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**HELPING DOGS TODAY,  
TOMORROW AND FOR YEARS TO COME**

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Annual Report & Accounts 2019

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Front cover: Our Oakfield Old Dogs Home gives a cosy home to our older canine residents. Canine Carer Elizabeth snuggles up with Dachshunds Norman and Lucy, who were handed in when their owner was no longer able to care for them.

🐾 Credit: Martin Phelps

This page: Newly arrived Henry the Labrador enjoys a thorough check up from our vet nurse, Toni, at our Shrewsbury rehoming centre.

🐾 Credit: Martin Phelps

## Our Mission

Dogs Trust is working towards the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction.

## Our Strategy

To achieve this, we rely on the prevention and cure approach: rescue and rehoming work aims to deal with the immediate needs of abandoned and relinquished dogs; preventative measures, such as dog training, neutering, microchipping, education and lobbying are used as longer-term solutions.

Through our training and behaviour expertise, including initiatives such as Dog School, we assist existing and potential dog owners and ensure their dog is well trained and sociable. We aim to provide dog owners with easily accessible advice to help prevent the occurrence of the types of unwanted behaviours that can lead to dog relinquishment or euthanasia. We also provide financial support in some circumstances to allow owners to keep their dogs, when they might otherwise have to give them up.

We are committed to ensuring our policy and practice is driven by the best evidence. This is achieved by both funding external academic institutions and conducting our own non-invasive research to improve canine welfare. We have developed expertise in every area of our operation, which, together with our evidence-based approach, enables us to take a leading role advising on every aspect of dog health, behaviour and care. Whilst our immediate priority is the UK and Ireland, we also take the prevention/cure approach globally.



## Chairman's Report

2019 was another excellent year for Dogs Trust, with 14,301 dogs being cared for by our rehoming centre staff, and thousands more reaping the benefits of our preventative programmes aimed at stopping the abandonment and relinquishment of owned dogs.

Last year we continued our fight in the UK and Ireland against puppy farming and smuggling, and saw some great steps forward being made through our legislative work. Also, following on from last year's launch of our post-adoption support project, we have seen even more owners and dogs receive behavioural support with the hope that this will significantly reduce the number of dogs who develop behavioural problems and therefore may be at risk of being put to sleep.

A big thanks must go to our interim Chief Executive, Jim Monteith, who has guided us through 2019 following the unexpected death of our Chief Executive, Adrian Burder. He has done an excellent job in ensuring the smooth running of the charity through this time and we wish him well in his retirement. It also gives me great pleasure to welcome our new Chief Executive, Owen Sharp, who joins us from the Movember Foundation. He has a wealth of experience in the UK and global charity sectors. All of the staff and council members are looking forward to working with Owen over the coming years.

Sadly, at time of writing, the country is in the grip of the coronavirus pandemic. Unfortunately, this has meant that we have had to close our rehoming centres to the general public and suspend a lot of our community based activity. Our staff have demonstrated their dedication during this difficult time either by ensuring that we optimise the care to the dogs who remain in our centre or by supporting the wider community to look after their dogs. I would like to say an extra special thanks to all of our staff and volunteers for all that they do for dog welfare.

Finally, I'd like to say a huge thank you on behalf of all the dogs, staff and council members for supporting the charity throughout 2019. We could not have continued our work without your unwavering support. Thank you all.

**Graeme Robertson**  
Chairman

🐾 Credit: Richard Murgatroyd



## Chief Executive's Report

I am delighted to say that I joined Dogs Trust as Chief Executive in July 2019 and I am incredibly proud to be leading this wonderful organisation which is steeped in animal welfare history. Whilst the charity has achieved so much already, there is much to be done if we are to fulfil our mission of working towards the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction.

This report looks at the tremendous impact on dogs that we have made over the past year, and highlights not only what we are doing to help dogs today, but also what we are working towards to help the next generation of dogs and ensure they are safe and loved.

To achieve this we take on a prevention and cure approach which sees us helping dogs today, tomorrow and for many years to come. Our rescue and rehoming work focusses on the immediate needs of dogs who are imminent risk of being put to sleep, whilst our veterinary, research, education, campaigns and lobbying work looks at longer-term solutions to secure the future of dog-kind. This suite of initiatives shows our commitment to providing financial, practical and emotional support for dog owners, where needed.

Last year our training and behaviour expertise initiatives such as Dog School continued to grow and I was particularly pleased with the launch of Dog School run by our subsidiary charity in Ireland, after our research showed a real need for the expansion of our support with dog training. The findings revealed that 73% of dogs in Ireland had never attended any type of training class, despite 60% of owners admitting their dog had one or more training or behavioural issue.

I am excited to watch how this unique training initiative supports owners in Ireland, and I have every confidence it will do as well as our Dog Schools in the UK, where we now train more than 2,000 dogs a week (and their owners!) We are here to ensure every dog is well trained and sociable, so they may live happily with their families for their whole lifetime.

Across the dog welfare sector as a whole we've also seen a decline in the number of dogs being rehomed each year. Here at Dogs Trust we've also seen an increase in the number of dogs with more advanced behavioural needs brought in, which take longer to rehabilitate.

However, our specialist rehabilitation units across the UK are seeing lots of success in this area, and have been designed to support those dogs who don't settle easily into life in kennels while they await their forever homes. Here they will enjoy canine company and can live together in groups, whilst specialist staff work on their behaviour and training programmes. This all reinforces our promise never to destroy a healthy dog and ensure whilst under our care they receive the best treatment available.

With education playing such a key role in promoting responsible dog ownership, I hope that through our research projects such as the Choosing My Dog survey we can use the findings to help educate owners when selecting the type of dog they are best suited to. Similarly, through our post-adoption support scheme, we offer the highest standards of care, so that owners learn how to better understand their dogs, helping them both enjoy a long and rewarding relationship.

As always, reflecting on the last year really brings home just how much we have achieved and all of these successes are due to the support given by our staff, volunteers and supporters, do for that I thank you. I am looking forward to my first full year as Chief Executive and am excited about making an even greater impact on the lives of dogs and the people who love them.

**Owen Sharp**  
Chief Executive

🐾 Credit: Clive Tagg



# 1 🐾 Helping Today's Dogs

## REHOMING

We want every dog to find their forever home, but we know that not every dog will be lucky enough to live their entire life with an owner who loves them and understands their needs. Should this happen, we'll be there to pick up the pieces. We never destroy a healthy dog in our care, and our 21 rehoming centres provide a safe home with plenty to keep them entertained while a dog waits to start on the next phase of their life's journey.

Here's the impact we made on dogs and their owners last year:

- Cared for 14,301 stray, abandoned and relinquished dogs at our rehoming centres in the UK and Dublin
- Rehomed 11,790 dogs at the rehoming centres
- Reunited 244 dogs with their owners
- 292 dogs died or put to sleep. NB we never destroy a healthy dog
- 1,726 dogs in our care on 31 Dec 2019

Although we aim to increase the number of dogs we help year-on-year, in 2019 we saw a slight drop in the number of dogs we cared for from 15,000 in 2018 to 14,301 last year. We also saw a 7% drop in our rehoming of dogs, down from 12,624 in 2018 to 11,790 dogs successfully rehomed last year.

This is something we knew this was likely happening when we started our Canterbury and Darlington redevelopments, as both brought with them a reduction in the number of kennels available due to the demolition of the older buildings.

However, we are very excited that we are getting closer to completion of Darlington, and by late 2020 the new centre will be open and include even more kennels, a dedicated training and behaviour centre, as well as a hydrotherapy pool for dogs recovering from injury or in need of regular gentle exercise. These changes are designed to improve the welfare of the dogs in our care whilst they wait for their special someone.

Furthermore, we have seen an increase in the handing over of pregnant bitches for adoption, in particular at our centre in Ballymena. This has meant that our kennels were occupied for a longer than average time, directly impacting on the number of dogs we could look after and rehome. However, we have some very exciting plans to update the rehoming centre's facilities, including dedicated puppy kennels, to help meet the specific dog welfare needs in Northern Ireland.

Our research has found that many more dogs are sold online than are bred from registered breeders – this suggests puppies are coming from less reputable sources and adult dogs are often passed around between owners. There are many online adverts offering dogs 'free to a good home'. However, this may not always be done responsibly and is something which concerns us, as in these cases the dog's welfare cannot be guaranteed.

We are continuing research in this area to understand how and when dogs move between owners, so we can better educate the public on how to buy or adopt a puppy or adult dog safely, with minimal risk to the dog's welfare.

Our rehoming centre staff in 2019 were greatly helped in their day-to-day work by a dedicated squad of volunteers. We are very grateful to all our volunteers, Dogs Trust has over 3,000 people helping in various ways. These kind-hearted people did everything from socialising the puppies, to sorting the laundry, to walking the dogs come rain or shine, and welcoming visitors on arrival into the rehoming centres. Some of our volunteers have helped us for over 20 years, others have for just a matter of months; but no matter how long they have been with us, each one is much appreciated.

In 2019 we cared for 14,301 dogs at our rehoming centres.



- 11,790\* Dogs successfully rehomed (2018: 12,624)
- 244 Dogs successfully reunited with owners (2018: 310)
- 292 Dogs died or put to sleep\* (2018: 331)
- 1,726 Dogs in kennels on 31 Dec 2019 (2018: 1,740)

\*We never destroy a healthy dog

Where do our dogs come from?



- 6,815 Handed over by their owner (2018: 7,313)
- 5,082 Handed to us by organisations (2018: 5,603)
- 338 Dogs born in the rehoming centre (2018: 338)



### Ronnie

Gorgeous puppy Ronnie was feeling a lot merrier last year after defying the odds and bouncing back from near death, to spend his first Christmas with his new owners. Ronnie was handed in to Dogs Trust at just five weeks old, weighing less than a kilogramme after being found in a box in a field but last year he spent Christmas with Grahame and Alison Steele, and his new best friend, Jack Russell, Reggie, who were determined to give him the best Christmas ever.

🐾 Credit: Kevin Johnson



## HELP FOR ADOPTED DOGS

Because we believe that a Dogs Trust dog is always a Dogs Trust dog, even after they've left our rehoming centres, we run the Shared Adoption Scheme. This provides a financial buffer for owners, while also increasing the chances of more poorly dogs finding their forever homes.

If a dog in our care has a health condition requiring medication, we promise to continue paying for that specific condition for the rest of their lives, even once they have left our rehoming centre and are happily settled with their new owner. Through this scheme, 10,433 dogs now receive the veterinary care they need for their whole lifetimes.

As part of the Shared Adoption Scheme we have also set up our own in-house pharmacy, which means that we can be more efficient - and cost effective - when dealing with prescriptions ourselves.

As well as Shared Adoption, we also run the Home from Home scheme, which looks to place dogs who find kennel life stressful into temporary foster care. Last year saw 2,052 dogs provided with a calm home thanks to our dedicated volunteers.

## SUPPORTING DOG OWNERS

As part of our approach to supporting owners and ensuring dogs are given the best chance of a new life, we continue to roll out a range of new initiatives and improve our existing ones.

Last April, to provide even more behavioural support for people adopting our dogs, we launched our post-adoption support project with the aim of significantly reducing the number of dogs which are being brought back to our rehoming centres. Not only this, we hope that the project will also help reduce the number of healthy dogs who are put to sleep because they are perceived to have behavioural problems.

If they choose to opt in, new owners are contacted by phone firstly by one of our contact centre team. If a problem is reported, we then contact them again on day two, and then two weeks later and, finally, four months following the dog's adoption. Depending on the nature of the problem, the owner will be called either by one of our veterinary nurses or a member of our behaviour team.

These checks are designed to review how the dog's health is and see if the owner needs any support with the dog's behaviour. In the more complex cases we offer one-to-one home consultations with one of our clinical behaviourists.



376,447 calls from members of the public answered

60,869 outbound calls made

45,187 emails replied to from people wishing to adopt a dog

**We are the only animal welfare charity to offer this high standard of care for new dog owners.**

10,888 new dog owners were called at two days

8,051 at two weeks

3,605 at four months



4,562 inbound calls were taken from new adopters asking for behavioural support

10,660 call backs to new owners were made by our behaviour team

970 face-to-face consultations took place at our rehoming centres

338 house visits were made by our clinical behaviour team to provide specialist referral advice to new adopters

We were thrilled to see our contact centre celebrate its fifth birthday and become 'the voice of Dogs Trust' last year, with everyone who calls or emails us now going directly through this one point of contact. This led to a positive impact on our interactions with the general public and in 2019 we had **482,503 communications** through calls and emails, which included:

## WORKING WITH PARTNERS

Our positive approach to working in partnership with other organisations saw us work closely with the RSPCA and local authorities last year to tackle the issue of puppy farms, illegal boarding establishments and unlicensed breeding sites.

