

# Annual Report 2014



saving species from extinction

# Chairman's Report 2014

This is my first report as Chairman, having succeeded Jonathan White when he stepped down in July 2014. This report highlights the challenges that Durrell faces, explains how we are addressing them and identifies ways in which members and supporters can assist us.

Our biggest challenge is securing the funds required to deliver our conservation strategy. Gerald Durrell knew that conservation is a long term objective which is not achieved overnight. For some of the species we work to save we are now in our sixth decade of involvement; however much of the funding that we receive is relatively short term. We therefore work to reconcile the long term nature of our conservation projects with the short term funding that is available. In some cases this has meant that we have to use our reserves or unrestricted funds to ensure that some of our long term projects can continue. But Gerry's understanding of the long term nature of our work is also fundamental to how we address this challenge. Because he understood the importance of data collection, the Trust has a wealth of information about how our involvement has impacted the species we work with. Our Conservation Science team, headed up by Dr Richard Young, has spent two years working with the data to develop the Durrell Index, a unique tool for measuring and communicating our conservation actions and impacts. The Durrell Index allows us to demonstrate our remarkable success in delivering our mission of saving species from extinction. I would urge those of you who haven't already done so, to take a look at the Durrell Index:

[www.durrell.org/index](http://www.durrell.org/index).

Together the Board and the Management Team are looking at what we can do to make the Wildlife Park more of an attraction for visitors as well as a centre for conservation. The Park has a small catchment area, and with the decline in visitor numbers since the tourism 'heyday', it has not paid for itself for some years, despite the generosity of local supporters. As you will read elsewhere in the report, there were

improvements in 2014 in income from admissions, secondary spending, the Durrell Wildlife Camp and the hostel and we have some projects in the pipeline that are intended to make better use of our wonderful property, but it is still a challenge to fund. The Wildlife Park is a unique attraction because of the deliberate focus on conservation and some very rare and beautiful species. We want this to continue to be an attraction that Jersey can be proud of and which the people of the Island and the visitors to the Island support through visits and secondary spending. Indeed, we want more than this - we want everyone to understand that their admission or membership fee is not just for entry to the Park, it is a contribution to the conservation work that we successfully undertake around the world and which you can observe in action at the Park. The more you contribute the more species we can save.

We continue to train the next generation of conservationists. The Durrell Conservation Academy is expanding its range of courses and we now have a successful Post-Graduate Diploma course that is run in Mauritius. We are looking to build the Durrell training brand in other locations based upon core principles of quality and expertise.

2014 was also an exceptional year for Durrell in terms of legacies. We were the beneficiary of legacies totaling almost £2m in the year. The generosity of those supporters who choose to recognise us in their will is humbling and much appreciated. If you support our work, and appreciate what we have delivered and will continue to build, then please consider Durrell as part of your inheritance planning. A bequest to Durrell will form part of the world's inheritance in the form of improved biodiversity.

On a lighter note, we were delighted to be chosen as one of the adopted charities of Jerseyman and Hollywood actor, Henry Cavill. Henry is passionate about Durrell and his involvement and visit harked back to the 1960s when the Park was a regular stop for Hollywood celebrities eager to see the work that Gerald Durrell was undertaking. The Superman actor really is a super man.

In summary, Durrell has achieved a good deal but has challenges to address. We need long term support for the long term projects to which we are committed. In the Durrell Index we have the tool to demonstrate that funds entrusted to Durrell can and do make a real difference to the survival of species. The Wildlife Park is a fantastic asset but we need it to balance its books and for this we need the support of members and visitors alike. We are building a training brand which will equip the next generation of conservationists with the skills to continue this essential work. In the words of Sir David Attenborough, "I do assure you that the world needs Durrell".

Finally, I want to thank everyone who works so hard in achieving Durrell's aims; the Management Team, staff, the committed and engaged Board and all of our members and supporters. I would also like to thank Hugh Roberts, Bob Dewar, Tim Ringsdore and Mike Bruford who are stepping down as Trustees at the AGM in July, and to our auditor Alex Picot (especially Don Connolly), as we have decided to change firms. We are indebted to them for their valuable contributions; they have served members and the Trust very well.

