible fixed assets, net of loan funding, restricted funding or revaluation reserve. The movement in the fund reflects the changes in the net book values of the assets, changes in loan and transfers from the revaluation reserve.
- The investment property reserve has been established to equate to the net book value of the Group's investment properties, as these are not easily realisable. The movement in the fund reflects the changes in the net book values of the assets.
- Income from investments is allocated to other unrestricted funds.

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16 Unrestricted funds (continued)

Society	Balance 1 January 2018	Incoming resources	Resources expended	Transfers, investment gains/(losses) pension surplus	Balance 31 December 2018
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Staff development fund	4	-	-	-	4
Keeper for the day fund	14	-	-	-	14
Fixed asset reserve	27,459	-	(1,152)	2,313	28,620
Investment property reserve	2,545	-	-	-	2,545
Total designated funds	30,022		(1,152)	2,313	31,183
Revaluation reserve	6,199	-	-	(1,236)	4,963
Pension reserve	583	-	-	(130)	453
Other unrestricted funds	1,943	8,483	(8,063)	(1,022)	1,341
Total unrestricted funds	38,747	8,483	(9,215)	(75)	37,940

17 Restricted funds

Group and Society

	Balance 1 January 2018	Incoming resources	Resources expended	Transfers between funds & adjustments	Balance 31 December 2018
	£'000	£'000	£'000	£'000	£'000
Society					
Conservation related:					
Conservation Fund	255	86	(7)	(90)	244
Avon Gorge & Downs Project	36	43	(61)	12	30
Sahamalaza Research Centre	21	90	(75)	6	42
Reforestation Project	10	21	(27)	5	9
Gorilla Conservation Fund	32	10	(27)	-	15
Giraffe Project Fund	-	1	(22)	22	1
UK Invasive Weeds	8	58	(20)	-	46
Bleeding Heart Doves	-	10	(17)	7	-
Sanje Mangabey Monkeys	-	4	(11)	12	5
Postdoctoral research (penguins)	14	11	(28)	4	1
Primate Red Listing Workshops	12	7	(13)	-	6
Native Species	-	-	(18)	18	-
RSA Penguins	-	14	(7)	-	7
WAZA Nature Grant	-	11	(10)	-	1
Madagascar Project	4	19	(16)	-	7
Lemur Leaf Frog Fund	7	-	(11)	4	-
Other restricted funds with movements of less than £10,000	454	18	(25)	-	447
	853	403	(395)	-	861
Capital related:					
British Ancient Woodland	1,100	2,252	-	-	3,352
Total restricted funds	1,953	2,655	(395)	-	4,213

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17 Restricted funds (continued)

The restricted capital funds relating to British Ancient Woodland are being used to create an immersive exhibit featuring Bears, Wolves, Lynx and Wolverine sited at Wild Place Project. This exhibit has now been renamed Bear Wood and will open to visitors in July 2019. At the year end £1.0m of the £3.4m raised to date had been spent. The expenditure is included within fixed assets and once the exhibit is open, the cost incurred on the capital project will be transferred to unrestricted funds.

The different restricted funds are to be used as follows:

- The Conservation Fund was set up to hold funds that can be used across a variety of conservation projects and are not restricted to individual projects.
- The Avon Gorge and Downs Wildlife Project was set up to provide funds for conservation education work to be carried out in the Avon Gorge and Downs area, near to Bristol Zoo Gardens.
- Sahamalaza Research Centre – this fund was set up to build a new research station in Madagascar.
- Reforestation Project – this is a 3-year grant from IUCN SOS Lemurs for our Sahamalaza, Madagascar reforestation and lemur monitoring project.
- The Gorilla Conservation Fund was set up to provide funds for in-situ gorilla conservation projects.
- The Giraffe Project Fund was set up to provide funds for an in-situ giraffe conservation project in Cameroon.
- UK Invasive Weeds – this fund was set up to provide funds for the invasive weeds and biosecurity work in the southwest of the UK.
- Bleeding Heart Doves – this fund is for a conservation project in the Philippines.
- Sanje Mangabey – this fund is for a Sanje Mangabey conservation project in Tanzania.
- Postdoctoral research – this fund is to support the Society's post graduate penguin conservation work.
- Primate Red Listing Workshops – this fund was set up to facilitate primate red-listing workshops which are on-going and held in various places around the world.
- Native Species – this fund was set up for our UK conservation work.
- RSA Penguins – this fund was set up for an African penguin conservation project.
- WAZA Nature grant – this fund was set at Wild Place Project to engage families from disadvantaged backgrounds with the natural world.
- Madagascar Project – this fund supports the key consultants and post graduate students on our Madagascar Conservation Project.
- Lemur Leaf Frog Fund – this fund is for lemur leaf frog conservation in Central America.

The other restricted funds were all set up as conservation or other funds for a specific purpose as described in the fund name. The transfers between funds represent reclassification of expenditure from funds with similar purposes.

18 Allocation of net assets

Group	Fixed assets	Investments	Net current assets less liabilities	Long term creditors	Pension asset	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds	36,722	5,600	(2,600)	(1,917)	453	38,258
Restricted funds	890	-	3,323	-	-	4,213
Total	37,612	5,600	723	(1,917)	453	42,471

Society	Fixed assets	Investments	Net current assets less liabilities	Long term creditors	Pension asset	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds	36,722	5,600	(2,918)	(1,917)	453	37,940
Restricted funds	890	-	3,323	-	-	4,213
Total	37,612	5,600	405	(1,917)	453	42,153

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19 Pensions

Defined benefit scheme

The Society operates a defined benefit scheme in the UK. This is a separate Trustee administered fund holding the pension scheme assets to meet long term pension liabilities. The scheme closed to new entrants in 2004, and on 30 September 2012 ceased accrual of benefits. A full actuarial valuation was carried out at 30 September 2015 and was updated to 31 December 2018 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below. The most recent actuarial valuation showed a deficit of £1,542,000. The Society has agreed with the Trustees that it will aim to eliminate the deficit by payment of annual contributions of £163,000, increasing at 5.25% p.a. and payable each October from 2015 to 31 October 2021 with a reduced final contribution of £119,500 payable by 31 October 2021.

The best estimate of contributions (including expenses) to be paid by the Society to the scheme for the period commencing 1 January 2019 is £190,000 (2018: £180,000).

The Society has agreed with the Trustees that it will meet expenses of the scheme and pay amounts into the scheme equal to the levy payments made by the plan to the Pension Protection Fund.

The major assumptions used by the actuary were:

Assumptions

	2018	2017	2016
	% per annum	% per annum	% per annum
Inflation (RPI)	3.30%	3.20%	3.40%
Inflation (CPI)	2.30%	2.20%	2.40%
Rate of discount	2.80%	2.50%	2.70%
Allowance for pension payment increases of CPI or 5% p.a. if less	2.30%	2.20%	2.40%
Allowance for revaluation of deferred pensions of CPI or 5% p.a. if less	2.30%	2.20%	2.40%
Allowance for revaluation of deferred pensions of CPI or 2.5% if less	2.30%	2.20%	2.40%

The mortality assumptions adopted at 31 December 2018 imply the following life expectancies post retirement:

	2018 years	2017 years
Male retiring at age 65 in 2018	21.9	22.1
Female retiring at age 65 in 2018	23.8	23.9
Male retiring at age 65 in 2037	23.3	23.5
Female retiring at age 65 in 2037	25.4	25.4

The fair value of the assets in the scheme was:

	2018 £'000	2017 £'000
Equities	4,131	4,448
With Profit assets	6	6
Bonds	2,291	2,355
Other (property, cash etc.)	18	18
Fair value of assets	6,446	6,827

None of the fair values of the assets shown above include any of the Group's own financial instruments or any property occupied by, or other assets used by, the Society.