We continue to collaborate closely with the UK Border Force and the Animal and Plant Health Agency to help those puppies and pregnant bitches who have been intercepted while being illegally imported into the country. Through our Puppy Pilot Scheme (launched in late 2015) we have socialised and supported quarantine, where required, for 205 smuggled puppies and mothers/mothers-to-be. Once a smuggled dog has completed their quarantine period, we then find them their forever home via one of our rehoming centres.

'How may I help you?' Otis is helping out on reception at our Leeds rehoming centre.  
 🐾 Credit: Kat Wimbles



## NO HEALTHY DOG DESTROYED

As part of our mission to stop healthy dogs being destroyed, since 1997 we have undertaken an annual stray dog survey of all local authorities to help quantify the number of stray dogs in the UK. In 2019 we found there were 69,621 stray dogs collected by animal wardens and, sadly, 1,303 dogs handed over to local authorities were put to sleep. This constitutes a small rise in both the number of strays and dogs put to sleep since last year.

In Ireland, where we work closely with local councils, we've made a significant impact on the country's stray dog problem, especially with regard to the number of dogs being destroyed in council-run stray pounds. When we first began working in Ireland, in 2005, there were 48 dogs per day being put to sleep in pounds. By 2018 (the latest data available) there were just two dogs per day being put to sleep. Although two is still too many, we can see that our work is making a huge impact.

We also work closely with many local authorities in the UK to help where we can. Currently, any stray dog collected by the animal warden must stay in local authority kennels for seven days, and if no owner comes forward, can then be rehomed or destroyed by the council. We have arrangements with several council kennels which means that we can take the dog on completion of their seventh day so we can rehome them via our centres and give them a second chance at a happy life.

## FREEDOM FROM DOMESTIC ABUSE

In 2019

- We helped 183 dogs owners
- We placed 231 dogs in foster care
- We rehomed 35 dogs because their owner as unable to take them back

Since 2004:

- We have placed 1,501 dogs in foster care
- We have enabled 1,150 dog owners to flee domestic abuse

Last year saw us celebrate the 15<sup>th</sup> anniversary of the Freedom Project which helps people to escape from domestic abuse through providing temporary foster care for their dog.

Many people suffer abuse at the hands of their partners or family members, but as most refuges don't admit dogs, many people feel they are forced to stay in the abusive relationship out of fear of what would happen to their dogs if they were to leave them behind. Our Freedom Project team works with people to place their dogs into temporary foster homes, covering all expenses, so that they can escape abuse, safe in the knowledge their dog is being well looked after.

Our communications team played a vital role in supporting this milestone, achieving coverage in the Daily Telegraph, BBC Breakfast and the Daily Mirror, among others. The contact centre saw nine times as many calls come in compared to the same time last year and 104 people enquired about volunteering following this exposure. Thanks to the generous support of Dogs Trust supporters, we also saw the continuing growth of the Freedom Project, this time into the north west of England as part of a collaboration with local domestic abuse charity, Endeavour. An extra member of staff joined our team in Scotland, enabling us to offer our services across the whole of Scotland. We marked this milestone with an official launch event in Edinburgh.

Speaking at the event were Luke and Ryan Hart, whose mother, Claire, and sister, Charlotte, were murdered by their father in 2016, after having experienced a lifetime of domestic abuse and coercive control. Shortly before murdering their mother and sister, their father killed their beloved pet dog, Max.

Our research<sup>1</sup> showed that over 97% of domestic abuse professionals (including social workers, police and housing officers) believe that pets are used as a tool to coerce and control someone.

Luke and Ryan said:

“ Pets suffer domestic abuse too. We only realised after our father had murdered our mother, Claire, and 19-year-old sister, Charlotte, that he had also killed one of our dogs, Max, just weeks before. Max had died suddenly when our father was alone with him, and our father claimed it was due to natural causes. However, we have since learned that pet abuse is a common tactic for domestic abusers.

“Our dogs meant so much to us and leaving them behind was never an option. The Freedom Project is so important because by helping pets flee to safety, it gives peace of mind to victims and allows the victims to escape too, knowing their dear pets are safe and sound.”

As part of our ongoing commitment to ending domestic abuse we also supported the 16 Days of Activism Against Gender-Based Violence campaign, an international campaign to challenge violence against women and girls.

“ I was married for several years until I was able to leave; I would have left him the day after we got married if I had known about the Freedom Project. When I found out about the Project, I finally felt like there was a way out as I was so scared of leaving my dog Maggie\* with him to continue being abused. It was so difficult to leave but once I did, I knew I had to get Maggie to safety too.”

(\*Names have been changed to maintain confidentiality).

### Amber

After waiting exactly seven years to find her special someone, gorgeous Crossbreed, Amber, Loughborough's longest-term resident, spent her first Christmas in her new forever home in 2019. Because Amber had been found straying at six months old she had many worries. Our training and behaviour team at our Loughborough centre worked hard with Amber to help her overcome her fears. Millie and Samuel also visited Amber many times before bringing her home, in order to really build up their bond. Happily, Amber has settled in brilliantly.

🐾 Credit: Heather Cooper



<sup>1</sup> Pets and Domestic Abuse – Professionals and Practitioners Survey 2019. August 2019, 376 respondents.

## GIVING HOPE TO HOMELESS DOGS

We also spent a lot of 2019 planning some exciting new initiatives for the Hope Project which will come to fruition in 2020. Our project provides help with the cost of veterinary treatments for any dog whose owner is homeless or in housing crisis. Last year we enabled 326 dogs belonging to homeless people to have free veterinary care in 112 towns and cities around the UK.

Dogs that are part of the Hope Project are entitled to free flea and worming treatments, vaccinations, neutering and microchipping and we can also help injured dogs with emergency veterinary care.

Additionally, we also made sure our four-legged friends had the best Christmas ever by distributing 1,750 gift parcels of toys, treats and coats generously donated by our supporters, to dogs belonging to homeless people. One shelter worker told us:

“ I am writing to thank you for the Christmas goodies you so thoughtfully put together and donated for our clients and their dogs. This will make a huge difference to the people we see here and many other homeless people across the country.”

## IMPROVING OUR REHOMING CENTRES

While awaiting their someone special, our dogs are made as comfortable as possible during their stay. We work hard to ensure all our rehoming centres are a place where they can feel safe and loved, while getting as much mental stimulation as they need. Our veterinary and behavioural experts, together with our operations managers, work closely with kennel designers and architects to ensure that each building enhances the physical and mental health of our canine residents.

Excitingly, construction began on our new Cardiff rehoming centre in 2019. This state-of-the-art centre will be able to help 1,000 dogs a year in and around the city when complete in early 2021.

We also completed major improvements at two of our other rehoming centres to ensure dog welfare is paramount. In Bridgend the new training centre was completed, which includes a training floor and additional external all-weather compounds for Dog School, allowing us to train dogs (and their owners) come rain or shine. At our Canterbury centre we began modernising the kennels to create a calmer and less stressful environment for dogs, with the addition of acoustic screens and new quieter doors within the kennels. We also added a brand-new surgical vet suite.

Phase one of our Darlington rehoming centre was completed in summer 2019, including the completion of two new self-contained dog-intake buildings, which have been built to limit the spread of disease, a training and behaviour facility and a hydrotherapy suite with a treadmill for the benefit of the dogs. Throughout the lengthy construction period, the rehoming team at Darlington have worked extra hard to make sure everything functions as normal, ensuring that the extensive building work has had a minimal impact on the dogs' welfare.

2019 saw the relocation of our transfer hub from Dumfries to Penrith. The move was designed to provide a better environment for dogs coming into our care from local authority stray pounds, as our new Penrith centre has a much bigger space for them to exercise. It also provides a better overnight stopover for those dogs being transferred from our centre in Northern Ireland.

Our rehoming efforts last year were supported by our communications team, whose work drove extra people to our website to find out more information: the number of visitors increased from 9.75 million to 11.68 million a year.

A new page on our website was also created to help people who are worried about giving up their dog. Within the first month we had 175 visits a day, with an extra 1,871 people seeking advice about how best to hand over a dog for adoption. Although we would always prefer dogs to live with their owners all their lives, we understand that this isn't always possible. We'd rather people handed over their dog to us for rehoming, rather than choosing another, less kind, alternative.



Sharing a laugh, canine carer Samantha with Jo Jo at our Merseyside centre.  
🐾 Credit: Clare Rooney

## 2 🐾 Helping Tomorrow's Dogs

In order to reach our goal of preventing dogs being needlessly put to sleep, we focus on both long and short-term solutions that influence and support the dog owners of today, as well as those in years to come.

### BUILDING A LIFELONG FRIENDSHIP

We have a network of Dog Schools across the UK. The ultimate aim of Dogs Trust Dog Schools is to ensure dogs and their owners build up a strong bond of friendship, so as to reduce the chances of the dog developing problem behaviours which could cause them to be put to sleep, abandoned or given up for adoption.

Dogs Trust Dog Schools provide fun and affordable dog training classes over a five-week period, and we've been pleased by the dog-owning public's positive reaction to Dog School. However, there is still some way to go before every owner has trained their dog – and built up that all-important bond of lifelong friendship. By the end of 2019:

- 18,000 dogs and their owners had graduated from Dog School
- 2,100 dogs were being trained each week
- 33 Dog Trust Dog Schools were up and running around the UK.

### EDUCATING TOMORROW'S DOG OWNERS

2019 saw an exciting development for our education programme which combined both our Be Dog Smart workshop and our Responsible Dog Ownership workshop under one umbrella scheme. This newly evolved Be Dog Smart project aims to ensure a new generation of responsible dog owners who also understand how to stay safe around dogs.

In 2019 we taught:

- 422,000 school children about safety and respect for dogs, via
- 9,088 workshops and assemblies (an increase of 18% from 2018) at
- 3,141 schools and alternative education establishments

As in previous years, the education team worked closely with the research team to evaluate the success of these workshops. The results showed that each workshop had had a positive impact on the children's attitudes towards dogs.

What the children think:

“ I was really scared of Huskies and Staffies before, but now I feel more confident about dogs and I am going to make sure I act calmly around them and do the X Factor pose if I feel scared. ”

Year 6 pupil, North Wales, December 2019

“ My Nan's dog sometimes growls at me, especially if I go near her when she's eating. I used to tell my nan that she was being naughty, but I now get it that she was just giving me a warning and telling me to leave her in peace. ”

Year 6 pupil, West of England, December 2019

“ I'll leave my dog to eat her dinner in peace from now on. I think some of the things I do with my dog might be teasing. I won't do them anymore! ”

Year 4 pupil, Kent, December 2019

Alongside our education programme, our Taking the Lead programme aims to help adult and young offenders (or those deemed at risk of offending) to respect dogs, have positive attitudes towards dog welfare and develop empathy for other living beings. Last year our outreach officers trained 2,048 learners in prison or young offenders' institutions.

What the prisoners think:

“ My pal uses his dog to guard the car yard he owns, he's usually chained up which now I see really isn't kind to the dog, I'm going to say to him to stop treating his dog like that. ”

Prisoner, Kilmarnock HMO, December 2019

“ I didn't believe that using treats actually worked with dogs...I am going to try this with my dog instead of shouting at him or smacking him. ”

Prisoner, Kilmarnock HMO, October 2019

“ I used to think every female should have a litter, to get to be a mum, but now I know there are so many dogs without homes, that doesn't make sense. ”

Kilmarnock HMO, December 2019

Dogs Trust Dog Schools are fun, affordable and help people and their dogs strengthen their friendship.

🐾 Credit: Martin Phelps





## NEUTERING AND MICROCHIPPING

In the UK in 2019:

- 19,886 dogs were neutered through our free and subsidised neutering scheme
- 11,394 dog owners were spoken with about responsible dog ownership
- 8,447 dogs microchipped for free
- 5,222 dogs given a free health check with a vet nurse
- 424 community events and free health-checks for dog owners were held in the UK

And in Ireland, we have neutered 124,722 dogs for free and microchipped 4,229 dogs from 2006 to 2019.

Neutering, microchipping and identity tags each play a major role in safeguarding our dogs' futures.

Neutering prevents accidental litters being born, which may become unwanted dogs. For over 20 years we have offered free and subsidised neutering operations for dogs who are most in need of this support. In 2019, we enabled more than 20,300 dogs to be neutered for free.

