



# ANNUAL REPORT 2016

DURRELL WILDLIFE CONSERVATION TRUST







DURRELL

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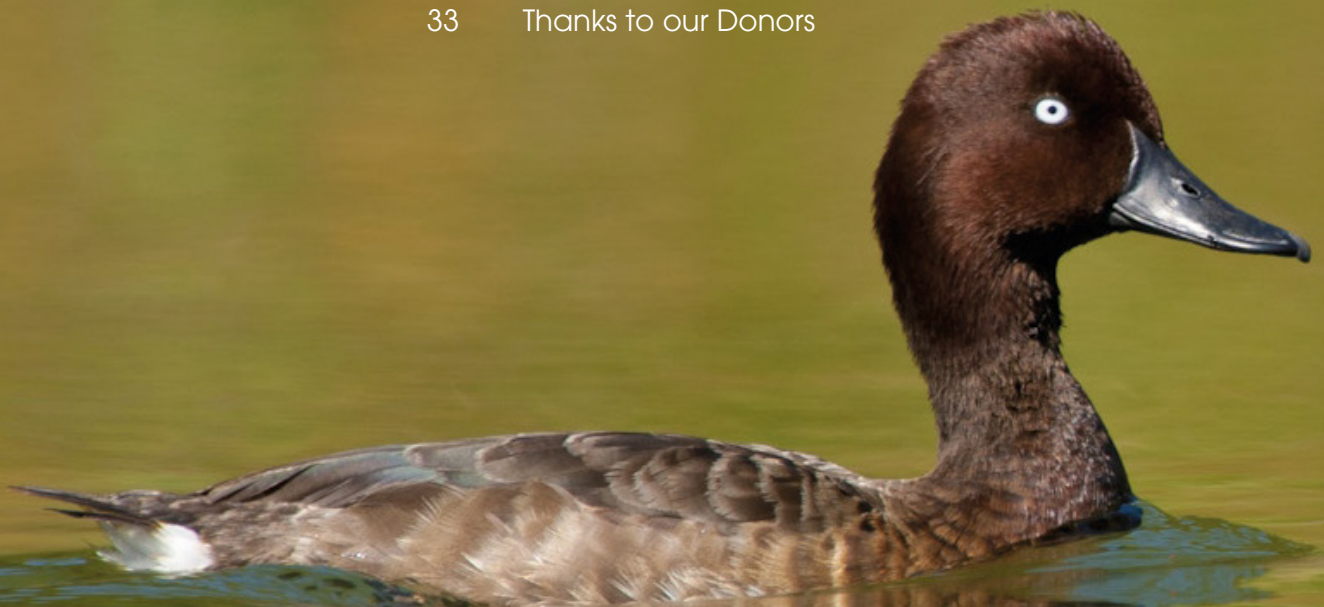
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# CHAIRMAN'S REPORT

2016 was the year that Durrell came to the fore in many ways. On television, the new ITV series 'The Durrells' showcased Gerald Durrell's formative years in Corfu and engaged a legion of fans for this remarkable man. In October Dr Lee Durrell, Dr Lesley Dickie and Dr Richard Young, our Head of Science, travelled to Indianapolis to watch Professor Carl Jones, our Chief Scientist, receive the prestigious 'Nobel' of conservation, the Indianapolis Prize, at a gala dinner. The award itself was presented by the actress Sigourney Weaver in recognition of the commitment, skills and determination of Carl, and his decades of work, predominantly in Mauritius. In addition, the World Association of Zoos and Aquaria, gave their inaugural conservation award to Durrell, recognising our contribution to helping advance modern zoos as conservation practitioners. We were additionally delighted that Juliette Veloso, from our Madagascar team, received the Whitley Award for her work on the rere turtle. The event was hosted by television presenter Kate Humble and Juliette received the award from Her Royal Highness, Princess Anne. Our hearty congratulations to both Juliette and Carl. Finally, the Durrell Wildlife Camp won the AA's Glamping Site of the Year Award for 2016. All in all a very good year for Durrell and everyone concerned is to be congratulated on their efforts.

2016 was also a year of change for Durrell Wildlife Conservation Trust. Kevin Keen, a Trustee of Durrell Wildlife Conservation Trust, stepped in as interim Chief Executive Officer in December 2015, provided stability to the Trust as we carried out a search for a new CEO. We were delighted to appoint Dr Lesley Dickie in October 2016 when Kevin stood down. We extend our thanks to Kevin for his commitment to the Trust both as a Trustee and as interim Chief Executive Officer.

Dr Dickie comes with broad experience in the zoo and conservation world and we welcome her to Durrell. Her infectious enthusiasm for Durrell and for our mission is already driving changes.

Our financial position continued to be challenging, though as with previous years we benefited greatly from legacy income, totalling £1.47 million in 2016. However, total donations and legacies were down on 2015's level by £1.1 million. Donations and legacies can be volatile and it was comforting to note that our commercial income grew by £411k and our joint venture with the onsite children's nursery contributed another £78k. These income streams are more reliable and will serve Durrell well in future years as we aim to reduce our reliance upon legacies. Net income was £660k but we still need to increase the level of the Trust's

'free reserves' (funds that are not held in fixed or long term illiquid assets) and this continues to be a financial priority. A new three-year business plan will begin in 2017, identifying areas of additional income to lessen this reliance on legacy income, and improve the financial position of the Trust.

Looking forward, the development of a new strategy was ongoing in 2016, with input from Trustees, management, and the wider staff. A number of workshops were undertaken to generate the fresh ideas that will continue to ensure that Durrell is a leader in its field. Following her appointment as our CEO, Lesley Dickie undertook her own examination of the strategy and provided additional direction. The strategy was approved by the trustees in early 2017 and will be launched later in the year.