Thank you all.

**Phillip Callow**  
Chairman



Madagascar pochard

# Chief Executive's Report

## Field Programmes – On the ground

2014 saw a number of major projects in transition, new projects starting, and international recognition for our conservation results. We worked on species restoration projects for the mountain chicken frog (Montserrat), the Madagascar pochard and the pygmy hog in India. All three are the focus of major field research and captive breeding programmes. We also launched our 'Saving Amphibians From Extinction' (SAFE) programme with work in Madagascar and the Dominican Republic getting underway. In Madagascar, with support from the UK government, we launched a new collaboration to tackle the massive rise in poaching of ploughshare tortoises.

We continued to increase integration between field regions by sharing expertise with staff from the Wildlife Park, guiding species management efforts and with our Conservation Academy in building the capacity of individuals and organisations in the field.

Successful conservation relies on individuals; people who dedicate their lives to particular species or places; people who commit to the long-term with a clear vision of what they want to see change. Over the past year we have seen a number of Durrell's conservation heroes honoured internationally for their efforts and life-long dedication to species conservation.

Herizo Andrianandrasana was presented with the Tusk Award for emerging leaders in conservation for widely successful community-led conservation programmes across seven globally important areas in Madagascar. Juliette Veloso was celebrated by the Disney Wildlife Conservation Fund for her dedication to the conservation and restoration of the Madagascar big headed turtle, also known as the rere, for the past 16 years.

The RBS Save the Species award was presented to Dr. Goutam Narayan at the 69th annual World Association of Zoos and Aquariums Conference in India for his pivotal role in the conservation of the pygmy hog, the rarest and smallest pig species in the world.

For the second time Professor Carl Jones was named as a finalist for the 2014 Indianapolis Prize, the world's leading award for animal conservation. He was recognised for inspiring a new renaissance for wildlife in Mauritius by preventing the extinction of multiple species, including the pink pigeon, echo parakeet and Mauritius kestrel, as well as creating broadly applicable techniques for other conservation efforts globally.

## Wildlife Park - Supporting Captive Populations

This past year saw the instigation of a new animal collection strategy, designed to increase the conservation impact of the Jersey animal collection and to strengthen the links between the Park, our Field Programmes and Training. Exporting non-threatened animals, such as the red river hogs, importing new species, such as the Anguillan racer, and bolstering our numbers of pink pigeons, demonstrated our commitment to our core mission. But, mindful of our role as a visitor attraction as well, we continued to make improvements to the grounds

and enclosures, such as a new 'gym' for the gorillas and a larger, more attractive, tortoise enclosure - engaging visitors and allowing us to tell them the Durrell story. Our highly trained staff continued to spread their skills and experience - from reintroducing more red-billed choughs on Jersey's north coast to teaching Brazilian conservationists tamarin husbandry at the Centro de Primatologia just outside of Rio de Janeiro.

## Conservation Academy - Training future leaders

In 2014 we trained 656 conservationists in the principles and practice of endangered species recovery. This brings the total number trained to date to more than 4,100 from 137 countries. Increasingly we are taking our training to where it is most needed, delivering courses on primate husbandry in Brazil, veterinary care and welfare in Abu Dhabi and wildlife conservation in the Indian Ocean. We established our first overseas training academy in

Mauritius, a hub to deliver hands-on and classroom training using the excellent case studies there in the world's first Post-Graduate Diploma in Endangered Species Recovery. In 2014 we also supported our Field Programmes by conducting reviews of some of our in-country partners to help them become more effective as leading conservation organisations in their countries.