Since 2016 it has been a legal requirement for every dog in the UK to be microchipped, and we work hard to help owners understand the importance of not only having their dog chipped, but also ensuring their address details are kept up-to-date whenever they move house.

The microchip database carries the dog's address details and keeping this updated is one of the best ways of ensuring a dog can be returned to their owner, should they go missing. It will also reduce risk of the dog being destroyed should they end up at a council stray pound.

In 2019, we microchipped 1,640 dogs for free at our Healthcheck events around the country. We also spoke with thousands of owners about the importance of keeping their chip details and their dog's identity tag details up to date.

Our team in Wales ran a Check your Chip activity together with 23 vet practices to provide free checking and updating of their clients' chips. Around 370 dogs' microchips were checked, with 41% of these proving to have out-of-date details. Reassuringly, 75% of owners with out-of-date details went on to update details within two weeks and 77% of the participating vet practices said because of this success they are more likely to incorporate microchip detail checking into their routine health checks.

This showed the extent of the problem, while demonstrating that an intervention from Dogs Trust not only encourages behaviour change in dog owners but is also likely to have encouraged a positive change in approach in vet practices.



### Esther

Esther the Deerhound had been found straying, while pregnant, and had been brought to our Leeds rehoming centre by the council's animal warden. She had no microchip or identity tag. While in our care she gave birth to litter of beautiful pups - Eugene, Edgar, Egbert, Edna, Ethel and Evie. All six were adopted on 1 January 2020, and are now very happily settled in their forever homes.

🐾 Credit: Kevin Johnson

## RESEARCH FOR LIFE

As well as striving to provide the best possible welfare for the dogs in our care, we also invest in projects that aim to improve the welfare of dogs for generations to come.

Our once in a lifetime Generation Pup study is tracking puppies through to adulthood, to learn how their early experiences and environment affect the development of health and behaviour issues in later years.

In the last year we have recruited an additional 1,800 puppies bringing our total on the study to 4,000. This new figure means that we now have enough puppies of the right age where we can start to analyse the data, look at the outputs of this and start to help identify the factors affecting dog health and behavioural problems to prevent future generations of dogs being put to sleep unnecessarily.

We have also published four papers as a result of the study, covering subjects as diverse as problem behaviours seen in pups at six months old; reward-based training and preventative healthcare. These have all been presented at the British Small Animal Veterinary Association conference. Our research paper investigating why owners buy puppies under eight weeks old or without seeing the mother has been accepted for publication in the journal Veterinary Record.

## PARLIAMENTARY MATTERS

We act as the voice of dogs when it comes to influencing the country's lawmakers and their advisors. Our public affairs team responded to 19 government consultations across a variety of issues in Westminster, Scotland, Wales and Northern Ireland to ensure the welfare of dogs is always taken into consideration by policy makers.

One of the highlights of the year was our campaign to stop puppy smuggling, which sought to highlight the plight of very young puppies being brought illegally into Great Britain on long journeys from Central and Eastern Europe, often in terrible conditions. This can lead to long-term health and behavioural problems, and sadly some puppies don't survive.

By spring 2019 the team had secured pledges of support from 148 MPs; we also organised a Westminster Hall Debate on the issue of puppy smuggling. Over 14,000 members of the public wrote to their MP about this issue. Our photobook and book of MP pledges was delivered to Downing Street in the spring.

We also welcomed the news that the Government was looking to make it easier for private tenants to have pets in their homes. One of the top five reasons given by owners handing in their dogs for adoption is 'a change in living circumstances.' The more we can help dogs and owners stay together, the less likely these dogs will end up being abandoned, as strays or in danger of being put to sleep.

Our Lets with Pets programme - where we help landlords and letting agencies to have a more positive approach to pets, as well as supporting pet owners to find pet-friendly accommodation - saw us send out over 1,200 resource packs to 100 tenants and rental landlords, about their rights and responsibilities.

One of a litter of four Chow Chow puppies which had been smuggled into the UK, during their quarantine period.  
🐾 Credit: Beth Walsh



### 3 🐾 Helping Dogs Today & Tomorrow Around the World

Our two-pronged approach of helping dogs today and tomorrow is being put into practice all over the world, via our own initiatives and those of our two affiliate charities, Dogs Trust Worldwide and Dogs Trust USA Inc.

We invest in sharing our experience and expertise far and wide, so that individual animal welfare practitioners and organisations can use our knowledge, and learn from our mistakes, to make an impact on animal welfare in their own parts of the world.

In 2019 we continued to support a number of overseas dog welfare organisations who share and uphold our vision and values. We now count 48 organisations across five continents among our grantees and have continued to support smaller organisations through international training programmes, overseas workshops and our capacity-building initiative, the global assistance programme.

In 2019, through Dogs Trust Worldwide, we:

- Received 119 grant applications
- Had 48 active grants at the end of the year
- Awarded 27 new grants

Dogs Trust Worldwide's global impact can be felt in the following ways:

- Close to 100,000 dogs were neutered around the world through projects we supported
- 860,000 children were educated through programmes we supported, including topics such as staying safe around dogs and understanding a dog's basic needs
- 350,000 dogs were vaccinated through programmes we supported

Mission Rabies is just one of the programmes we fund through Dogs Trust Worldwide, which aims to eliminate rabies through mass vaccination. Last year it managed to vaccinate 200,000 dogs in India and Malawi.

#### DOGS TRUST BOSNIA

Through our education and neutering work in Bosnia and Herzegovina we are now clearly seeing the positive impact being made. There has been a general cultural shift in how people view dogs in the country, and, thanks to our work, more people are interested in having dogs as family pets and understanding their responsibilities as dog owners. Last year we neutered 19,594 dogs, an increase of 4.2% on 2018 (and reaching a total of 82,346 dogs neutered since the programme started in 2013). 67% of Bosnia is now covered by our work.

Excitingly, as a direct result of our work, we have seen a significant decline in the street dog population in the city of Sarajevo. The results of our annual survey have shown a reduction of 10,000 dogs from 13,000 when we first began our work down to just 3,000 last year.

We are also continuing to work with the University of Sarajevo, to provide training for vets and vet nurses in surgical neutering skills and anaesthesia. Last year, we ran 10 veterinary training courses with the support of international vets and vet nurses, training a total of 57 candidates (in total, 388 vets and/or vet nurses have been trained since 2013).

Our children's education programme, which covers 68% of the country, continues to grow; last year we held workshops educating 87,067 children on how to be safe around dogs and understanding their basic needs.

Responding to demand, our Dog School Bosnia team have expanded their outreach work and last year spent a month at the beginning of the year and again in summer in the Banja Luka region to advise on dog training and behaviour. In 2019, 232 dogs completed Dog School, a slight decrease from 265 in 2018, but one which was largely a result of us moving to offering more outreach training in new areas of the country.

Currently, our work in Bosnia is conducted by Dogs Trust itself. Steps are in progress to register a separate legal entity in Bosnia that will be a subsidiary of Dogs Trust Worldwide. Once registered, the assets and liabilities of the Bosnian operation will be transferred to the new foundation which will conduct all future activities in Bosnia.

#### SHARING OUR KNOWLEDGE

We also had great successes with our 21st annual International Companion Animal Welfare Conference in Malta, with 229 delegates from 101 organisations across 31 countries attending a range of talks, workshops and networking events. Additionally, our International Training Programme received 29 delegates from 15 countries. Both these events enabled us to help share our knowledge and experiences with the global canine community.

#### What our delegates had to say:

“ We returned so full of ideas and so grateful they could learn so much about animal protection and also about friends we have now all over the world. ”

ITP delegate

“ ITP and my further practical training at Harefield rehoming centre were life-changing opportunities that provided me with immense knowledge and hands-on experiences in international standards of animal welfare! Thank you to everyone at Dogs Trust for helping teaching and sharing your wealth of expertise and resources. ”

ITP delegate

“ What I loved most was that every speaker was showing the highest level of compassion for animals. It is like they were speaking with one voice. ”

ITP delegate

Our Dogs Trust Bosnia team has trained over 380 vets and vet nurses in surgical neutering skills.

🐾 Credit: Anel Becirovic



Specialist rehabilitation trainer, Laura,  
with Comet at Dogs Trust Glasgow  
🐾 Credit: Kayleigh Docherty



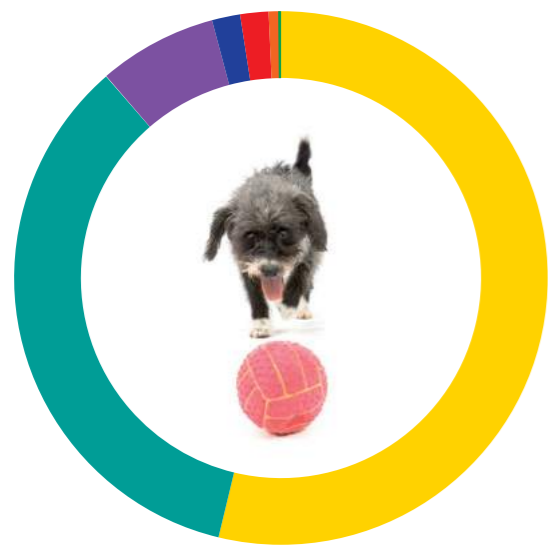
# FINANCIAL REVIEW

We are pleased to report that income has been maintained at £109.6 million in 2019 (2018: £111.1m). This includes a total of £97.8 million from donations and legacies.

Our charitable expenditure has increased by 10% to £88.3m (2018: £80.4m), as we continue to invest in our rehoming activity (£63.5m in 2019 compared to £57.6m in 2018) and the expansion of our research work and dog schools.

## Where our income came from

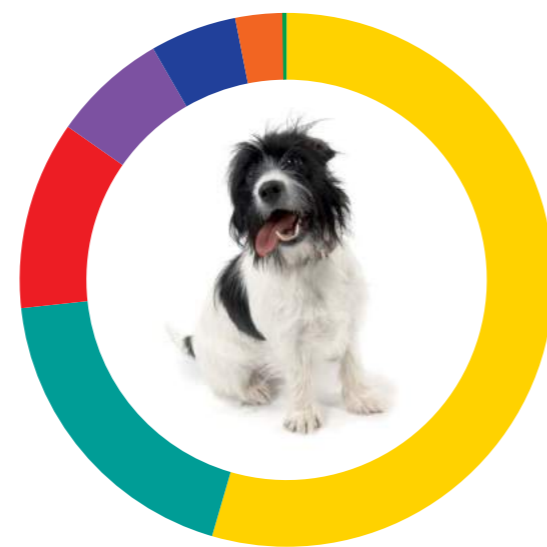
In 2019 we received no direct government funding. It would not be possible to carry out the work we do without the generosity of our supporters; over 650,000 people donated in 2019. In order to continue our mission, we work hard to increase and diversify our sources of funding. Our income of £109.6m comes from the following:



- Donations (£60.0m)
- Legacies (£37.0m)
- Trading income (£8.0m)
- Adoption fees (£1.9m)
- Investment income (£1.9m)
- Membership fees (£0.8m)
- Other (£0.02m)

## Where the money is spent

Our total expenditure for the year was £116.6m. These costs are split between charitable activities and expenditure to enable us to generate income.



- Rehoming centres (£63.5m)
- Generating voluntary income (£21.9m)
- Preventative work (£13.3m)
- International work (£8.1m)
- Trading (£6.1m)
- Publicity and information (£3.4m)
- Other costs (£0.2m)

**Rehoming centres:** staff, premises, maintenance, veterinary costs, vehicle costs.

**Preventative work:** education, microchipping, neutering, community and outreach work.

**International work:** our long-term programme in Bosnia, as well as grants to support approved overseas projects by Dogs Trust Worldwide.

**Publicity and information:** promoting the Charity's messages of raising public awareness on the benefits of rehoming a rescue dog, helping people understand more about dog behaviour and advising government on all dog-related issues.