Durrell has a dedicated staff and volunteer network, working in Jersey and across the world. During 2016 we said goodbye to several people that have been involved with Durrell over a number of years. Andrew Brown who had been Head of Finance since 2006 left to pursue new challenges. We welcomed his replacement, Gordon Hayden, in August. We also said goodbye to David Jeggo, Head of Birds, after nearly 46 years of service to the Trust. We extend our thanks to outgoing Trustee John Lovering, for his time given to the Trust and we welcome a number of new Trustees to ensure that the board has a broad range of knowledge in order to provide guidance as we move forward in the new strategic plan. Ewan Stirling brought over 30 years' experience from HSBC, and made an ideal choice as the new Treasurer. Simon Dickson joined as a fundraising expert, with an impressive depth of understanding of the challenges in the not-for-profit sector, having previously worked at the Natural History Museum in London. Dr Simon Tonge, the CEO of the Whitley Wildlife Conservation Trust, which operates Paignton Zoo, Newquay Zoo and Living Coasts and one of the most respected colleagues in global zoos, brought essential zoo expertise. We welcome them all to Durrell.

Finally, I would like to thank all those who contribute so generously to Durrell, including our members and donors. Their commitment to our work is so valuable and we could not save species from extinction without them. We also thank the visitors who support the Zoo, choosing to spend their precious time (and funds) with us. Thank you to all our supporters.

## PHILLIP CALLOW

Chairman  
July 2017



# CHIEF EXECUTIVE'S REPORT

Heading up the Durrell Wildlife Conservation Trust is an immense honour and one that I have not taken lightly since beginning my role in October 2016. My thanks go to Kevin Keen, our interim CEO, who ably held the fort until my arrival. I also thank him for his wise counsel as I began the job; he has been an excellent sounding board. The staff of Durrell, the Trustees, and our many partners, have additionally warmly welcomed me to this beautiful island.

Although I was here for only three months of 2016 we were busy in that time finalising the new strategy. It will be ambitious and I am looking forward to sharing it with you in 2017. There is a sneak preview of the new Vision Statement later in this report.

My Chief Executive's report will be shorter than you will have seen in previous reports as our Chairman, Phillip Callow has deftly covered many of the key achievements throughout the year. The Senior Management Team have contributed reports on their respective departments which can be found under Achievements and Performance. This is just a small insight into all that goes on during a year at Durrell, but I hope it will give a flavour of the breadth and complexity of the work we undertake.

**DR LESLEY DICKIE**  
CEO  
July 2017









## OUR VISION

A WILDER, HEALTHIER,  
MORE COLOURFUL WORLD

## OUR MISSION

SAVING SPECIES  
FROM EXTINCTION

## EVOLVING OUR MISSION

OUR MISSION IS SAVING  
SPECIES FROM EXTINCTION  
AND, GIVEN THE RAPIDLY  
DECLINING STATE OF THE  
WORLD'S WILDLIFE, IS MORE  
IMPORTANT TODAY THAN EVER

Whilst saving species will remain at the heart of what we do, our ambitions for bringing about change go beyond this. In the long-term, we want not to just prevent extinctions but recover threatened species populations back to plentiful levels. We will harness our species management expertise to drive the rewilding of ecosystems so they are more functional, diverse and resilient, thereby improving the quality of local people's lives. Through our work in the wild and at our Zoo, we will reconnect people with nature and help drive the societal change needed to save and restore the natural world.







# WHERE WE WORK

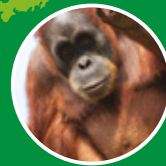
DURRELL WORKS WITH OVER 37 SPECIES IN 18 COUNTIES, MAINLY IN TROPICAL REGIONS, WITH AN EMPHASIS ON ISLANDS.







Pygmy hog  
**INDIA**



Sumatran  
orangutan

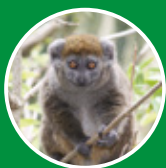
**INDONESIA**

**UNION OF THE  
COMOROS**

**MADAGASCAR**



Ploughshare  
tortoise



Alaotran  
gentle lemur



Madagascar  
pochard

**MAURITIUS**



Telfair's skink



Round Island  
boa



Pink pigeon

# GLOBAL INITIATIVES

## SAVING AMPHIBIANS FROM EXTINCTION



SAFE is Durrell's global programme to save highly threatened amphibians in four global hotspots – Caribbean, Madagascar, Tropical Andes and Sri Lanka. In 2016 we were able to showcase this initiative to our members at the annual London Lecture and were able to raise a total of £18k for amphibian conservation efforts. Thank you to all that attended and supported this event.

There were a number of highlights achieved in the field during the year. In Montserrat, just two wild mountain chicken frogs remain – a male and a female. They were too far apart to potentially breed, so in June, we moved the female to the male's territory to give them the chance. A year later both are still alive and we are waiting to see if this has resulted in successful breeding.

In Madagascar, we supported the creation of the national amphibian action plan, which prioritises conservation

efforts up to 2020. Through a Critical Ecosystem Partnership Fund project, we have helped recruit two coordinators for the Action Plan and are supporting their technical and professional development. We are also supporting individual organisations to develop their amphibian conservation efforts at key sites around the country.

At the London Lecture, we were joined by Arturo Muñoz who leads the Bolivian Amphibian Initiative (BAI). Durrell is assisting BAI in their efforts to save the Titicaca water frog *Telmatobius culeus* by helping establish new ex-situ breeding containers and undertaking a survey of local lake communities' knowledge and attitudes towards the frog.

Next year we hope to launch activities in Sri Lanka, extend field activities in Montserrat and explore new actions to save frogs in high priority forests in Madagascar.