## Science - Presenting the proof of our mission

From studying the disease which is killing amphibians around the world to investigating how local people rely on forests for their livelihoods, 2014 was a diverse year. Our top priority was to develop our ability to measure our impacts; for too long charities have not provided scientifically credible evidence of the difference they make and we wanted to change this. We launched the 'Durrell Index' – a set of online indicators and tools that allow us to track our results on the ground, providing vital proof of success in our conservation mission. In order to

grow our research and evaluation capabilities we set up the 'Conservation Science Hub' in Bath. This is Durrell's first formal office in the UK and houses a team of scientific staff and students working with our Field Programmes, Wildlife Park and Academy and collaborating with a growing number of UK university partners. From 2015 it will also be the base for increased UK fundraising.

## Commercial results

Income streams performed well with increases in fundraising and memberships, and in restricted funds for overseas and Park projects, which allowed an increase in expenditure and activity.

Overall, Park footfall in the year increased by 3% and admission income was 5% up reflecting price increases. Secondary spend (largely in the cafés and the shop) was a healthy 13% up on 2013, and both camping and the hostel improved their contributions. The new weekend Thai takeaway introduced in 2014 was a great success and generated revenues of £70k. The Park has been awarded a place in the TripAdvisor 'Hall of Fame' after we achieved a Certificate of Excellence for five years in a row. We have a visitor rating of 91%, and the Wildlife Camp is scored 98%.

Unique visitors to the Durrell website increased by 12% and time spent there by 17%. Sales through this medium were 21% higher, led by adoptions. Facebook and Twitter follower numbers were also significantly higher. We managed to control costs, and the operating result was £400k better than in 2013 and I would like to thank all the managers and staff who worked hard to achieve a successful year. We had a good inflow of legacies towards the year end to reach £1.9m, compared to the £850k we received in 2013. Including this element, the overall result was pleasing, with an operating surplus of £202k compared to a deficit of £1.3m in 2013.



We are active in developing new income streams to help balance income and expenditure. A full time and experienced UK fundraiser began work at the turn of the year and the American Friends of Durrell was launched on the website and in Memphis. In addition, as I write we have obtained planning permission for a joint venture children's nursery, our latest enterprise. There has been a good level of interest from parents already.

The Balance Sheet shows good reserves held against future project costs, but these are not available to fund general operating costs – just the projects specified. The funds available for general use are in fact quite limited. Management supported by the Trustees continue their work to improve the financial sustainability of the Trust and a thorough review is taking place of all assets to identify further opportunities.

**Oliver Johnson**  
Chief Executive Officer

# Financial Report

2014 was undoubtedly a good year for the Trust, though we must recognise that of the £1.5m turnaround from deficit to surplus, £0.4m was from operating and fundraising improvements and £1.1m was accounted for by an increase in legacies.

We have been very fortunate to benefit from so many former members and supporters who make the decision to leave a generous legacy to enable us to continue our work. As welcome as legacies are, the very nature of this type of income makes it irregular and therefore not appropriate to rely on, especially given that the Trust does not have any unrestricted reserves that it can realise quickly. Total unrestricted net assets totalled £6.1m which was nearly entirely represented by property assets principally the wildlife park.

Restricted and endowed funds totalling some £2.8m were almost wholly held in independently managed investment portfolios, the performance of which is monitored by the Trust's investment committee. Following a review of markets and our financial position during the latter part of 2014 Trustees decided to sell an element of the investment portfolio, which was subsequently used to repay a loan of £1.6m in the first quarter of 2015.

At a non-operational level the Trust's obligations in respect of the defined benefit pension scheme have increased according to the latest FRS17 review by

some by £143k. The Trust has taken the decision that pensioners will receive a 2% increase in 2015. For FRS17 purposes it has been assumed that the annual increase averages 1.5% over the life of the Scheme.

The Trust's goal is to have sufficient reserves to meet:

- Planned commitments that cannot be met through income
- Unforeseen emergencies, operational cost or business interruption impacts

The physical assets of the Trust will provide sufficient finances in the event of closure to avoid compromising the welfare of the animals in our care, enable the wind down or transition of all conservation projects without jeopardising the species involved, and to provide appropriately for employees.