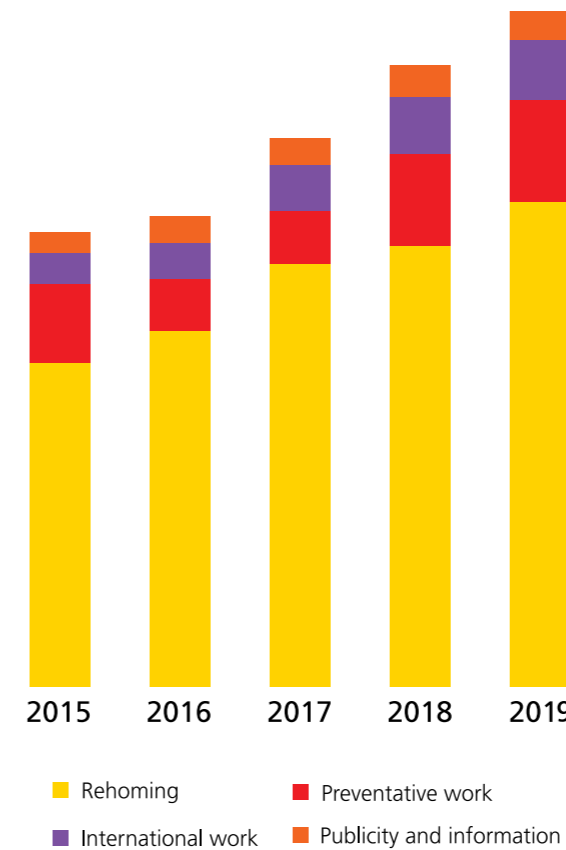
**Trading:** the cost of running our charity shop network, catalogues and raffles.

**Generating voluntary income:** we continue to invest in a variety of areas in order to fund our work.

**Other costs:** includes the cost of managing our investments.

## Total spend on charitable activities (£88.3m)

The chart below shows how spending on charitable activities has increased by 49% over the last five years (since 2015).



## Fundraising contribution

£000s	2019		2019	2018
	Voluntary	Trading	Total	Total
Income	97,815	7,974	105,789	102,764
Costs	21,895	6,146	28,041	28,008
Net contribution from fundraising	75,830	1,828	77,748	79,556

Income from fundraising remained consistent with 2018. Our main source of income continues to be regular giving. Legacy income was similar to the prior year at £37.0m (2018: £39.0m).

## Our targets

We measure our success using the key statistics below:

Target	2019	2020
	Achieved	Target
Dogs rehomed by our Rehoming Centres	11,079	11,500
Dogs trained through Dog Schools	18,113	22,115
Children attending education workshops	422,178	443,286

The redevelopment of the Darlington centre throughout 2019 to enhance the facilities there for dogs resulted in fewer kennels being available for rehomes. We expect to return to full capacity in 2020.

The expansion of our Dog Schools continued throughout 2019. There are plans to open 2 additional dog schools in 2020, bringing the total to 32, which will see an increase in the number of dogs trained in classes.

Our Education programme reached over 422,000 school children during 2019.

## Capital expenditure

Work on our Canterbury centre completed in February 2019 and the new training centre in Bridgend in July 2019. Phase 1 of the Darlington rehoming centre redevelopment was completed in summer 2019 and the construction of our new rehoming centre in Cardiff began. Total spend on these major capital projects during 2019 was £11 million. Work also commenced on the refurbishment of the London office, which had not been updated in years and needed adapting to make space for our growing workforce.

## Financial position at year end

Net assets are now £170.8m compared to £168.1 million in 2018: see the reserves policy following for details of how we plan to use these funds. Tangible fixed assets increased by £8.0 million to £83.4 million (2018: £75.4 million) as a result of capital expenditure (see above) offset against depreciation for the year. At the time of approval of this report, the value of our listed investments had fallen from the year-end valuation as a result of the Covid-19 pandemic. The investment portfolio was valued at £56.3 million at 31 December 2019 and at £49.3 million as at 27 April 2020. The position is actively being reviewed to mitigate as much as is possible against market losses.

The future veterinary costs of dogs on the shared adoption scheme have been restated as a provision in 2019, as the timing and amount of these costs are uncertain. This provision has increased from £8.3 million in 2018 to £10.0m, as the number of dogs on the scheme has continued to increase.

Other balances increased as a result of more activity.

## Performance of Group

See page 28 for details of the Dogs Trust group. Both Dogs Trust CLG and Dogs Trust Promotions Limited had successful years, whilst Dogs Trust Worldwide has expanded its grant-giving activities. Dogs Trust USA Inc. started activity during 2019 and has quickly become a successful animal charity, supporting both local and international projects. Its results have been consolidated into the Accounts for the first time in 2019.

Dogs Trust Promotions Limited's total turnover and other income was £1.6 million (2018: £1.6 million). Dogs Trust CLG ("Dogs Trust Ireland") received a grant of £2.3 million (2018: £2.7m) from the Charity in support of its ongoing work, in addition to £5.6 million (2018: £4.7 million) of donations and other income. Dogs Trust Worldwide received a grant of £4.2 million (2018: £3.9 million) from the Charity. Dogs Trust USA Inc. received a grant of £0.3m (2018: £0.1 million) from Dogs Trust Worldwide to support its work, and external donations of £0.3m (2018: £0.1m); with this it made £0.2m (2018: £0.1m) of grants to charitable organisations. Further detail on the results of these subsidiaries is shown in note 1 to the accounts.

## Future Plans

The charity plans activity looking five years ahead based on current forecasts. This includes major projects approved in principle by the Council, which are disclosed at Note 18. We are reviewing all our planned projects in light of Covid-19 to ensure these are still of most beneficial impact for the charity. Online and remote service provision for our beneficiaries, as well as alternative methods of fundraising to mitigate the drop in face to face fundraising, are being investigated for viability.

# Public Benefit

## Reserves Policy

The consolidated total funds are £170.8 million (2018: £168.1 million), of which £2.1 million (2018: £2.5 million) is restricted or endowed, and £9.3 million (2018: £3.2 million) is a revaluation reserve showing the cumulative uplift in the value of investments during the year.

The Charity holds the following designated funds:

### Rehoming Centre Development Fund

The Charity's constitution allows the acquisition of a site and the construction on it of a new rehoming centre only once a full and balanced report recommending the acquisition has first been submitted to the Council by the Finance and General Purposes Committee.

This fund is set aside for future capital expenditure on the Charity's operations (as approved by Council for the next five years). This stood at £46.2m at 31<sup>st</sup> December 2019 (see note 18 of the accounts).

### Fund for Tangible Fixed Assets

This represents the land, buildings, motor vehicles and equipment owned and used by the Charity to run its centres and administer the organisation. At 31 December 2019 this totalled £83.4 million (2018: £75.3 million) (see note 8 of the accounts).

### Grants Fund

This is set aside for expected future grant payments to partner organisations, agreed with the partner in principle but subject to our satisfactory monitoring of the funds released to date. At 31 December 2019 this totalled £1.6 million (2018: £1.3m) (see note 17 of the accounts).

### IT Strategy Fund

An investment in the Charity's technology platform and application landscape is required to ensure this is fit for the future. The Council approved in December 2019 £1.5 million to be set aside as an estimate of the spend required for this purpose.

### Free reserves

The majority of the Charity's income comes from legacies and fundraising, which being uncertain sources of revenue may not always provide the funds to cover essential costs. The Charity's policy is to maintain funds ("the free reserves") to cover up to a maximum of the next two years' planned Rehoming Centre running costs. As at 31<sup>st</sup> December 2019 the Charity had free reserves of £26.7 million representing the next six months' planned running costs of rehoming centres. This amount is within the range of the reserves policy.

As a result of Covid-19 adversely impacting the Charity's donations and legacy income in 2020, the Council is reviewing the five-year financial plan, with this adverse movement fully costed, to ensure the Charity's financial position remains strong into the future. The Charity held investments and cash deposits totalling £78.3 million at the year end, which can be drawn upon during times of crisis such as this, and would be sufficient with the current income projections, the unrealised losses expected in 2020, and without further measures put in place to support the group until at least June 2021. Accordingly, the Council is satisfied that the reserves policy is not breached, the Charity has sufficient resources at least until June 2021 to meet its liabilities as they fall due, and further that the Charity remains a going concern.

## Investment Policy

The Council has the power to retain any money or investments belonging to the Charity, or to sell them and re-invest the proceeds as it thinks fit, subject to the approval of the Charity Commission and the Office of the Scottish Charity Regulator if required by law. Council has the power to appoint and delegate its investment powers to an investment manager legally authorised to carry on investment business under the Financial Services Act 2012. Investments include cash held on deposit.

The Charity's investment policy seeks to achieve a balance between income and capital growth. The management of the Charity's invested assets has been delegated to professional fund managers. Council requires the fund manager to ensure that it does not invest in any companies which undertake or contract out any experiments, or other scientific procedures on dogs, which may cause pain, suffering, distress or lasting harm. This restriction also extends to research that is contracted out.

Dogs Trust exists to improve the health and welfare of dogs. We believe that dogs play a vital role in keeping humans physically and mentally happy and healthy, so while it is certainly true that Dogs Trust's charitable activities focus firmly on animal welfare, we believe our contributions towards public benefit (as defined by the Charity Commission) extend into the following areas:

- Providing a wonderful friend, in the form of a dog. Each year many people write to us to let us know how their Dogs Trust dog has settled into its new home, often mentioning what a great companion their dog has been over the years.
- Helping make people fitter and healthier through rehoming and/or fostering dogs, thus providing the catalyst to take regular exercise.
- Helping children to better understand dog behaviour and dog safety, through our Be Dog Smart and Building Confidence Around Dogs workshops.
- Helping the general public and society as a whole, through rehoming some of our dogs to police forces and prison services, to work as sniffer or defence dogs.
- Helping individuals to manage their mental and/or physical health problems when we rehome our dogs via organisations dedicated to assistance dogs. Furthermore, some of our adopted dogs have gone on to qualify as Pets As Therapy dogs, bringing comfort and fun to the sick in hospital, nursing homes and hospices.
- Helping young offenders to learn about personal responsibility, increase their employability skills and give them some of the tools to avoid reoffending, through our Taking the Lead programme running in prisons and young offender institutions.
- Helping individuals and families to escape a violent partner, by fostering their dog while they flee, through our Freedom Project. Several individuals have told us that they would not leave their violent partner for fear of them harming or killing their dog.
- Helping homeless dog owners, or those experiencing a housing crisis, to have peace of mind that they can get veterinary help for their dog should they need it. We help owners and dogs to stay together, by encouraging homelessness organisations to accept dogs in their premises, through our Hope Project.
- Helping people make informed choices about how to go about buying a puppy, through our dog buying advice campaigns and providing behavioural advice to dog owners which is constantly enhanced via our extensive canine research programmes.
- Enabling those who love dogs, but are not in a position to own one permanently, by allowing them to volunteer as a foster carer through our Home From Home scheme.
- Providing peace of mind to dog owners, by promising to care for their dog in the event of their death, via our Canine Care Card scheme and supporting dog adopters where dogs have pre-existing conditions by covering some or all of the future costs for those conditions via our Shared Adoption Scheme.
- Helping prevent human deaths caused by rabies, through our major grants to the Mission Rabies programme in India and Malawi, via Dogs Trust Worldwide.

# Governance

The Charity is an unincorporated registered charity in England and Wales (number 227523) and Scotland (number SC037843), governed by a constitution embodying its rules and principles (“The Charity”).

The corporate trustee, Dogs Trust Trustee Limited (“the Trustee”), is the sole trustee and non-trading parent company of Dogs Trust.

These consolidated accounts incorporate the results of:

- The Charity;
- Dogs Trust CLG, a charitable company registered in Ireland (charity number 20057978, company number 396919);
- Dogs Trust Worldwide, a charitable company registered in England and Wales (charity number 1167663, company number 09365971);
- Dogs Trust USA Inc, a non-profit 501(c)(3) entity registered in the USA (EIN number 82-2390086); and
- Dogs Trust Promotions Limited, a company registered in England and Wales (company number 00963277).

Further detail on the objects and performance of the Charity’s four active subsidiaries is shown in note 1 to the accounts.

The Charity has three other dormant subsidiaries:

- Dogs Trust Limited, a company registered in England and Wales (company number 04877537);
- NCDL Limited, a company registered in England and Wales (company number 03798787); and
- Sponsor a Dog Limited, a company registered in England and Wales (company number 03601279).

The Charity is registered with the Office of the Scottish Charity Regulator (SC037843) and operates rehoming centres in Glasgow and West Calder. Youth education programmes, dog schools and charity shops are run throughout Scotland and Dogs Trust receives income from Scottish supporters.

## Trustee and Council members

Dogs Trust Trustee Limited has a board of 15 unpaid directors, referred to as our Council. The Council meets four times a year and acts as the Charity’s governing body with powers to delegate day-to-day management to Dogs Trust leadership team as defined on page 31.

Eligibility for membership of the Council is open to any duly nominated member of the Charity. Prospective Council members must be paid-up members of the Charity nominated and seconded by other Charity members and sponsored by a member of the Council. New Council members receive an induction course covering all the operations and activities of Dogs Trust and may attend seminars and training courses on relevant subjects.