PHOTO CREDIT: LIZZIE NOBLE

## SMALL MAMMALL SPECIALIST GROUP

Durrell is a host institution of the IUCN Small Mammal Specialist Group (SMSG), a global network of experts whom serve as the scientific authority on the world's 3,000 small mammal species. These include well known animals such as hedgehogs, shrews, mice and squirrels and less familiar species such as solenodons, desmans and gymnures. Together they make up a group representing over half of all mammal species. SMSG is co-chaired by Durrell's Head of Conservation Science, Richard Young, along with Programme Officer Ros Kennerley, and in 2016 delivered a major project to assess the conservation status of the world's small mammals through the IUCN Red List of Threatened

Species. Together with partners, Texas A&M University and Rome's Sapienza University, we nearly reached our target of assessing all 3,000 species. This has been a significant effort on behalf of the SMSG but also all the experts around the world whom voluntarily give up their time and knowledge. This huge body of information is freely available and is used to shape conservation strategies and policies all round the world. Towards the end of 2016, we were delighted to form a new partnership with Global Wildlife Conservation to deliver a programme to scale up much needed conservation efforts for threatened small mammals.







## CARE AND CONSERVATION

# OUR WORK IN THE ZOO

Amongst the many developments in the Zoo during 2016 were several notable births and hatchings. These included an Andean bear named Raymi, meaning 'celebration', six pink pigeon squabs, our first infant aye aye birth for over 13 years, 2,200 agile frog tadpoles, eight new Livingstone's fruit bats, four giant jumping rats (after several years without), and the first second generation of Lesser Antillean iguanas hatched in captivity. Many of these results reflected tweaks to enclosures or husbandry regimes, a demonstration of our animal keepers' continual efforts to improve standards and techniques.

It was a successful year for the red-billed cough programme too. Bolstered by six chicks raised in the Zoo, four in the wild and further imports from Paradise Park in the UK, the number of birds flying free from their enclosure at Sorel soared to 35 by the end of the year, and with signs that the flock was now starting to expand its range within the Island.

Two new threatened species were added to the collection - Javan green magpies and Sumatran laughing thrushes. Both species have been identified by the Threatened Asian Songbird Alliance (TASA) as requiring urgent action to avert their extinction. Four Bali starlings (a species also identified by the Alliance) were exported to Köln Zoo, the birds ultimately forming part of a reintroduction group destined for Indonesia.

We bid farewell to David Jeggo, Head of Birds, who retired after 46 years' service to the Trust. David's contribution to Durrell, the zoo community and wider bird conservation has been immeasurable, and will continue into his retirement as he continues to take an active role, chairing the aforementioned TASA. He has been succeeded by Glyn Young, who again has a long history with the Trust.

We merged our maintenance and landscape departments into one 'site services' team, with the aim of providing a more coordinated and concise support function. As part of this consolidation we sadly said goodbye to Caryl Kemp, our Head of Landscape, but wish her well, and are thankful to our wonderful Landscape Advisory Group for providing us with extra horticultural advice.

We instigated a new programme of educational visitor talks, delivered by the animal keepers who are able to share up-to-date information and personal perspectives. A series of training workshops was held for keepers and the course subsequently received accreditation from British and Irish Association of Zoos and Aquariums, now counting towards part of staff's professional development.

The education team ran several 'family day' activities such as 'Vet Scene Investigation' and 'Nature Detectives' to add value to visits and memberships.

The Princess Royal Pavilion was rebranded the 'Durrell Discovery Centre' and redeveloped to showcase the work of Durrell around the world. A new exhibition in the main foyer entitled 'Places, People and Passion', a daily cycle of short films in the theatre, and a manned desk of artefacts all served to encourage guests to learn more about the broad reach of the organisation. We also received funds to refurbish the main classroom, which is now receiving school groups in a revitalised space.

Zoo personnel's expertise was in demand around the globe with staff travelling to Mauritian and South African zoos to run animal management courses, as well as conducting two callitrichid husbandry workshops in South America - one in Brazil focussing on pied tamarins, and the other in Colombia, focusing on the in situ and ex situ conservation of the white footed tamarin. The fruits of this capacity building in-country are starting to show, with a vast improvement in captive care and rehabilitation of the species now evident.

Back in Jersey, keepers and vets conducted research and published papers on a variety of topics, including medical issues in fruitbats and tortoises, tamarin behaviour, and training in orangutans, all contributing to increased species knowledge and advancing husbandry. In addition, we also conducted studies on visitor behaviour and expectations, along with some market research on the Island, investigating how we can increase visitation to the Zoo.





## BEYOND THE ZOO

# OUR WORK IN THE WILD

An important focus for 2016 was to assess the last five years of conservation at Durrell through a major retrospective evaluation. The report evaluated our results against our strategy, and also the approach adopted and sustainability of our actions. Recommendations were then used to inform the development of the Trust's new strategy.

We had many success stories with our species restoration work in 2016. The team in Assam, India, released the 100th pygmy hog into the third release site, Barnadi Wildlife Sanctuary. Populations are now thriving in Orang National Park and Sonai Rupai Wildlife Sanctuary.

In Madagascar, the recovery of the Madagascar pochard continued. Fieldwork focussed on working with communities around the future release site, Lac Sofia. With international partners, we helped implement rural development measures to improve wellbeing at the lake. Meanwhile, a second breeding centre was completed that will also act as a visitor's centre for the project, and in preparation for future releases, the 100th chick was hatched.

In the Caribbean, thanks to support from our members, we united the last two known mountain chicken frogs on Montserrat. The male and female were too far apart to likely find each other and so field staff with local partners moved the frogs to see if they would breed. In St. Lucia activities continued to support the restoration of the St. Lucia racer, the world's rarest snake. Through a collaboration with FFI, scoping exercises were launched to identify the cost and feasibility of establishing a mainland island, a captive breeding facility and also restoration of another offshore island that could act as a stepping stone for the species.

In Mauritius, Nik Cole, led island restoration work for our partner Mauritian Wildlife Foundation. With support from a private donor we were able to replace the solar panels and storage batteries on Round Island, which returned electricity to the island after two month's absence. Former staff member, Harriet Clark, took over coordination of the seabird restoration work from September and 90 red-tailed and white-tailed tropic bird chicks were successfully translocated and fledged.