The Trust desires to achieve a level of free reserves that enable continued operation during a business interruption of up to 6 months, which have been calculated at £1.5m. At 31 December 2014 the Trust had no free reserves and actually had a deficit of free reserves of £1.7m (2013 deficit of £2.6m). Consequently, the Trust has a shortfall against its targeted level of free reserves of £3.2m. This shortfall will be targeted as part of future fundraising. In the meantime, the Trust has physical but illiquid assets of a much higher value.

**Kevin Keen**  
Honorary Treasurer



Black lion tamarin



# The Risks to which the Trust is exposed

Durrell's global mission - 'saving species from extinction' - necessitates working in challenging areas, often under difficult political and economic conditions. The Trust therefore recognises that some risks cannot be fully mitigated. Thus the Board of Trustees can give a reasonable but not absolute assurance that the Trust is protected. 2014 has seen continuing development of the risk management process, aiming to spread the 'culture' of risk management to employees, without compromising commitment to high standards.

The Board exercises its responsibilities through its meetings and meetings of its committees. Trustees are encouraged to challenge assumptions.

The CEO and Senior Management Team (SMT) identify, monitor and mitigate risks where appropriate through the year, with an overall risk register focused on operations. Each department defines the top risks to achieving its plan for the year. Board meetings have reviewed certain areas of major or emerging risk and the Risk Committee meets regularly. Its agenda includes reports about ethics and the safety and well-being of visitors and Durrell's personnel, particularly abroad.

The Risk Committee includes independent, Trustee and SMT members.

Major risks and actions which have received attention during the last year at various levels in the organisation include:

- a financial strategy to ensure long-term sustainability in the face of operating losses
- an IT strategy to improve the robustness of systems and service levels to users
- stricter assessments of personal safety and security of field staff
- greater engagement with members, donors and others to increase support for the Trust

Financial risk is regularly reviewed by the Audit Committee, which considers the financial performance of the Trust and identifies, manages, mitigates and reports on all aspects of financial risk. The Audit Committee produces a statement of assurance on financial risk on an annual basis.

Management has established an Ethics Committee which regularly reviews the Trust's performance in ensuring respect for and welfare of the animals Durrell works with, and the environment as a whole, whether through Durrell's approach to animal husbandry/welfare, conservation work, research, or the Trust's ethical investment policy.

In summary, to be effective in saving species in developing countries, the Trust must accept some measure of risk. As a charity, funding is not certain, which is another area of risk. As Trustees, we believe Durrell assesses and manages the risks it faces in an appropriate and planned manner.

**Hugh Roberts**  
Chair of Risk Committee

# Summary financial statements

	2014 £'000	2013 £'000
<b>Where our funds come from</b>		
<b>Charitable activities animal collection</b>		
Visitor admissions	1,143	1,094
Members of Durrell		
- Individual	733	688
- Corporate	33	30
Keeper & vet for a day	8	6
Behind the scenes tours	19	14
Letting of non-investment property	52	47
<b>Charitable activities animal collection total</b>	<b>1,988</b>	<b>1,879</b>
<b>Education</b>		
Teaching	13	9
Dodo Club activities	7	15
Other	16	10
<b>Education total</b>	<b>36</b>	<b>34</b>
<b>Training</b>		
Course income	297	164
Other	67	66
<b>Training Total</b>	<b>364</b>	<b>230</b>
<b>Generated funds</b>		
<b>Voluntary income</b>		
Donations	1,362	1,434
Donations in kind	16	-
Legacies	1,941	850
Animal adoptions	89	70
Other	378	328
Exceptional items*	-	-
<b>Total voluntary income</b>	<b>3,786</b>	<b>2,682</b>
<b>Activities for generating funds</b>		
Retail turnover	475	457
Café Firefly and		
Dodo Restaurant contribution	1,153	948
Wildlife camping turnover	213	193
<b>Activities for generating funds total</b>	<b>1,841</b>	<b>1,598</b>
<b>Investment income</b>		
<b>other</b>	<b>95</b>	<b>123</b>
	<b>21</b>	<b>-</b>
<b>Total incoming resources</b>	<b>8,131</b>	<b>6,546</b>