Council members serve for a period of three terms of three years each, with the exception of Officers of the Charity, whose terms do not automatically expire.

Dogs Trust Council supports the principles of the Charity Governance Code and has adopted many of the recommendations from within the Code, including improvements to decision-making, risk management and control, management of conflicts of interest and improvements to board effectiveness. Methods of ensuring diversity and inclusion are actively being reviewed and improved upon and will help deliver long-term cultural change.

## Directors of Dogs Trust Trustee Limited

Mr G Robertson #\* (Chairman)  
Mr E Chandler BvetMB MRCVS # (Vice President)  
Miss R McIlrath BA MVB MRCVS # (Vice President) (retired 21 February 2019)  
Mr P Daubeny \* (Vice Chairman)  
Mr S Langton FCA \* (Honorary Treasurer and Chairman of F&GP) (retired 12 September 2019)  
Mr J Monteith \* (Honorary Treasurer and Chairman of F&GP) (appointed 1 October 2019)  
Prof D Argyle BVMA PhD DECVIM-CA MRCVS # (Chairman of the CWGC)  
Mrs C Baldwin CBE  
Mr J Beveridge QC  
Mr K Butt MA VetMB MRCVS # (passed away 3 April 2019)  
Mrs V Carbone  
Mr R Colvill \*  
Mrs S Murphy BVM&S MSc DECVIM-CA MRCVS #  
Mr T Pearey MA ACMA \*  
Mr M Radford LLB OBE  
Mr I Rose LLB \*  
Mrs N Canavan  
Mrs L Allum

\*member of the Finance and General Purposes Committee (F&GP)  
#member of the Canine Welfare Grants Committee (CWGC)

The Dogs Trust Council has two advisory committees, the Finance and General Purposes Committee, which meets twice a year and advises the Council on finance, audit and risk matters, and the Canine Welfare Grants Committee, which meets once a year and has oversight of the grant funding of scientifically based research projects which aim to improve the lives of dogs. Each committee has terms of reference provided by the Council and makes its recommendations directly to the Council at each meeting.

We would like to thank Miss McIlrath and Mr Langton for their immeasurable contributions to Dogs Trust, following their retirement on 21 February 2019 and 12 September 2019, respectively.

We would also like to acknowledge the enormous contribution of Mr Keith Butt, who sadly passed away on 3 April 2019.

## The Trustee’s responsibilities regarding the accounts

The Trustee is responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and group and of the incoming resources and application of resources of the Charity and group for that period. In preparing these financial statements, the Trustee is 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 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 Charity and group will continue in business.

The Trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and group and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charity (Accounts and Reports) Regulations 2008. It is also responsible for safeguarding the assets of the Charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustee is responsible for the maintenance and integrity of the Charity’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustee has taken all the steps that it ought to have taken to make itself aware of any information needed by the Charity’s auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Trustee is not aware of any relevant audit information of which the auditors are unaware.

# Risk Management

The Trustee is responsible for ensuring there are appropriate risk management and internal control systems in place to manage the major risks to which the Charity is exposed. This is actioned via review of the effectiveness of the Charity's risk management policy.

The risk management policy is in place to enable the management, as opposed to the elimination, of risks. The policy is designed to enhance the ability of the Charity to achieve its objectives.

The risk management policy includes the following processes and controls:

- A comprehensive risk register developed and enacted at departmental level and subject to top down review by the leadership team; and
- Annual review of the risk register, and the accompanying statements, by Council.

The table below details the principal risks and uncertainties facing the Charity, and the measures in place to manage these.

Risk	Management
Rehomed dog causes death or other serious injury to a person or another dog	Procedures in place for assessing and rehabilitating dogs before being rehomed. Adopters provided with post-adoption support and advice. Data analysis to review factors precipitating bites.
Compromised dog welfare at centres	Staff are vetted and trained to ensure that all the dogs in our centres receive the best possible care. The health and welfare of individual animals is regularly monitored.
Covid-19	At the time of writing, this disease has caused both a financial and an operational risk: rehoming centres and our shops have been closed to the public, our other customer-facing activities have been paused including much of our fundraising, and our office staff are working remotely. We have put in place detailed contingency plans to support the dogs in our care and put alternative methods of fundraising in place despite these difficult conditions. The financial impact of the pandemic, including the expected fall of between 15% and 30% during 2020 in our donations and legacy income, is currently being assessed over a five-year period to ensure the Charity is in a strong financial position going forwards.
Non-compliance with GDPR regulatory duties	Staff training rolled out including instructions in the case of a breach. Specialist staff members in place to lead on time-critical tasks such as reporting on data protection breaches. Collaboration with IT to effectively utilise systems to comply with regulatory duties.
Increased competition for voluntary income	Emphasis placed on campaigns to maintain and increase awareness and engage with new and existing supporters. Innovation around fundraising activities. Monitor competition. Regular financial planning, annual budget and five year business plan. Financial plans have been updated to assess the likely fall in income as a result of COVID-19. Investment in new areas of fundraising and development of new customer relationship management database.
Loss of key fundraising supplier	Focus on fundraising diversification. Emergency contingency plans in place for in-house fundraising should a key fundraiser be lost.
Events that could impact upon our reputation	Senior (leadership team and Council) engagement in monitoring, with professional advice on significant issues.
Fraud and misappropriation of funds	Documented policies and procedures (including a Counter-Fraud Policy and Fraud Response Plan) coupled with management review.
Financial risks. The Charity's principal financial assets are subject to market movements. The Charity's activities also expose it to foreign exchange fluctuations	Detailed annual budget and five year business plan, monthly comparison of actual results with budget, previous years and forecasts. An Investment policy focussed on capital preservation and liquidity. Foreign exchange exposures are monitored and forward exchange contracts used where appropriate. Disease Covid-19 caused significant instability to the charity's investment portfolio; further detail can be found in Note 23.
Service continuity	Business continuity planning is in place. Crisis plan in place and crisis simulation exercise undertaken. In 2020 the contingency planning was updated for the charity as a result of Covid-19.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

# Policies

## Remuneration policy

### Governance of pay at Dogs Trust

Council is responsible for Dogs Trust's pay policy, as well as deciding the salaries of the Chief Executive and the leadership team. Council delegates this responsibility to the Finance and General Purposes Committee (F&GP).

The F&GP oversees the administration of Dogs Trust's pay policy, evaluates executive performance and decides on any changes to leadership team pay. The committee meets twice a year and may take external advice as well as recommendations from the Chief Executive, the finance director and the director of HR, provided that their pay is not being discussed.

### Dogs Trust pay policy

In setting overall pay levels for our staff, Dogs Trust takes account of pay practice in other similarly sized charities, and, where necessary, private sector organisations for specialist and technical roles (for example in IT, finance, veterinary and rehoming roles).

We aim for a sustainable and consistent pay policy that meets the diverse requirements of Dogs Trust and a pay practice that ensures that individual pay decisions are supported by a performance management process that applies to all employees in the organisation.

The objective of this policy is to ensure that Dogs Trust can attract and retain the right people with the right skills to deliver its work. The policy also ensures that the Chief Executive, leadership team and employees are provided with appropriate remuneration to encourage optimum performance and are rewarded in a fair and reasonable manner for their individual contributions to the overall success of the Charity.

### Key principles applicable to all levels of pay at Dogs Trust

- Dogs Trust encourages and rewards good performance. Individual pay is reviewed annually and takes into account performance, market conditions, any relevant new qualifications or skills developed and internal pay relativities. A recognition scheme is operated using cash rewards for exceptional contributions outside an individual's normal job role
- Annual pay budgets take into account affordability, economic trends and external market pay movement
- Pay is reviewed consistently using the same approach for all staff, including the leadership team and the Chief Executive; and
- All national pay standards are met, including the National Living Wage

### Leadership team in 2019

Name	Role
Owen Sharp	Chief Executive (appointed 29 July 2019)
Jim Monteith	Interim Chief Executive (retired 30 September 2019)
Paula Boyden	Veterinary Director
Becky Bristow	Executive director of Dogs Trust Ireland (appointed 2 September 2019)
Suzie Carley	Executive director of Dogs Trust Ireland (resigned 9 August 2019)
Rachel Casey	Director of Canine Behaviour and Research
Adam Clowes	Operations Director
Nick Daniel	Marketing Director
James Hiley	Interim Finance Director (appointed 16 March 2020)
Brett Llewellyn	Interim Finance Director (resigned 13 March 2020)
Karen Reed	Executive Director of Dogs Trust Worldwide
Emma Sheppard	Communications Director

The Leadership Team, led by the Chief Executive, is responsible for the day-to-day running of the Charity under authority delegated by Council to the Chief Executive. It proposes to Council where the Charity should invest its time, money and expertise. It proposes an annual budget to the Finance and General Purposes Committee and the Council for approval and monitors financial performance accordingly.

## Grant expenditure policy

We award grants to other organisations (our "partner organisations") as part of delivering our charitable activities. We undertake a formal appraisal of the project and partner organisation before making the grant subject to specific grant agreements with the partners. We monitor and evaluate progress and if we are not satisfied that the grant is being managed according to the agreement, we can delay or discontinue it. In 2019 we spent £3.3m (2018: £3.1m) in grants to partner organisations in relation to our international work, and £0.9m (2018: £0.8m) in relation to our veterinary and other work. Further detail is shown at note 6 to the Accounts.



## How we ensure we fundraise responsibly

As a charity that receives no government funding, we are reliant on income given voluntarily by supporters. Our supporters are at the heart of everything that we do and achieve. And, because of this, we strive to give the best experience to our supporters and the people we talk to in the delivery of our life-saving work.

Dogs Trust subscribes to the policies of the Fundraising Regulator, which oversees fundraising activity. The Fundraising Regulator investigates and where necessary takes appropriate action in cases of public concern. We work closely with the Fundraising Regulator and the Institute of Fundraising to help improve sector standards and ensure our activity meets the expectations of our supporters and the wider public. Full details of the Fundraising Regulator and the codes of our fundraising practice can be found at [www.fundraisingregulator.org.uk](http://www.fundraisingregulator.org.uk)

As a charity, talking to the public in person and communicating with our existing supporters are both key in engaging people and raising vital funds for our life saving work. These include:

- Raising funds through selling goods and services through our charity shops, rehoming centres, website and catalogue
- Raising funds through the promotion of raffles
- Raising funds through local community fundraising
- Promoting the supporting of Dogs Trust through legacies and
- Raising funds via other sources such as charitable trusts, foundations or companies

We are always looking for ways to improve our activities and find new ways to engage the public with our work. Therefore, over time this list of activities may change.

Our staff carry out these activities, but we also work with external organisations, whose expertise allows us to talk to a wider audience in a more cost-effective manner. And, when working with these external organisations, we ensure that contracts are in place specifying that they meet our customer service expectations and that they adhere to all the appropriate legislations and regulation; including but not limited to the Fundraising Regulator's Code of Practice, Safeguarding Vulnerable Groups Act and the Data Protection Act. New Data Protection legislation came into force in May 2018 and full details of our policies can be found on our website [www.DogsTrust.org.uk](http://www.DogsTrust.org.uk).

We operate further controls to try to ensure that the trust and confidence of our supporters and the public are maintained:

- We regularly monitor and review their work on our behalf
- Where possible every new supporter receives a courtesy call soon after signing up to check that they were happy with the way in which they were encouraged to support us and that they understand the nature of their regular gift to Dogs Trust. The calls are recorded for monitoring and training purposes and supporters are given every opportunity to opt out if they no longer wish to take part
- Fundraisers at our agencies all receive specific Dogs Trust training before conducting fundraising activities on our behalf and
- We undertake "mystery shopping" to ensure the processes and experience are being delivered to the standards we expect

In addition to these controls, a complaints log is maintained and monitored, and we keep a close eye on the pattern of complaints so improvements to our services can be made. In 2018, we received a total of 58 complaints about our fundraising. This represents one complaint for every 434,100 supporter dealings but we are always striving to reduce these numbers further. During 2019, none of these complaints required any action by the Fundraising Regulator.

Signed on behalf of the Trustee by:



**Graeme Robertson**  
Chairman  
Date: 4 May 2020



Canine carer Tracey, who celebrated 30 years working at Dogs Trust Evesham, with Harry.  
🐾 Credit: Dogs Trust

# Independent Auditor's Report to Trustee of Dogs Trust

## Opinion

We have audited the financial statements of Dogs Trust ("the Parent Charity") and its subsidiaries ("the Group") for the year ended 31 December 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the Group's and of the Parent Charity's affairs as at 31 December 2019 and of the Group's incoming resources and application of resources for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011 and Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 & 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

## 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 Group and the Parent Charity in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions related to going concern

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

- The Trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Trustee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group or the Parent Charity'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 other information comprises the information included in the Annual Report and Accounts, other than the financial statements and our auditor's report thereon. The Trustee is responsible for the other information.