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19 Pensions (continued)

Reconciliation of scheme assets and liabilities

	Assets £'000	Liabilities £'000	Total £'000
At 1 January 2018	6,827	(6,244)	583
Interest income/(expense)	171	(154)	17
Actuarial gains/(losses)	(597)	269	(328)
Employer contributions	195	-	195
Benefits paid	(150)	150	-
Expenses	-	(14)	(14)
At 31 December 2018	6,446	(5,993)	453

Defined benefit costs recognised in the Consolidated statement of financial activities

	2018 £'000	2017 £'000
Net interest (income)/cost	(17)	4
Expenses	14	14
Total costs recognised in the Consolidated statement of financial activities	(3)	18

Amounts for the current and previous four years

	2018 £'000	2017 £'000	2016 £'000	2015 £'000	2014 £'000
Fair value of scheme assets	6,446	6,827	6,141	5,010	4,667
Present value of defined benefit obligation	5,993	6,244	6,382	4,753	5,116
Surplus/(deficit) in the scheme	453	583	(241)	257	(449)

Defined contribution scheme

The Society operates a Group Personal Pension scheme into which eligible employees are now auto-enrolled. The Society makes contributions. The pension cost for the year payable to this scheme was £211,000 (2017: £172,000). The costs of pensions paid to former employees and the provision of death in service benefits total £11,000 (2017: £17,000).

Pension costs are allocated to expenditure categories in proportion to the key business driver for that area of the business.

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20 Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2018 £'000	2017 £'000
Continuing activities		
Movement in funds	1,292	1,587
Actuarial losses/(gains) on defined benefit pension scheme	328	(656)
Net losses on investments	226	112
Net income for the year before investment losses	1,846	1,043
Difference in pension deficit contributions and charge arising from service costs and financial credit/charge	(189)	(168)
Loss on disposal of fixed assets	65	19
Dividends and interest	(93)	(85)
Depreciation of tangible fixed assets	1,152	1,073
Increase in stocks	(11)	(71)
Decrease/(increase) in debtors	54	(316)
Increase in creditors	145	56
Net cash provided by operating activities	2,969	1,551

21 Analysis of cash and cash equivalents

	At 1 January 2018 £'000	Cash flows £'000	At 31 December 2018 £'000
Cash at bank and in hand	491	1,484	1,975
Cash deposits for reinvestment	115	186	301
Cash and cash equivalents	606	1,670	2,276

All the movements from the opening to closing components above result from the cash flows of the Group.

22 Commitments under operating leases

At the year end the future minimum lease payments under non-cancellable operating leases for property and for vehicles were as follows:

Group and Society	2018 £'000	2017 £'000
Within one year	52	54
Between two and five years	151	129
More than five years	277	308
	480	491

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23 Capital commitments

Group and Society	2018	2017
	£'000	£'000
Amounts contracted	2,699	-
Amounts authorised but not yet contracted	386	215

Amounts contracted and those amounts not yet contracted are in respect of the Bear Wood exhibit.

24 Contingent liabilities

The grant from Homes England (ex SWRDA) is conditional upon certain milestones and objectives being achieved before 1 January 2019. If this does not happen, the grant is repayable. The total grant received to 31 December 2018 was £1,500,000 (2017: £1,500,000) and is secured against a second charge on the freehold property and buildings at Hollywood Tower Estate. The management team are working with Homes England to obtain confirmation that all conditions have been satisfactorily met and the related charge can be released.

There are no other conditions or unfulfilled conditions attaching to grants which have been recognised as income.

Residential properties with a net book value of £950,000 at 31 December 2018 and investment properties with a value of £450,000) are subject to a first charge in favour of Bristol Zoo Gardens Retirement and Death Benefit Scheme.