\* A reassessment of the defined benefit pension scheme in 2014 shows a deficit of £341,000 (2013 shows a deficit of £248,000)

	2014 £'000	2013 £'000
<b>Resources expended on charitable activities</b>		
Animal collection	3,045	3,352
Training	613	618
Education	212	195
Conservation science	1,767	1,527
<b>Total for resources expended on charitable activities</b>	<b>5,637</b>	<b>5,692</b>
<b>Costs of generating funds</b>		
Costs of generating voluntary income	517	582
Retail costs of goods sold and other costs	421	393
Catering cost of goods sold and other costs	921	753
Wildlife camp costs	209	210
<b>Total cost of generating funds</b>	<b>2,068</b>	<b>1,938</b>
<b>Other resources expended</b>		
Investment management costs	130	135
Governance costs	94	90
Net interest charge on Defined Benefit Pension Scheme liabilities	-	1
<b>Total other expended</b>	<b>224</b>	<b>226</b>
<b>Total resources expended</b>	<b>7,929</b>	<b>7,856</b>
<b>Other recognised gains and (losses)</b>		
<b>Gains &amp; losses on investments:</b>		
Unrealised	223	325
Realised	460	171
Profit on disposal of fixed assets	1	-
Net actuarial gain / (loss) on Defined Benefit pension scheme	164	314
<b>Total recognised gains and (losses)</b>	<b>874</b>	<b>810</b>
<b>Net (deficit) / surplus for the year</b>	<b>276</b>	<b>(500)</b>
<b>Balance sheet as at 31 December</b>		
<b>Assets</b>		
Fixed assets	5,914	6,180
Investments	3,074	4,752
Net current (liabilities) / assets	322	(4)
Creditors - due after one year	(22)	(2,059)
Pension liability**	(391)	(248)
<b>Total</b>	<b>8,897</b>	<b>8,621</b>
<b>Represented by:</b>		
<b>Funds</b>		
Permanent endowment funds	1,139	1,136
Restricted funds	1,671	2,259
Designated funds	3,717	3,693
General funds	2,370	1,533
<b>Total</b>	<b>8,897</b>	<b>8,621</b>

# Summary financial statements

For the year ended 31 December 2014

These summary financial statements which comprise the Summarised Statement of Financial Activities and Summarised Balance Sheet are a summary of the information in the full annual financial statements of Durrell Wildlife Conservation Trust.

They do not contain sufficient information to allow a full understanding of the results of the Trust for the year and its state of affairs at the year end.

For further information, the full financial statements and the report of the auditors on those financial statements should be consulted. Copies of the full financial statements for the year end 31 December

2014, which were approved by the Trustees on 22nd June 2015 are available upon request from the Trust's office or from the Trust's website at [www.durrell.org](http://www.durrell.org).

The auditors have reported on the full financial statements and their report was not qualified.

## Independent Auditor's Statement

We have examined the Trust's summary financial statements for the year ended 31 December 2014, set out in this document.

### Respective responsibilities of Trustees and auditors

The Trustees are responsible for the preparation of the summary financial statements in accordance with applicable law and the recommendations of the Charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summary financial statements and Trustees' Annual Report.

We also read the other information contained in the summarised annual report and consider the implications of our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

We conducted our examination in accordance with Bulletin 2008/3 issued by the Auditing Practices Board.

### Opinion

In our opinion the summary financial statements are consistent with the full financial statements and Trustees' Annual Report of Durrell Wildlife Conservation Trust for the year ended **31 December 2014**.