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.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 require us to report to you if, in our opinion;

- The information contained in the financial statements is inconsistent in any material respect with the Trustee's Annual Report; or
- Proper accounting records have not been kept by the Parent Charity; or
- The Parent Charity financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Trustee

As explained more fully in the Trustee's responsibilities statement, the Trustee is 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 Trustee determines 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 Trustee is responsible for assessing the Group's and the Parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intends to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://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 Charity's trustee, as a body, in accordance with the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's trustee 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 Charity and the Charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.

**BDO LLP**  
London  
4 May 2020

BDO LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# Dogs Trust

## Consolidated Statement of Financial Activities

for the year ended 31st December 2019

		2019	2019	2019	2018	2018	2018
	Notes	Unrestricted £000's	Restricted & Endowment £000's	Total £000's	Unrestricted (Restated) £000's	Restricted & Endowment (Restated) £000's	Total (Restated) £000's
<b>Income from:</b>							
Donations and legacies	2	91,479	6,336	97,815	92,322	7,878	100,200
Other trading activities	3	7,974	-	7,974	7,364	-	7,364
Investments	4	1,866	-	1,866	1,731	-	1,731
<b>Charitable activities</b>							
Adoption fees		1,863	-	1,863	1,762	-	1,762
Other		24	-	24	30	-	30
<b>Total income</b>		103,206	6,336	109,542	103,209	7,878	111,087
<b>Expenditure on:</b>							
<b>Raising funds</b>							
Donations and legacies	6	21,895	-	21,895	22,399	-	22,399
Other trading activities	6	6,146	-	6,146	5,609	-	5,609
Investments	6	244	-	244	212	-	212
		28,285	-	28,285	28,220	-	28,220
<b>Charitable activities</b>							
Rehoming centres	6	57,600	5,928	63,528	50,614	7,027	57,641
Preventative work	6	12,548	728	13,276	11,793	-	11,793
International	6	8,061	34	8,095	7,320	-	7,320
Publicity and information	6	3,395	-	3,395	3,624	-	3,624
		81,604	6,690	88,294	73,351	7,027	80,378
<b>Total expenditure</b>	6	109,889	6,690	116,579	101,571	7,027	108,598
<b>Net income before gains on investments</b>							
		(6,683)	(354)	(7,037)	1,638	851	2,489
Net realised gains on investments	9	1,670	-	1,670	677	-	677
Net unrealised gains / (losses) on investments	9	6,901	-	6,901	(3,806)	-	(3,806)
<b>Net income / (expenditure)</b>		1,888	(354)	1,534	(1,491)	851	(640)
Other recognised gains / (losses)		1,110	-	1,110	(1)	-	(1)
<b>Net movement in funds</b>		2,998	(354)	2,644	(1,492)	851	(641)
<b>Reconciliation of funds</b>							
Funds brought forward 1 January	14	165,677	2,454	168,131	167,169	1,603	168,772
<b>Funds carried forward 31 December</b>	14	168,675	2,100	170,775	165,677	2,454	168,131

All amounts relate to continuing activities.

The notes on pages 40 to 58 form part of the financial statements.

# Dogs Trust

## Balance Sheets

as at 31st December 2019

		Consolidated		Charity	
	Notes	2019 £000's	2018 £000's (Restated)	2019 £000's	2018 £000's (Restated)
<b>Fixed Assets</b>					
Tangible fixed assets	8	83,379	75,350	78,358	69,461
Investments	9	78,305	78,721	78,305	78,721
		<b>161,684</b>	<b>154,071</b>	<b>156,663</b>	<b>148,182</b>
<b>Current Assets</b>					
Stock	10	917	503	790	502
Debtors	11	26,393	24,844	30,769	30,171
Cash at bank and in hand		7,143	6,467	6,435	5,865
		<b>34,453</b>	<b>31,814</b>	<b>37,994</b>	<b>36,538</b>
<b>Creditors: amounts falling due within one year</b>	12	<b>(15,332)</b>	<b>(9,409)</b>	<b>(14,932)</b>	<b>(9,139)</b>
<b>Net Current Assets</b>		<b>19,121</b>	<b>22,405</b>	<b>23,062</b>	<b>27,399</b>
<b>Provisions for liabilities</b>	13	<b>(10,030)</b>	<b>(8,345)</b>	<b>(10,030)</b>	<b>(8,345)</b>
<b>Net Assets</b>		<b>170,775</b>	<b>168,131</b>	<b>169,695</b>	<b>167,236</b>
<b>The Funds of the Charity</b>					
<b>Unrestricted funds</b>					
Revaluation reserve	14	9,256	3,216	9,256	3,216
Designated reserves	14	132,741	134,886	132,741	134,886
Free reserves	14	26,678	27,575	25,598	26,680
<b>Total unrestricted funds</b>		168,675	165,677	167,595	164,782
<b>Restricted income funds</b>	14	1,188	1,542	1,188	1,542
<b>Endowment funds</b>	14	912	912	912	912
<b>Total Charity Funds</b>		<b>170,775</b>	<b>168,131</b>	<b>169,695</b>	<b>167,236</b>

The financial statements were approved by the Council members and authorised for issue on 4 May 2020:



**G. Robertson**  
Chairman of the Council



**J. Monteith**  
Honorary Treasurer

The notes on pages 40 to 58 form part of the financial statements.

# Dogs Trust

## Consolidated Cashflow Statement

for the year ended 31st December 2019

	2019		2018	
	£000's	£000's	£000's	£000's
<b>Net cash provided by operating activities</b>		<b>5,369</b>		<b>10,844</b>
<b>Cash flow from investing activities</b>				
Dividends, interest and rents from investments	1,863		1,731	
Purchase of property, plant and equipment	(16,677)		(15,196)	
Proceeds from the sale of property, plant and equipment	24		30	
Purchase of investments	(15,696)		(9,827)	
Proceeds from sale of investments	24,683		17,763	
<b>Net cash used in investing activities</b>		<b>(5,803)</b>		<b>(5,499)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(434)</b>		<b>5,345</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>6,467</b>		<b>1,123</b>
<b>Change in cash and cash equivalents due to exchange rate movements</b>		<b>1,110</b>		<b>(1)</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>7,143</b>		<b>6,467</b>

All amounts relate to continuing activities.  
The notes on pages 40 to 58 form part of the financial statements.

### Reconciliation of net income to net cash flow from operating activities

	2019		2018	
	£000's	£000's	£000's	£000's
<b>Net income for the reporting period (as per the statement of financial activities)</b>		<b>1,534</b>		<b>(640)</b>
Adjustments for:				
Depreciation charges	8,638		8,240	
Loss on disposal of fixed assets	10		349	
Losses/ (Gains) on investments	(8,571)		3,129	
Dividends, interest and rents from investments	(1,863)		(1,731)	
Profit on sale of fixed assets	(24)		(30)	
Decrease/(Increase) in stocks	(414)		42	
(Increase) in debtors	(1,549)		(2,504)	
Increase in creditors	5,923		1,789	
Increase in provisions for liabilities	1,685		2,200	
<b>Net cash flow from operating activities</b>		<b>5,369</b>		<b>10,844</b>

### Analysis of cash and cash equivalents

	2019	2018
	£000's	£000's
Cash in hand	7,143	6,467
Total cash and cash equivalents	<b>7,143</b>	6,467

### Analysis of net debt

		At 1 January	Cashflows	At 31 December
		£000's	£000's	£000's
Cash	<b>2019</b>	6,467	676	<b>7,143</b>
	<b>2018</b>	1,123	5,344	<b>6,467</b>



Ladybug, a resident at our Bridgend centre, enjoying the spring fresh air.  
Credit: Julie Ace

# NOTES TO THE ACCOUNTS

## Accounting Policies

### Accounting basis

Dogs Trust is an unincorporated registered charity in England and Wales (charity number 227523) and Scotland (charity number SC037843) governed by a constitution.

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value. The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice (SORP) FRS 102 – ‘Accounting and Reporting by Charities (2019)’ published in 2019, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Act 2011 and applicable accounting standards.

The 2018 balance sheet has been restated to reclassify shared adoption scheme accruals to provisions - see note 13. The 2018 Statement of Financial Activities has been restated to reclassify expenditure of the dog school training department from Rehoming Centres to Preventative Work.

### Going concern

In December 2019, disease Covid-19 caused by a coronavirus started circulating across the world, and was declared a pandemic in March 2020. On 13 March the UK government advised against all non-essential travel and for individuals to stay at home.

This has caused a significant change to the activities and results of the charity during 2020: rehoming centres and our shops have been closed to the public, our other customer-facing activities have been paused including much of our fundraising, and our office staff are working remotely.

We are currently forecasting a fall of between 15% and 30% in our donations and legacy income during 2020 and between 10% and 20% in 2021. As well as the pausing of our customer-facing fundraising, this is based on the likely delay in administration of donations and legacy income, as well as the expected fall in value of the housing and stock markets. However, our expenditure is also forecast to fall by between 7% and 20% in 2020, as many departments, such as our Dog School and Education teams, are unable to function under the current social distancing requirements, and are not on the front line in ensuring the welfare of our dogs, and therefore staff have been placed on furlough under the Coronavirus Job Retention Scheme to protect their jobs for future.

Additionally, the charity’s listed investment portfolio has fallen from £56.3 million at 31 December 2019 to £49.3 million at the time of approval of this report (27 April 2020).

We are actively looking at possibilities to defer non-critical expenditure to later years or to change the scope of projects to reduce the short-term cost to the charity, and expect to implement changes during 2020. Additionally, the charity’s offices in London are owned freehold and could be used as security for a loan, if the situation worsens and short-term financing is required. The charity’s bankers have confirmed their willingness to discuss the option of finance.

Given the strength of the balance sheet and availability and liquidity of unrestricted investments, totalling £63.3 million at the time of this report (27 April 2020), the Council believes that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the charity’s ability to continue as a going concern. The Council therefore consider it appropriate for the accounts to be prepared on a going concern basis.

### Group Financial Statements

The Statement of Financial Activities (“SOFA”), Balance Sheet and Cashflow Statement consolidate the financial statements of the Charity and its deemed subsidiaries, Dogs Trust Promotions Limited, Dogs Trust CLG, Dogs Trust USA Inc and Dogs Trust Worldwide (collectively “the Group”). The results of the subsidiaries are consolidated on a line by line basis, and inter-company transactions are eliminated on consolidation. The Charity’s gross income was £105 million (2018: £105 million) and surplus was £3.9 million (2018: deficit of £0.6 million).

Dogs Trust Worldwide, Dogs Trust CLG and Dogs Trust Promotions Limited are each deemed to be a subsidiary company because the majority of directors are Council members or senior managers of Dogs Trust and therefore, by voting rights, the Charity retains control.

Dogs Trust USA Inc is deemed a subsidiary because the President is the Chief Executive Officer of Dogs Trust.

The sole trustee of Dogs Trust is Dogs Trust Trustee Limited (company number 08996564), a non-trading company (“the Trustee”). Dogs Trust Trustee Limited does not produce consolidated financial statements because it does not control Dogs Trust, as it does not have the ability to benefit from its interest in Dogs Trust.

### Critical accounting estimates and judgements

To be able to prepare financial statements in accordance with FRS 102, the Trustee is required to make certain estimates and judgements that have an impact on the policies and the amount reported in the annual accounts. The estimates and judgements are based on historical experiences and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made. The significant estimates and judgements are:

- Accrued income: legacy (see Income policy below)
- Accruals: costs not yet invoiced (see Expenditure policy below)
- Provisions: Shared Adoption Scheme costs (see Provisions policy below)
- Allocation of support costs (see Expenditure policy below); and
- Depreciation and impairment (see Fixed Assets policy below)

### Income

All income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable, and the amount can be quantified with reasonable accuracy, and the amount can be measured reliably.