25 Related party transactions

The Society has considered the disclosure requirements of the Statement of Recommended Practice for Charities and of FRS 102 and believes that the following related party transactions, all of which were made on an arm's length basis, require disclosure:

- During the year the Society paid subscriptions and bought goods and services to the value of £13,360 (2017: £8,500) from Destination Bristol. Various members of the Senior Management Team have been non-executive directors of the organisation and at year end the Chief Executive was a non-executive director.
- During the year the Society paid contributions of £6,800 to the British and Irish Association of Zoos and Aquariums ('BIAZA'). The Chief Zoological Officer is a member of the Board of this organisation.
- During the year the Society paid contributions to the National History Consortium of £5,000. The Chief Zoological Officer is a director of this organisation and the Society holds one third of the membership.
- During the year the Society received fees for Higher Education provision of £627,000 from University of West of England and £160,000 from University of Bristol. Both organisations nominate one Trustee to the Board each year. No amounts were outstanding at the year end from these parties.
- During the year the following transactions took place between the Society and its wholly owned subsidiary Bristol Zoo Enterprises Limited ('BZE'). The provision of an operating licence by the Society as a concession to occupy the space used for catering, retail, and other commercial activities at Bristol Zoo Gardens and Wild Place Project and make use of equipment. In 2018, the licence fee was £247,344 (2017: £150,969). A management charge by the Society to cover BZE's share of central costs and overheads. In 2018, this was £705,293 (2017: £463,380). The transfer under Gift Aid of the trading profits of BZE for 2017 of £479,227 and for 2018 £318,393. The balance due to BZE from the Society at 31 December 2018 was £80,771 (2017: £386,434 owed to the Society).

26 Additional information

Bristol, Clifton and West of England Zoological Society Limited is a private company limited by shares and is incorporated and domiciled in England. The address of its registered office is Bristol Zoo Gardens, Clifton, Bristol BS8 3HA. Its principal activities are the operation of Bristol Zoo Gardens and Wild Place Project, and research and conservation work carried out in the field.

27 Controlling party

In the opinion of the Trustees, there is no single controlling party.

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28 Financial instruments

		Group		Society	
		2018	2017	2018	2017
	Note	£'000	£'000	£'000	£'000
Financial assets that are debt instruments measured at amortised cost:					
Trade debtors	12	215	279	34	139
Amounts owed by group undertaking	12	-	-	-	-
		215	279	34	139
Financial liabilities measured at amortised cost:					
Bank loans	13,14	2,431	2,961	2,431	2,961
Trade creditors	13	602	158	567	131
Amounts owed to group undertaking		-	-	81	386
		3,033	3,119	3,079	3,478

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29 Comparative figures for the consolidated statement of financial activities

Continuing operations	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2017 £'000
Income:				
Donations & legacies		439	1,141	1,580
Income from charitable activities:				
Bristol Zoo Gardens	2(a)	6,663	-	6,663
Wild Place Project	2(c)	1,070	-	1,070
Conservation & research projects	2(b)	2	358	360
Income from commercial trading operations	3(b)	1,487	-	1,487
Investment income	3(a)	448	-	448
Total Income		10,109	1,499	11,608
Expenditure				
Expenditure on raising funds:				
Fundraising		276	-	276
Commercial trading operations		1,554	-	1,554
Investment management costs		95	-	95
	5	1,925	-	1,925
Expenditure on charitable activities:				
Bristol Zoo Gardens		6,917	-	6,917
Wild Place Project		1,187	-	1,187
Conservation & research projects		209	312	521
National Wildlife Conservation Park		15	-	15
Total expenditure	5	10,253	312	10,565
Net income/(expenditure) before investment losses		(144)	1,187	1,043
Net losses on investments		(112)	-	(112)
Net income/(expenditure) for the year	6	(256)	1,187	931
Other recognised losses:				
Actuarial losses on defined benefit pension scheme		656	-	656
Net movement in funds		400	1,187	1,587
Total funds brought forward		38,826	766	39,592
Total funds carried forward		39,226	1,953	41,179