### Alex Picot

Chartered Accountants,  
Registered Auditors  
95-97 Halkett Place,  
St Helier, Jersey  
JE1 1BX

**July 2015**

# Structure of the Trust on 31st December 2014

## Patron

Her Royal Highness  
The Princess Royal

## Founder

Dr Gerald Durrell, OBE, LHD, DSc,  
CBiol (Honorary Director 1963 - 1995)

## Honorary Director

Dr Lee Durrell, MBE

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## Management team

Oliver Johnson (CEO)  
Kelly Barker  
Mark Brayshaw  
Andrew Brown  
Jamie Copsey  
Christine Holmes  
Tina Rafferty  
Rachel Shaw  
Dr Andrew Terry  
Dr Richard Young

## Chairman

Advocate Phillip Callow

## Senior Independent Director

Hugh Roberts

## Honorary Secretary

Tim Ringsdore

## Honorary Treasurer

Kevin Keen

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## Board of Trustees

Prof Michael Bruford  
Phillip Callow  
Robert Dewar  
Dr Lee Durrell  
Ian Lazarus  
Prof Eleanor Jane Milner-  
Gulland  
Tim Ringsdore  
Hugh Roberts  
Nick Winsor

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## UK Company

Durrell Wildlife Conservation  
Trust - UK  
Registered UK Charity  
Number 1121989

## UK Board of Trustees

Ian Lazarus  
(Chairman)  
Tim Ringsdore  
(Honorary Secretary)  
Simon Dickson  
Katie Gordon  
Tricia Kreitman  
James Persad

## Durrell Conservation Training Ltd (Mauritius)

Oliver Johnson (Chairman)  
Jamie Copsey (MD)  
Yuvraj Juwaheer  
Deborah de Chazal  
Andrew Brown

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In addition to preparing for and attending Board meetings, Trustees also serve on a range of committees, which cover Audit, Governance, Investment, Remuneration, and Risk. They also make their experience and expertise available to staff as required, and pro-actively promote the success of the Trust.

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## Honorary Fellows

David Attenborough, CBE, FRS  
Mrs Anne Binney  
Martin Bralsford, FCA, FCT  
John Cleese  
Murray Danforth, Jr  
Reginald Jeune, CBE  
Tricia Kreitman

Dr Thomas E Lovejoy  
Dr Jeremy Mallinson, OBE, DSc, CBiol, FIBiol  
Professor Robert D Martin, DPhil, DSc, CBiol, FIBiol  
Advocate Jonathan White  
Robin Rumboll, FCA  
General Sir Peter Whitely, GCB, OBE  
Edward Whitley