Much of Durrell's work in Madagascar is focussed on the development of sustainable protected areas led by local communities. Following the declaration of the new protected areas in 2015, last year enabled us to start the process of embedding them. At Lac Alaotra, a new director for the management authority was recruited and Durrell started to set out the formal demarcation of the full area. Similarly in Lac Ambondrobe and the Nosivolo river, work with communities focussed on bringing the new protected areas to life. We also worked through the final year of the rural development project with Jersey Overseas Aid, which has focussed on demonstrating improved yields using intensified agricultural growing techniques and also supporting primary education and the linking the two through market gardens.

2016 saw a massive escalation in the poaching crisis facing ploughshare tortoises. Black market prices for tortoises increased dramatically, which led to a massive rise in pressure on remaining tortoises in the wild. At the same time, thieves tried to break into the captive breeding centre, in an attempt that was foiled with the capture of one of the attackers.

As well as stepping up security in the field and within the captive breeding centre, Durrell worked with international partners and supporters to develop an emergency response plan and secure permission from the Madagascar government to implement it. Equally, the crisis was highlighted at the CITES Conference of Parties in South Africa, where a new tortoise and turtle task force was established. Back in Madagascar, working with national and international partners, successful prosecutions were secured for smugglers in Mahajanga and Antananarivo, which was a major boost for the programme.





## BUILDING KNOWLEDGE OUR WORK IN SCIENCE

From intensive research in the field to design ways of combatting threats to our target species, to working across Durrell to measure our effectiveness and plan for our future, through to presenting at the world's biggest gathering of conservationists, 2016 was a year with many achievements.

On the ground, we conducted some challenging scientific research to work out the status of some of our most threatened species and how to save them. One of our most intensive research programmes has been on the mountain chicken frog and the deadly amphibian disease, chytridiomycosis, which has decimated its populations. We published studies of the population-level and genetic consequences of this crash (Hudson et al., 2016), and the first ever field trials of a treatment which we showed improves frog survival rate (Hudson et al., 2016). We published the most comprehensive survey conducted to date of the Livingstone's fruit bat (Daniel et al., 2016) which revealed the worsening status of this species and the need for action. In Jersey, our growing Zoo research programme delivered a large number of studies to further improve our husbandry of fruit bats and a range of tamarin species, such as the pied tamarin (Price et al., 2016). We also developed some new, strategically important, university partnerships to support our conservation mission. For example, the University of Swansea's Laboratory of Animal Movement is bringing some ground-breaking science and technology to help us understand the daily lives of animals and how we best manage them.

The Conservation Science team have been working hard to further develop the Durrell Index, our institutional approach for measuring and communicating our conservation

performance. We have developed our data management systems so we can better and more quickly understand what results are being achieved on the ground. We developed new content for the Durrell Index website to quantify and tell stories of species conservation successes, such as the black lion tamarin and St Lucia amazon parrot. In collaboration with our colleagues in the Academy, we also conducted a vital project to design how to measure the impacts of our training programmes which will shape our training evaluation work for years to come.

We published over 30 scientific papers, including in some of the world's leading journals, to ensure we share our knowledge with the wider conservation community. Embedded within our programmes, over 10 MSc projects were completed and eight PhDs were active or completed during the year.

Encouragingly, a number of our programmes and activities are now having a demonstrable global-level influence. For example, Durrell leads and hosts the IUCN Small Mammal Specialist Group, a global network of specialists across the world, who collectively serve as the expert authority on the world's .

In Sept 2016, a number of us attended 4-yearly IUCN World Conservation Congress, the world's biggest gathering of conservationists. We led a day long workshop on 'Driving up standards in endangered species recovery programmes' to agree an approach for developing good practice guidance for species conservation practitioners.





## FUTURE-PROOFING CONSERVATION

# OUR WORK IN TRAINING

In 2016, 741 course places were taken up by conservationists, 165 of the individuals attending more than one course during the year. We delivered 46 courses, 22 face-to-face in Jersey and 21 overseas, the remainder being online courses delivered through a partnership with the University of Edinburgh. In Mauritius our long-term collaboration with the Government of Mauritius and the Mauritian Wildlife Foundation has enabled our regional training programme to go from strength-to-strength. Durrell Conservation Training Ltd (our not-for-profit training organisation) delivered the second year of the University validated Post-Graduate Diploma in Endangered Species Recovery, as well as providing institutional support for conservation organisations in Madagascar and Comoros. Our work to help individual conservation professionals to strengthen the organisations which they work for or lead is enabling us to better understand the connection between people and the organisational system around them and how we can support both to be more effective.

In the Comoros the conservation-with-development civil society organisation Dahari now has its first multi-year strategic plan in place. This brings greater clarity on how the different components of the organisation fit together to deliver on its mission to create a sustainable future for Comoros, involving both people and wildlife. Recommendations developed with the organisation in 2014 have been actioned and the organisation has now also secured sufficient external funding for the ex-patriot head of the organisation to begin to take a back seat and allow for the organisation to become fully Comorian. Towards the end of the year we worked with the Senior Management Team to develop their leadership skills and identify future steps for the organisations growth.

In Madagascar we began our work with the conservation association VIF, focusing on its work to conserve the Ankaratra Massif, in the central plateau, home to multiple Critically Endangered amphibians as well as other threatened vertebrates. This year we conducted an 'organisational health check' with the staff of the association, which will result in recommendations to help them develop their efficacy. To achieve this, we're working in tandem with Durrell's Amphibian Conservation Programme, which has identified Madagascar as a priority site for amphibian conservation.

In South America we continued our programme to develop the capacity of welfare centres and zoos to manage *ex-situ* populations of threatened tamarins, with a callitrichid husbandry workshop for 35 *ex-situ* primate biologists in Colombia. This workshop marks ten years of this Durrell-driven project, and we are beginning to see clear evidence of the impact with the creation of a focussed breeding programme, with significant improvements to husbandry, creation of a core working group for this species and some evidence of a reduction in rates of illegal pet trade for this species (the main driver of decline).