### Donations and legacies

Legacy income is recognised when it satisfies the following criteria:

- There is sufficient evidence of a legacy having been left to Dogs Trust based on Probate having been granted on or before the year end
- For pecuniary legacy interests, notification has been received from the executor. For residuary legacy interests, we have received the confirmation of sufficient assets in the estate and there are no material known outstanding disputes. For all other types of legacy interests, we have a reasonable estimate of the amount due. In each case this information must be notified to us by the date of signing the accounts
- Where a legacy is subject to the interest of a life tenant, the income will not be recognised until the death of the life tenant; and
- Measurement of legacy income is exposed to inherent uncertainties represented by property and other investments whose value is subject to market fluctuations until realised. Dogs Trust recognises this by using the latest available estate valuation information.

Donations are accounted for when received. No amounts are included in the financial statements for services donated by general volunteers. Gift Aid receivable is included in income when the donation is made and where there is a valid Gift Aid declaration from the donor. Membership income is accounted for over the period to which membership relates.

### Other trading activities

Sale of goods, comprising income from the sale of new and donated goods through retail shops and online, and income for dog training, is accounted for when the sale or training has taken place. Where applicable, income is recognised net of value added tax. The Charity operates a retail Gift Aid scheme for supporter goods sold which are in its charity shops on an agency basis. These sales are treated as sales of donated goods for accounting purposes. Income from raffles is recognised when the draw takes place.

### Investments

Income is shown in the year for which it is received or becomes receivable.

### Adoption fees

Fees received for rehoming services are included as income when the dog is rehomed.

### Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to any given category. Costs not yet invoiced, but where goods or services have been provided, are included where the amount owed can be estimated reliably. Where timing or amount of costs are uncertain, amounts are classified as a provision. Where costs cannot be directly attributed to an activity or function, they have been allocated on a usage basis or on the basis of head count. Support costs, such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing are allocated in this way.

### Grant expenditure

Grants payable are accounted for as expenditure in the year in which a binding, specific commitment to make payment is entered into with the recipient. Expected future grant payments to partner organisations, if conditions are met by the recipient as the grant falls due, are disclosed in note 17.

### Irrecoverable VAT

Irrecoverable VAT is included in the cost of those items to which it relates.

### Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation. The Charity regularly reviews the net book value of its fixed assets and writes their values down (shown as an impairment) to their depreciated replacement cost, for rehoming centres, or open market value, for offices, where the net book value is higher.

Depreciation is provided on the following basis:

**Freehold Land** - Land is not depreciated and is tested for impairment

**Freehold Buildings** - Over 15 years straight line for rehoming centres and 25 years for offices

**Assets under construction** - are not depreciated until they are ready for use. Construction projects are reviewed for impairment.

**Motor Vehicles** - Over three years straight line

**Equipment & fittings** - Over four years straight line

## Investments

Listed investments are included in the balance sheet initially at cost and revalued at the reporting date to bid price. Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the balance sheet date are included in the Statement of Financial Activities for the relevant underlying funds. The historical cost of investments is shown in note 9 to the financial statements.

## Stocks

Stocks are valued at the lower of cost and net realisable value. Goods donated for resale are valued at estimated net realisable value based on historical trends.

## Provisions

Provision for liabilities relates to the estimated future veterinary costs for dogs on the shared adoption scheme. Under this scheme, dogs rehomed with certain medical conditions will have the veterinary costs covered for the treatment of that particular ailment for the rest of the dog's life. The provision for future costs is estimated based on the average cost incurred per dog already on the scheme, factoring in the expected growth in the number of dogs admitted, and the median life of a dog on the scheme. To date, 17,688 dogs have been enrolled on the scheme.

## Operating leases

Rental applicable to operating leases is charged to the SOFA over the period in which the cost is incurred.

## Foreign Currency

Foreign currency transactions of individual group entities are translated at the rates applicable on the transaction date. Foreign currency monetary assets and liabilities are translated at the rate of exchange ruling at the balance sheet date. All differences are included in the SOFA as other recognised gains or losses.

The results of overseas operations are translated at the average rates of exchange during the year and the balance sheet translated into sterling at the rate of exchange ruling on the balance sheet date. Exchange differences which arise from translation of the opening net assets and results of foreign subsidiary undertakings are included in reserves.

## Pension costs

Pension costs comprise the costs of the Charity's contribution to its employees' pension schemes. The Charity provides a money purchase scheme which is available to all employees.

## Taxation

Dogs Trust is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period. The subsidiary trading companies do not generally pay UK corporation tax because their policy is to pay qualifying donations out of taxable profits to the Charity. Foreign tax incurred by overseas subsidiaries is charged as it is incurred.

## Financial Instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic and complex financial instruments.

Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash, trade debtors and other debtors. Financial liabilities held at amortised cost comprise trade creditors and other creditors.

The charity uses foreign currency forward contracts to manage its exposure to foreign currency exchange risk. These are classified as complex and the fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date.

Details of financial instruments are found in note 22.

## Funds

### Endowment funds

Represent those assets which must be permanently held by the Charity. Income arising from the endowment funds can be used in accordance with the objects of the Charity and is included as unrestricted or restricted income, as specified by the donor. Any capital gains or losses arising on the investments form part of the fund.

The Frank Goddard Jackson endowment fund has been invested to contribute towards the maintenance of the Frank Goddard Jackson Veterinary Suite in future years.

### Restricted funds

Represent funds which must be used for a specific purpose narrower than the objects of the Charity such as for specific rehoming centres and projects. Where restricted expenditure on projects exceeds restricted income, the balance is applied out of unrestricted funds, shown by a funds transfer.



Chirpy Boris feeling the wind in his ears while out on a walk, at our Bridgend centre  
 Credit: Kim Davies

## 1. Results from trading activities of group entities

See page 28 for details of the group structure. Dogs Trust Promotions Limited (Company number 00963277) is incorporated in the UK and its primary activity is to sell gifts and licenses. Dogs Trust CLG is a charity incorporated in Ireland (Charity number 20057978, Company number 396919) and its primary activity is to reduce and, ultimately, see the end of homeless dogs in Ireland. Dogs Trust USA Inc is a non-profit 501 (c)(3) charity registered in USA and its primary activity is to protect dogs from maltreatment, cruelty and suffering. Dogs Trust Worldwide is a charitable company incorporated in the UK (Charity number 1167663, Company number 09365971), its primary activity is to protect dogs from maltreatment, cruelty and suffering outside of the UK. A summary of the trading results for these entities is shown below (the figures include intercompany trading).

	Dogs Trust CLG		Dogs Trust Promotions Limited		Dogs Trust USA Inc		Dogs Trust Worldwide	
	2019 £000's	2018 £000's	2019 £000's	2018 £000's	2019 £000's	2018 £000's	2019 £000's	2018 £000's
<b>Incoming resources</b>								
Donations	4,360	3,891	-	-	287	56	38	-
Legacies	280	52	-	-	-	-	-	-
Merchandising	-	-	1,561	1,641	-	-	-	-
Grant from Dogs Trust group	2,386	2,730	-	-	256	122	4,205	3,925
Sale of dogs and neuter income	965	741	-	-	-	-	-	-
Interest received	22	15	-	-	-	-	-	-
<b>Total incoming resources</b>	<b>8,013</b>	<b>7,429</b>	<b>1,561</b>	<b>1,641</b>	<b>543</b>	<b>178</b>	<b>4,243</b>	<b>3,925</b>
<b>Total costs</b>	<b>(8,083)</b>	<b>(7,429)</b>	<b>(1,307)</b>	<b>(1,436)</b>	<b>(316)</b>	<b>(75)</b>	<b>(4,250)</b>	<b>(3,764)</b>
<b>Net movement for the year</b>	<b>(70)</b>	<b>-</b>	<b>254</b>	<b>205</b>	<b>227</b>	<b>103</b>	<b>(7)</b>	<b>161</b>
Qualifying charitable contribution	-	-	(259)	(208)	-	-	-	-
<b>Retained profit/(loss) for the year</b>	<b>(70)</b>	<b>-</b>	<b>(5)</b>	<b>(3)</b>	<b>227</b>	<b>103</b>	<b>(7)</b>	<b>161</b>
Funds bought forward 1 January	552	545	25	28	109	-	274	113
Exchange gain / (loss) on opening net assets	(10)	7	-	-	(3)	6	-	-
<b>Funds carried forward 31 December</b>	<b>472</b>	<b>552</b>	<b>20</b>	<b>25</b>	<b>333</b>	<b>109</b>	<b>267</b>	<b>274</b>
<b>Total assets</b>	<b>5,599</b>	<b>9,149</b>	<b>419</b>	<b>363</b>	<b>452</b>	<b>172</b>	<b>312</b>	<b>460</b>
<b>Total liabilities</b>	<b>(5,127)</b>	<b>(8,597)</b>	<b>(399)</b>	<b>(338)</b>	<b>(119)</b>	<b>(63)</b>	<b>(45)</b>	<b>(186)</b>
<b>Total funds</b>	<b>472</b>	<b>552</b>	<b>20</b>	<b>25</b>	<b>333</b>	<b>109</b>	<b>267</b>	<b>274</b>

## 2. Donations and legacies

	2019 £000's	2018 £000's
Donations	60,014	60,404
Legacies	37,023	39,038
Membership fees	778	758
	<b>97,815</b>	100,200

£6,336,000 (2018: £7,878,000) of the total donations and legacies income above related to restricted funds.

## 3. Other trading activities

	2019 £000's	2018 £000's
Sale of goods	6,570	6,208
Fundraising events	202	122
Raffles	1,202	1,034
	<b>7,974</b>	<b>7,364</b>

## 4. Investments

	2019 £000's	2018 £000's
Interest received	307	283
Dividends received	1,556	1,448
	<b>1,863</b>	<b>1,731</b>

## 5. Council members' remuneration and expenses

All Council members are directors of Dogs Trust Trustee Limited, the non-trading parent company. No Council member or any person connected with them received any remuneration during the year. Eleven Council members were reimbursed for expenses totalling £5,060 (2018: 9 members reimbursed £12,481) covering travel, subsistence and accommodation incurred in connection with their duties as members of the Council of Dogs Trust. No allowances were paid to Council members, and no direct payments to third parties were made on their behalf.

## 6. Analysis of expenditure

	Grants £000's	Activities undertaken directly £000's	Support Costs £000's	2019 Total £000's	2018 Total (Restated) £000's
<b>Raising funds</b>					
Donations and legacies	-	21,183	712	21,895	22,399
Other trading activities	-	5,443	703	6,146	5,609
Investments	-	244	-	244	212
	-	<b>26,870</b>	<b>1,415</b>	<b>28,285</b>	<b>28,220</b>
<b>Charitable activities</b>					
Rehoming centres	949	54,839	7,740	63,528	57,641
Preventative work	-	11,803	1,473	13,276	11,793
International	3,279	4,594	222	8,095	7,320
Publicity	-	3,272	123	3,395	3,624
	<b>4,228</b>	<b>74,508</b>	<b>9,558</b>	<b>88,294</b>	<b>80,378</b>
<b>Total</b>	<b>4,228</b>	<b>101,378</b>	<b>10,973</b>	<b>116,579</b>	<b>108,598</b>

Dogs School costs have been restated from rehoming centre to preventative work costs in 2018.

Support costs totalling £10,973,000 (2018 - £8,403,000) have been allocated across the activities. These include costs associated with IT, HR, finance, property and other central services. The costs have been allocated based on headcount.

Of the total expenditure above £6,690,000 (2018: £7,027,000) related to restricted funds. See note 14 for a breakdown of this expenditure.

## 6. Analysis of expenditure continued

Included within support costs are governance costs of £669,000 (2018: £503,000), these include the following amounts:

	2019 £000's	2018 £000's
<b>Group auditor's remuneration</b>		
Audit	80	68
Other assurance services	6	7
Tax and advisory	8	5
	<b>94</b>	<b>80</b>

Total irrecoverable VAT was £2,457,000 (2018: £2,387,000).

Net income is stated after charging rent payable under operating leases of £1,072,000 (2018: £913,000).

A grant of £2,272,000 (2018: £2,730,000) was made to Dogs Trust CLG during the year.

Grants payable to other organisations improving the lives of dogs in the UK and around the world are considered to be part of the costs of activities in furtherance of the objects of the Charity. This is because the Charity's grant programme activity is carried out through organisations, monitored by the Charity, that supports long-term benefits for dogs.