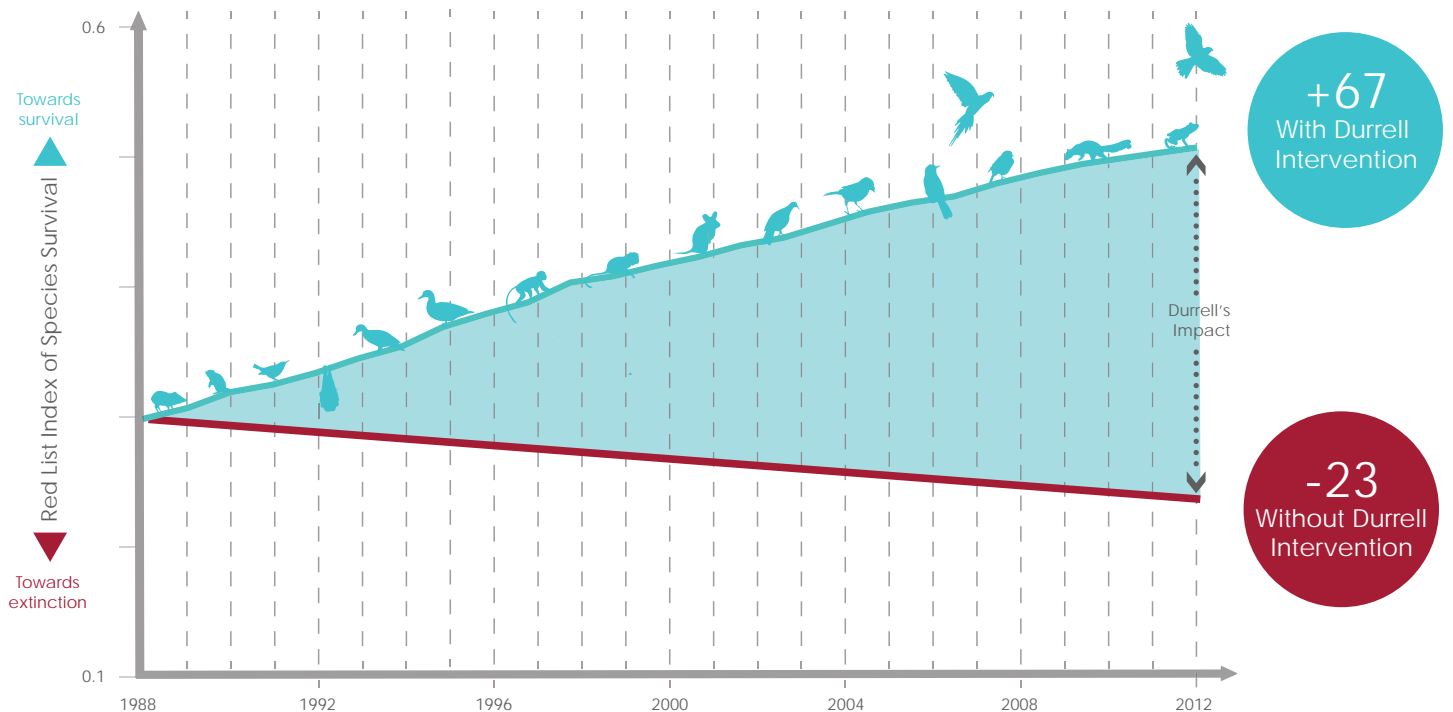
Ploughshare tortoise

# The Durrell Index

Measuring the actions and impacts of our conservation work is essential. It enables us to manage our conservation programmes most effectively, and to demonstrate the return on your investment in us and the species we are saving from extinction.

Our conservation scientists have designed the Durrell Index to track the actions and impacts of Durrell, and the threats to our target species. You can find this at the full 'Durrell Index' at [www.durrell.org/durrell-index/](http://www.durrell.org/durrell-index/).

One of these indicators, tracks the movement of 17 of our focal species through the IUCN Red List categories, thereby measuring changes in their extinction risk over the past 30 years. Our Red List Index also predicts what the status of the species would have been had we not intervened - and the difference is Durrell's impact. This is illustrated graphically below:



This striking upward trend of the 'with Durrell intervention' indicator shows that overall our programmes have significantly improved the chances of survival for these species; with an increase of over 67% in their position on the Red List Index over the last 24 years. Without Durrell intervention some of these species would almost certainly have gone extinct in the wild, and overall this group would have been in far worse shape than they are today.

Much of these analyses are based on the results of a 2010 scientific paper in the world-leading journal 'Science'. This showed that unfortunately few species have become less threatened since the 1980s, but amongst these, Durrell and its partners have led or contributed to 1 in 8, a remarkable achievement for an organisation of our size.

We are very grateful to our supporters that have enabled us to bring our expertise to bear to achieve these results.



## Thanks to donors

It is a great pleasure to thank the many organisations and individuals who supported Durrell with their donations, time and advice during 2014. This financial assistance and the work of our dedicated volunteers play an invaluable role in sustaining the Trust's global projects to protect habitats and conserve wildlife.

We would like to offer our sincere thanks to the numerous trusts, foundations, organisations, schools, and individuals who all share our mission and provide us with invaluable funding through donations and grants. Without your help our work 'saving species from extinction' would be impossible!

**Durrell Wildlife Conservation Trust**  
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## Photo credits:

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crested lizard, Dan Lay  
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