We also developed our partnership with the IUCN with joint training being delivered with the Reintroduction Specialist Group, in Hawaii, in advance of the IUCN World Congress in September. This partnership is one we hope to cultivate further over the coming year as we look to scale up our influence over conservation policy and practice at the international level.

In Jersey we ran a full programme of courses, including our flagship, Durrell Endangered Species Management Graduate Certificate programme (DESMAN), providing scholarship opportunities for students from across the high biodiversity countries of the world to attend multi-disciplinary, accredited conservation training at our headquarters, Durrell Conservation Academy. The Academy remains an important centre for the delivery of *ex-situ* conservation management training with courses such as the Avian Egg Incubation Workshop attracting world-class conservation practitioners to share hands-on skills development opportunities to new entrants to the profession.

In October this year we began a six-month internship project, to help us develop our impact indicators across the programme. We can now document training impacts at the individual, organisational and systemic levels. Some of this work was published in the peer-reviewed conservation journal *Oryx*, and we are now amongst the organisations that are leading the way in training impact assessment globally.





# COMMUNICATING OUR MISSION

The primary focus during the year was on the migration of the website onto WordPress which offers a more adaptable platform that is fully optimised for mobile. The new WordPress website offers a greatly improved user experience with richer content, plus allows greater flexibility and creativity when building new campaigns. The new site offers improved payment systems including direct debit and new recurring payment functionality for adoptions, memberships and donations, enabling better retention of our supporters. We successfully applied for a Google Ad Grant which has given us a monthly allowance of \$40,000. Strong growth was achieved across our social media channels, with an increase in web traffic, web sales and online donations as a result.

In spring, Series One of ITV's 'The Durrells' aired in the UK. The response to the series was phenomenal and led to a large number of TV production companies contacting us about collaborations. The Durrells microsite was built to capitalise on this new audience. The objective was to try and drive sign up to our social media and e-news thereby starting the conversation with this cold audience. Research showed that about 10% of visitors to the Zoo last year came as result of the TV series.

A considerable amount of PR was achieved (over 200 articles) on the back of Durrell's Chief Scientist, Carl Jones winning the Indianapolis Award.

Throughout the year, the marketing team developed a number of fundraising appeals. In February, we launched an emergency appeal to unite the last two remaining wild Mountain Chicken frogs on Monserrat which raised over £6,000. Later in the year we raised over £7,000 via another emergency appeal to secure our ploughshare tortoise breeding facility in Ampijoroa which was broken into by poachers. Then in November an appeal went out to all members and supporters to raise funds for patrollers on Lac Aloatra in Madagascar. This appeal generated nearly £16,000 to support the 'species saviours' in Madagascar.

A review of our membership scheme was carried and this evaluation has been used to plan the new membership launch in 2017. In the run up to Christmas an adoptions campaign was the focus, which included local radio advertising and social media. The web pages for adoptions were redesigned to showcase the pack contents and streamline the checkout process, leading to a higher conversion rate.









# FUNDING OUR FUTURE

We need significant monies if we are to deliver our mission and therefore must look to a number of different approaches for generating the income. This includes commercial activity at the Zoo as well as fundraising efforts either through individuals, corporations and trusts and grants.

Our commercial revenues at the Zoo are heavily dependent on footfall and produced a financial performance in line with visitation. During 2016 we investigated a number of ways of driving visitors and analysed them at the end of 2016 to develop the strategy for 2017. New retail strategy was developed and the obsolete stock sold or written off to make way for the new approach where all products have a relevance to what we do and where we work.

Our cafés have been managed by a third party for many years and during 2016 our partner informed us that they would be retiring which gave us an opportunity to take our catering in-house. Preparation work was carried out for this during 2016 with us taking back responsibility at the end of the year. The intention is to bring the cafés in line with Durrell's sustainability ethics by minimising single use disposables and stopping the use of palm oil in our products where possible.

Being situated on a small island has many benefits, but it also presents challenges to an international charity that runs a visitor attraction, and the decline in tourism to the island has severely impacted our ability to operate. In the light of this ongoing strain on our finances we have looked at the diversification of our income. At the end of 2015, we finally obtained planning permission to open our charity shop on a site close to the Zoo. We had a number of planning and traffic plan challenges to overcome but the new shop commenced trading at the beginning of 2016 and significantly exceeded its commercial targets for both turnover and contribution.

Cheeky Monkeys at Durrell, a childrens nursery, opened towards the end of 2015, with 2016 its first full year of trading. We are delighted at the high quality of the child care and management of the nursery and it has proven popular with parents on the island. The 2016 contribution budget was met, and Durrell received the expected dividend payment.

**CONTINUED**







## FUNDING OUR FUTURE CONTINUED

Accommodation across the island is another vexing issue for promoting tourism, however we are able to provide two unique opportunities. The Hostel was primarily filled with our Academy students during 2016 leaving few gaps to be filled by the public. The standards improved during 2016 and the hostel received a JQAS (Jersey Quality Assessment Scheme) 4\* award (improved from our 3\* award in 2015). This is the highest possible award achievable without putting in en-suite bathroom facilities.

At our Wildlife Camp the turnover and occupancy figures were both improved in 2016 by introducing dynamic pricing and using special offers to help fill the shoulder months. The reviews during 2016 were exceptional and the standards achieved for all inspections were impressive. Awards included the highest score for the AA quality rating of 93% which resulted in an 5 pennant award and ultimately led to us winning the inaugural AA Glampsite of the Year Award at the end of 2016, and a 5\* rating from the JQAS.

The Engagement Team is responsible for nurturing relationships with both current and new corporate supporters, be that through Corporate Social Responsibility or events. It is also the focal point of liaison for Locate Jersey and new high net worth residents; the Henry Cavill Management Team and Durrell's Gardiens. All events both in the Zoo grounds and external, come under this team's remit.

Corporate Volunteering continues to be very popular amongst corporate supporters with a significant amount of work and research undertaken to ensure that not only is the work undertaken essential but also that it meets the needs of whichever company it is applied to. Organisations use this opportunity to meet their Corporate Social Responsibility requirements and also as a 'team building' exercise.

Examples of such projects are:

- HSBC undertaking the monthly biomass project
- RBC clearing the flamingo island to open up the viewing platform and eliminate overgrowth
- Standard Bank making and securing the screening around the gorilla enclosure
- UBP up-cycling donated furniture to allow us to sell in the charity shop

A total of fourteen different events were hosted within the Zoo grounds during 2016 for corporate supporters. We continued to work with Locate Jersey as they 'on-boarded' new HNW families to the island. A total of fourteen families arrived on the Island during 2016 with a 'Durrell Welcome Pack' being delivered to each one.

We continued to work with our Gardiens, the original remit for this group being to support the Trust financially, through an annual subscription, but also to organise fundraising events whilst acting as Ambassadors. Gardien subscriptions allowed us to purchase a new Animal Transportation vehicle which is fully fitted with a heating/cooling system ensuring that we are able to transport our animals in comfort. Four significant fundraising events took place in 2016, the first being the Omaze campaign which was filmed in January. Funds of \$90,000 were paid to American Friends of Durrell. The Durrell Challenge took place in May and comprised a 13k run led by our Ambassador, Henry Cavill. It was the inaugural year and attracted 320 runners, many of whom were from overseas and led to more than 1000 people in the grounds of the Zoo for the day. The event generated positive funds of £26,000.

The Silverback Ball in September was organised and sponsored by The Royal Yacht Hotel. A glittering affair, this event attracted 220 people and raised £30,000 for work with the gorillas.

We are extremely grateful to our two ambassador's, Henry Cavill, and Milo Parker who plays the young Gerald Durrell in the television series, The Durrells. Henry is a passionate supporter of Durrell and the work we do around the world. During 2016 Henry adopted one of the baby bats which he named 'Ben' with permission from his co-star Ben Affleck. We also arranged a private screening of Batman v Superman, Dawn of Justice at Cineworld which netted nearly £4,000.

We ended the year with an exciting event in November at Harrow School in the UK. Our Honorary Fellow, Sir David Attenborough and his producer of many years, Alastair Fothergill, regaled an audience of over 500 people with stories of how they filmed many of the most memorable wildlife sequences ever screened. A dinner for nearly 80 people followed with Sir David, Alastair and our ambassador Milo in attendance. It was a memorable evening that raised over £65,000. Thanks go to Harrow school for hosting the event and to the society of vintners for sponsoring the drinks reception.





# VALUING OUR PEOPLE

2016 was a year focused on 'information gathering', with employee and volunteer engagement, satisfaction and collaboration at the forefront. We recognise and acknowledge the importance of our people and attribute our success to them.

Our staff survey showed encouraging levels of engagement as well as areas for development. 94% of employees agreed that working for Durrell gives them a sense of personal accomplishment and 82% feel that Durrell makes the most of their skills and abilities. This is a positive platform for us to build on for a more fulfilled, developed and motivated workforce.

The conservation team scheduled 'collaboration workshops' to encourage employees in contributing to the new strategic direction. Employees were mixed into multi-departmental groups and asked to consider what Durrell looks like to them and take part in a SWOT analysis. Their extensive knowledge in each of the four pillars enabled the Senior Management Team to define the values and principles that feature in the new strategy.

This led to the initial framing for development of our new people values initiative due for roll out via Human Resources internally in 2017.

2016 saw its share of challenges, primarily with the recognition of a need to make significant cost savings. The decision to place Trust property on the market meant consulting with staff residing in them and assisting with relocation. Licencing permission restrictions were challenged and granted, and thankfully we were successful in managing to retain our valuable employees. With a notable lack of skills and experience on-island pertaining to zoology and conservation this remains problematic.

Redundancy was another unfortunate consequence of cost saving. The merging of two site services departments allowed us to make the intended reduction, however as expected, redundancy has an impact on morale, and we are working hard to ensure that Durrell is a positive place to work and thrive.

2016 saw the appointment of our new Volunteer Manager. Daniel Craven has worked for Durrell for more than 11 years and brings with him a wealth of knowledge. Our volunteer engagement and management has always been strong, however we are now seeing a more concentrated and focused group of individuals. The website has launched a new Volunteers page - [www.durrell.org/wildlife/volunteer-at-durrell](http://www.durrell.org/wildlife/volunteer-at-durrell) - delivering our success stories, our challenges, and hearing from those who strive to help us deliver on our mission goals. We have a more comprehensive approach to gathering the skills and expertise of our volunteers and Dan has worked tirelessly to match those attributes with the needs of the Trust. The success of the Durrell Charity Shop has been instrumental in focusing our attention to the process behind recruiting and managing volunteers, we must recognise that the shop simply could not function without them and we thank them also for their tireless efforts. During Q4 we initiated the early stages of preparation of our new Volunteer induction days scheduled for 2017. We are grateful for the time and dedication donated to us by our loyal volunteers year after year, with 2016 being no exception.

During his first official month in the new role as Volunteer Manager, Dan travelled out to India to direct and shoot a promotional documentary focused on our field staff and their work with the Pygmy Hogs. This footage was created by volunteers to highlight the importance of the work carried out.

In September 2016 we welcomed Durrell employees from around the world to Jersey for a week of talks, meetings, presentations and workshops. The conservation symposium remains one of the highlights of the working year for our employees. This is the perfect opportunity for employees and volunteers, some who may have not met before, to share their experiences, successes and challenges in enabling and delivering on our mission.





# LOOKING AHEAD

2016 saw extensive work carried out, involving stakeholders across the organisation, in drafting our new strategy, to be approved in 2017. It will be ambitious and stretch the organisation, but the world and its species face such threats that we need to push ourselves even further. We look forward to sharing our new strategy with all our supporters in due course.

An ambitious strategy also needs a sound financial base and we will continue to investigate ways of improving the financial performance of Durrell. Our Zoo is in a competitive environment with a relatively small amount of potential visitors, either local or via tourism. We are therefore very grateful to our loyal members who visit and support us regularly and we are planning a more bespoke membership offer with enhanced benefits to make this an even better experience.

New and improved exhibits are planned and we hope that these will better connect our visitors to nature. Additionally we will review our catering and retail offer to make sure they are of the highest quality.

We will develop the new partnerships that will be required to implement the new strategy, be they corporate, academic, government or NGO. Conservation is always a partnership and we will strive to be as collaborative as possible in advancing our aims.

We will also be undertaking our accreditation inspection of the Zoo for the European Association of Zoos and Aquaria, of which we are a member and active participant.

## REPORT OF THE HONORARY TREASURER

The headline financial performance for the year shows a decline in net income from £1.3 million in 2015 to £0.6 million in 2016. The performance in 2015 was flattered by a restricted donation received towards the end of 2015 and the continuing dependence on what is an inherently unpredictable income flow in respect of legacies.

Overall though the financial position was improved with net assets of just over £10.7 million at the year end of which £6.7million were unrestricted assets including our substantial freehold headquarters in Jersey. Restricted assets and endowed assets are held in independently managed investment portfolios or in restricted bank accounts depending on what is most appropriate.

At a non-operational level, the Trust's obligations in respect of the defined benefit pension scheme increased according to the latest FRS102 review by some by £118,000. The Trust has taken the decision that pensioners will not receive an increase in 2017. For FRS102 purposes it has been assumed that the annual increase in pension payments averages 1.5% per annum.

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

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

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 £2.5 million. At 31 December 2016, the Trust had unrestricted liquid assets of £0.8 million. Consequently, the Trust has a shortfall against its targeted level of free reserves of £1.7m. Addressing this shortfall is a key element of the major strategic review, which is taking place in 2017. During 2017, Trustees and management are developing a new strategy for the Trust that will bring the financial sustainability we need to maintain and hopefully grow the positive impact we bring to the world. Bringing about this step change means that some difficult decisions have to be made but we are determined to make them. In the meantime, the Trust has physical but illiquid assets of a much higher value.

The physical assets of the Trust will provide sufficient finances in the unlikely 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. This enables the Trustees to continue to adopt the "going concern" basis of accounting.

### **EWAN STIRLING**

Honorary Treasurer  
July 2017

## THE RISKS TO WHICH THE TRUST IS EXPOSED

During the year, the Audit Committee considered the financial position of DWCT and the findings of the last audit. The management team presented its plans to address the findings of the Key Issues Memorandum provided by our auditors and we are pleased to note that the latest audit review reflects a much improved position.

The actions implemented by management over the course of the past few years are starting to bear fruit and the balance sheet and operating performance are stronger than in previous years. That said, there is a clear need to build reserves to meet our stated aim of having sufficient liquid assets to meet at least 6 months of operating expenses.

The primary focus of the Risk Committee has been on safety, both at Jersey Zoo and in the field. This reflects the challenging operating environment facing some of our conservation programmes. The committee commenced a review of all DWCT policies to ensure that these incorporate best practice.

At the board meeting in June, a decision was taken to combine the Audit and Risk Committees, to simplify the governance of the Durrell Wildlife Conservation Trust (DWCT). As a result, we present a combined Audit and Risk Committee update in this and future annual reports.

### **NICK WINSOR**

Chair, Audit and Risk Committee  
July 2017



# SUMMARY GROUP STATEMENT OF FINANCIAL ACTIVITIES

	2016	2015
	£'000	£'000
<b>INCOME</b>		
<b>CHARITABLE ACTIVITIES</b>		
<b>Animal collection</b>		
Visitor Admissions	1,202	1,173
Membership of Durrell		
- Individual	769	784
- Corporate	12	24
Animal adoptions	90	84
Letting of non-investment property	36	47
Behind the scenes tours and animal encounters	20	21
Keeper and vet for a day	4	3
<b>ANIMAL COLLECTION TOTAL</b>	<b>2,133</b>	<b>2,136</b>
<b>EDUCATION</b>	<b>12</b>	<b>21</b>
<b>TRAINING</b>	<b>270</b>	<b>265</b>
<b>OTHER</b>	<b>259</b>	<b>561</b>
<b>CHARITABLE ACTIVITIES TOTAL</b>	<b>2,674</b>	<b>2,983</b>
<b>DONATIONS AND LEGACIES</b>	<b>3,450</b>	<b>4,553</b>
<b>COMMERCIAL OPERATIONS</b>	<b>2,269</b>	<b>1,858</b>
<b>INVESTMENTS</b>	<b>74</b>	<b>81</b>
<b>TOTAL INCOME</b>	<b>8,467</b>	<b>9,475</b>
<b>EXPENDITURE</b>	<b>2016</b>	<b>2015</b>
	£'000	£'000
<b>CHARITABLE ACTIVITIES</b>		
Animal collection	3,488	3,704
Training	367	353
Education	177	187
Conservation in the field and science	1,604	1,488
<b>TOTAL EXPENDITURE ON CHARITABLE ACTIVITIES</b>	<b>5,636</b>	<b>5,732</b>
<b>RAISING FUNDS</b>		
Cost of generating voluntary income	628	757
Cost of commercial operations	1,665	1,556
<b>TOTAL EXPENDITURE ON RAISING FUNDS</b>	<b>2,293</b>	<b>2,313</b>
<b>OTHER EXPENDITURE</b>	<b>186</b>	<b>191</b>
<b>TOTAL EXPENDITURE</b>	<b>8,115</b>	<b>8,236</b>
<b>NET GAINS ON INVESTMENTS</b>	<b>299</b>	<b>31</b>
<b>OTHER RECOGNISED GAINS / (LOSSES)</b>		
Share in gains / (loss)es of joint venture	78	(11)
Profit on disposal of fixed assets	49	0
<b>NET ACTUARIAL GAIN (LOSS) ON NET DEFINED BENEFIT PENSION LIABILITY</b>	<b>(118)</b>	<b>49</b>
Adjustments*	0	(126)
<b>NET MOVEMENT IN FUNDS</b>	<b>660</b>	<b>1,182</b>

# SUMMARY GROUP BALANCE SHEET

	<b>2016</b>	<b>2015</b>
	£'000	£'000
Fixed assets	5,397	5,734
Investments	3,686	3,200
Investment in joint venture	387	339
Net current assets	2,045	1,986
Creditors-due after one year	(303)	(825)
Pension liability	(473)	(355)
<b>NET ASSETS</b>	<b>10,739</b>	<b>10,079</b>
<b>REPRESENTED BY</b>		
Permanent endowment funds	1,232	1,171
Restricted funds	2,771	2,315
Designated funds	304	221
General funds	6,432	6,372
<b>TOTAL</b>	<b>10,739</b>	<b>10,079</b>

# SUMMARY GROUP FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2016

These summary financial statements which comprise the Summary Group Statement of Financial Activities and Summary Group Balance Sheet are a summary of the information in the full annual group 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 2016, which were approved by the Trustees on 7th June 2017, 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 unmodified.



# INDEPENDENT AUDITORS' STATEMENT TO THE MEMBERS OF DURRELL WILDLIFE CONSERVATION TRUST

## INDEPENDENT AUDITORS' STATEMENT

We have examined the Summary Group Financial Statements for the year ended 31 December 2016 which comprise the Summary Group Statement of Financial Activities and Summary Group Balance Sheet.

## RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND THE AUDITORS

The Trustees are responsible for the preparation of the Summary Group Financial Statements in accordance with applicable law and the recommendations of the Charities Statement of Recommended Practice. Our responsibility is to report to you our opinion on the consistency of the Summary Group Financial Statements with the full annual Group Financial Statements and the Trustees' Annual Report.

We also read the other information contained in the Trustees' Annual Report and considered the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Group Financial Statements.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the Trust's full annual Group Financial Statements describes the basis of our opinion on those Group Financial Statements and Trustees' Annual Report.

## OPINION

In our opinion the Summary Group Financial Statements are consistent with the full annual Group Financial Statements and Trustees' Annual Report of Durrell Wildlife Conservation Trust for the year ended 31 December 2016.

## GRANT THORNTON LIMITED

Chartered Accountants  
St Helier, Jersey, Channel Islands

3 August 2017

# STRUCTURE OF THE TRUST

## 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, BA, PhD

## MANAGEMENT TEAM

Mark Brayshaw  
Jamie Copsey  
Amy Davies  
Dr Lesley Dickie (CEO)  
Gordon Hayden (CFO)  
Christine Holmes  
Alexandra Shears  
Kate Smallwood  
Dr Andrew Terry  
Dr Richard Young

## CHAIRMAN

Phillip Callow

## HONORARY TREASURER

Ewan Stirling

## BOARD OF TRUSTEES

Phillip Callow  
Mary Curtis  
Simon Dickson  
Dr Lee M Durrell, MBE, BA, PhD  
Advocate Kerry Lawrence  
Ian Lazarus  
Elisabeth Lewis-Jones  
John Lovering  
Dr Eleanor Jane Milner-Gulland  
Ewan Stirling  
Simon Tonge  
Dr Rosie Trevelyan  
Nicholas Winsor

## DURRELL WILDLIFE CONSERVATION TRUST - UK

Registered UK Charity  
Number 1121989

## UK BOARD OF TRUSTEES

Ian Lazarus (Chairman)  
Katie Gordon  
Dr Simon Dickson  
John Miskelly  
Advocate Kerry Lawrence  
(Honorary Secretary)  
James Persad

## DURRELL CONSERVATION TRAINING LTD (MAURITIUS)

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

In addition to preparing for and attending Board meetings, Trustees also serve on a range of committees, which cover Audit, Conservation, 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

## HONORARY FELLOWS

Sir David Attenborough, CBE, FRS  
Anne Binney, MBE  
Martin Bralsford, MSc, FCA, FCT  
John Cleese  
Murray S Danforth, Jr  
Professor John Fa  
Tricia Kreitman  
Dr Thomas E Lovejoy, BS, PhD  
Dr Jeremy JC Mallinson, OBE, DSc, CBIol, FIBiol  
Professor Robert D Martin, BA, DPhil, DSc, CBIol, FIBiol  
David Richards  
Robin Rumboll, FCA  
Advocate Jonathan White  
Edward J Whitley, MA



# OUR SUPPORTERS AND PARTNERS

It is a great pleasure to thank the many organisations and individuals who supported Durrell with their donations, time and advice during 2016. 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**

**DURRELL WILDLIFE CONSERVATION TRUST**

is a member of the Association of Jersey Charities, membership number 69.

**PATRON** HRH The Princess Royal

**FOUNDER** Gerald Durrell, OBE, LHD

**HONORARY DIRECTOR** Lee Durrell, MBE, PhD

**DURRELL WILDLIFE CONSERVATION TRUST - UK** is registered in England and Wales. A charitable company limited by guarantee.

**REGISTERED CHARITY NUMBER** 1121989 **REGISTERED COMPANY NUMBER** 6448493

**REGISTERED OFFICE** c/o Intertrust Corporate Services (UK) Limited, 35 Great St. Helen's, London EC3A 6AP