## 6. Analysis of expenditure continued

### 6 (a) International projects:

Grants were made to the following animal welfare organisations outside the Dogs Trust group as detailed below:

Organisation/Project	Delivery country (Unless UK)	2019 £000's	2018 £000's
WVS - Mission Rabies	India	1,095	1,067
Soi Dog Foundation	Thailand	593	369
Dogstar Foundation	Sri Lanka	313	-
WVS- International Training Centre	India	250	250
WVS	Thailand	220	162
Aware Trust	Zimbabwe	153	36
Mayhew Animal Home	Afghanistan	140	95
BAWA	Indonesia	102	64
Forgotten Animals	Russia	47	-
Help in Suffering	India	39	-
Animal Nepal	Nepal	30	22
WW IAHP	Australia	30	-
GAAP	Guatemala	30	-
ARPOL	Lithuania	29	27
SPAW	Kingdom of Tonga	28	-
Fundacion Amici Cannis	Ecuador	22	-
FOMAW	Mexico	19	25
Alliance of Animals and People (AAP)	India	17	12
NSPCA	South Africa	15	60
IRS	Ukraine	14	-
LAPA	Russia	13	16
Funda Nenja	South Africa	12	-
Buckaroo MNI	South Africa	10	-
UVP	Slovakia	9	-
Pomujre SPA	Slovenia	9	-
Animal Friends of Croatia	Croatia	9	-
FIAPO	India	6	58
Animal Rights Committee	Georgia	6	-
Obhoyaronno	Bangladesh	6	46
MBWA	Tanzania	4	-
EVAC	Egypt	4	-
SPCA Malta	Malta	-	150
Dogs Trust USA	USA	-	128
Fido Fixers (SNAP)	USA	-	121
Blue Paw Trust	Sri Lanka	-	60
Animal Refuge Kansai	Japan	-	53
Cook Islands SPCA	Cook Islands	-	52
Other International grants		5	254
<b>Total international grants</b>		<b>3,279</b>	<b>3,127</b>



## 6. Analysis of expenditure continued

### 6(b) Rehoming centre grants:

	2019 £000's	2018 (Restated) £000's
<b>Research grants:</b>		
Grants were made to individuals at the following institutions to support research work:		
University of Edinburgh	312	316
University of Liverpool	186	213
University of Bristol	163	70
Animal Health Trust	64	103
Royal Veterinary College	87	8
Royal School of Veterinary	22	46
University of Lincoln	32	20
University of Nottingham	21	-
University of Cambridge	20	-
	<b>907</b>	<b>776</b>
<b>Other grants:</b>		
Emergency help grants (i)	42	57
	<b>949</b>	<b>833</b>

(i) Emergency help grants bring free veterinary treatment for dogs belonging to owners who are homeless, or in housing crisis, including neutering operations, vaccination and worming, as well as non-preventative and emergency veterinary procedures.

Shared Adoption Scheme grants have been reclassified to direct charitable expenditure.

## 7. Staff numbers and emoluments

### The average monthly number of employees (full time equivalent) analysed by function was:

	2019 number	2018 number
Rehoming centres	904	867
Fundraising, campaigns and publicity	303	275
Management and administration	81	68
	<b>1,288</b>	<b>1,210</b>

### The average monthly number of employees (headcount) analysed by function was:

	2019 number	2018 number
Rehoming centres	1,004	963
Fundraising, campaigns and publicity	340	308
Management and administration	83	68
	<b>1,427</b>	<b>1,339</b>

### The aggregate employee emoluments were as follows:

	2019 £000's	2018 £000's
Wages and salaries	36,972	32,865
Social security costs	3,140	2,719
Pension costs	3,713	3,119
	<b>43,825</b>	<b>38,703</b>

### Number of employees of the group who earned from:

	2019	2018
£60,001 to £70,000	14	6
£70,001 to £80,000 (*)	8	8
£80,001 to £90,000	5	5
£90,001 to £100,000	4	1
£100,001 to £110,000	1	-
£110,001 to £120,000 (*)	1	2
£120,001 to £130,000	3	1
£130,001 to £140,000	-	-
£140,001 to £150,000 (**)	-	2
	<b>36</b>	<b>25</b>

(\*) this band contains the earnings of the Chief Executive in 2019, and (\*\*) in 2018. The CEO changed from Jim Monteith to Owen Sharp during 2019.

All the employees above received pension contributions

## 7. Staff numbers and emoluments continued

	2019 £000's	2018 £000's
Employer pension contributions for all above employees	405	306

Key management employees, defined as the Executive team in the Report of the Trustee, received total remuneration as follows:

	2019 £000's	2018 £000's
Wages and salaries	1,016	967
Employer's NI	125	108
Employer's pension	146	132
	<b>1,287</b>	<b>1,207</b>

## 8. Tangible fixed assets

Group	Freehold Land & Buildings £000's	Assets Under Construction £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
<b>Cost</b>					
Balance at 1 January 2019	129,126	5,700	5,793	7,111	147,730
Additions	6,166	7,870	783	2,167	16,986
Transfers	5,700	(5,700)	-	-	-
Disposals	-	-	(303)	(25)	(328)
Foreign exchange movement	(605)	-	(14)	(9)	(628)
<b>Balance at 31 December 2019</b>	<b>140,387</b>	<b>7,870</b>	<b>6,259</b>	<b>9,244</b>	<b>163,760</b>
<b>Accumulated depreciation</b>					
Balance at 1 January 2019	63,374	-	4,085	4,921	72,380
Depreciation charge for year	6,372	-	1,145	1,121	8,638
Disposals	-	-	(293)	(25)	(318)
Foreign exchange rate movement	(301)	-	(11)	(7)	(319)
<b>Balance at 31 December 2019</b>	<b>69,445</b>	<b>-</b>	<b>4,926</b>	<b>6,010</b>	<b>80,381</b>
<b>Net book value at 31 December 2019</b>	<b>70,942</b>	<b>7,870</b>	<b>1,333</b>	<b>3,234</b>	<b>83,379</b>
Net book value at 31 December 2018	65,752	5,700	1,708	2,190	75,350

Freehold land and buildings includes freehold land of £18.9 million that is not depreciated.

## 8. Tangible fixed assets continued

Charity	Freehold Land & Buildings £000's	Assets Under Construction £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
<b>Cost</b>					
Balance at 1 January 2019	117,577	5,700	5,522	6,793	135,592
Additions	6,173	7,870	765	2,056	16,864
Transfers	5,700	(5,700)	-	-	-
Disposals	-	-	(277)	(25)	(302)
<b>Balance at 31 December 2019</b>	<b>129,450</b>	<b>7,870</b>	<b>6,010</b>	<b>8,824</b>	<b>152,154</b>
<b>Accumulated depreciation</b>					
Balance at 1 January 2019	57,606	-	3,867	4,658	66,131
Depreciation charge for year	5,784	-	1,106	1,067	7,957
Disposals	-	-	(267)	(25)	(292)
<b>Balance at 31 December 2019</b>	<b>63,390</b>	<b>-</b>	<b>4,706</b>	<b>5,700</b>	<b>73,796</b>
<b>Net book value at 31 December 2019</b>	<b>66,060</b>	<b>7,870</b>	<b>1,304</b>	<b>3,124</b>	<b>78,358</b>
Net book value at 31 December 2018	59,971	5,700	1,655	2,135	69,461

Freehold land and buildings includes freehold land of £17.2 million (2018: £17.2 million) that is not depreciated.

## 9. Fixed asset investments

Charity and Group	2019 £000's	2018 £000's
Market value at 1 January	46,559	50,260
Investment cash at 1 January	32,162	39,526
	<b>78,721</b>	89,786
Less: Disposals at market value	(16,183)	(11,849)
Add: Acquisitions at cost	15,696	9,827
Less: Investment cash	(8,500)	(5,914)
Net realised gains/ (losses)	1,670	677
Net unrealised gains/ (losses)	6,901	(3,806)
<b>Total market value</b>	<b>78,305</b>	<b>78,721</b>

## Investments at market value comprised:

	2019 £000's	2018 £000's
UK fixed interest securities	7,558	7,029
Equities	41,997	35,233
Other investments	4,293	4,311
Cash	24,457	32,148
	<b>78,305</b>	<b>78,721</b>
The historical cost of investment held at 31 December was	69,049	75,505

No individual investment held at 31 December 2019 or 31 December 2018 had a market value that was material to the Group.

## 10. Stock

	Group		Charity	
	2019 £000's	2018 £000's	2019 £000's	2018 £000's
Finished goods	917	503	790	502

## 11. Debtors' analysis

	Group		Charity	
	2019 £000's	2018 £000's	2019 £000's	2018 £000's
Trade debtors	775	116	497	29
Other debtors	956	1,099	956	1,095
VAT Claim	2,458	2,598	2,342	2,427
Amount owed by subsidiary companies	-	-	4,903	5,681
Prepayments & accrued income	22,204	21,031	22,071	20,939
<b>Total</b>	<b>26,393</b>	<b>24,844</b>	<b>30,769</b>	<b>30,171</b>

£20 million of accrued income is for legacies. We expect slight impairment of this value (see note 23). However, currently this impairment cannot be quantified so is not included in the accounts.

## 12. Creditors' analysis

	Group		Charity	
	2019 £000's	2018 £000's (Restated)	2019 £000's	2018 £000's (Restated)
Trade creditors	6,115	6,889	5,884	6,633
Other creditors	2,207	841	2,059	777
Accruals & deferred income	7,010	1,679	6,705	1,327
Amounts owed to subsidiary companies	-	-	284	402
<b>Total</b>	<b>15,332</b>	<b>9,409</b>	<b>14,932</b>	<b>9,139</b>

Accruals and deferred income include an amount of £8.3m (2017 - £6.1m) relating to the estimated future veterinary costs for dogs on the shared adoption scheme.

	Group		Charity	
	2018 £000's	2017 £000's	2018 £000's	2017 £000's
Movement in deferred income				
Balance at 1 January	396	331	396	396
Utilised in the year	(396)	(331)	(396)	(396)
Deferred income in the year	428	396	428	396
Balance at 31 December	428	396	428	396

Deferred income is membership income received during this year but in respect of next year.

## 13. Provision for liabilities

	Group		Charity	
	2019 £000's	2018 £000's (Restated)	2019 £000's	2018 £000's (Restated)
Shared adoption scheme	10,030	8,345	10,030	8,345
	<b>10,030</b>	<b>8,345</b>	<b>10,030</b>	<b>8,345</b>

Provision for liabilities relates to the estimated future veterinary costs for dogs on the shared adoption scheme. Under the shared adoption scheme, dogs rehomed with certain medical conditions will have the veterinary costs covered for the treatment of that particular ailment for the rest of the dog's life.

This has been reclassified from a creditor due within one year to reflect the uncertainty in timing and amount of costs being incurred.

## 14. Total funds

Group, £'000	Movement in Funds in 2019					Balance 31 December 2019
	Balance 1 January 2019	Income	Expenditure	Transfers	Gains, Revaluations	
<b>Unrestricted funds</b>						
<b>Revaluation reserve</b>	<b>3,216</b>	-	-	-	<b>6,040</b>	<b>9,256</b>
<b>Designated funds</b>						
Rehoming Centre Development Fund	58,265	-	-	(12,000)	-	46,265
Fund for Fixed Assets	75,350	-	-	8,029	-	83,379
Grants Fund	1,271	-	-	326	-	1,597
IT Strategy Fund	-	-	-	1,500	-	1,500
<b>Total designated funds</b>	<b>134,886</b>	-	-	<b>(2,145)</b>	-	<b>132,741</b>
<b>Free reserves</b>	<b>27,575</b>	<b>103,206</b>	<b>(109,889)</b>	<b>2,145</b>	<b>3,641</b>	<b>26,678</b>
<b>Total Unrestricted Funds</b>	<b>165,677</b>	<b>103,206</b>	<b>(109,889)</b>	-	<b>9,681</b>	<b>168,675</b>
<b>Restricted income funds</b>						
Freedom	-	462	(462)	-	-	-
Hope	-	183	(183)	-	-	-
Dog School	-	70	(70)	-	-	-
Education	-	13	(13)	-	-	-
Worldwide	-	34	(34)	-	-	-
Ballymena	4	132	(128)	-	-	8
Basildon	63	205	(228)	-	-	40
Bridgend	21	198	(200)	-	-	19
Canterbury	3	34	(30)	-	-	7
Cardiff	-	75	(4)	-	-	71
Darlington	5	328	(327)	-	-	6
Evesham	1	236	(236)	-	-	1
Glasgow	7	567	(568)	-	-	6
Ilfracombe	4	265	(258)	-	-	11
Kenilworth	4	129	(129)	-	-	4
Leeds	22	295	(289)	-	-	28
London	32	37	(48)	-	-	21
Loughborough	6	148	(138)	-	-	16
Manchester	1	23	(23)	-	-	1
Merseyside	4	209	(212)	-	-	1
Newbury	6	128	(128)	-	-	6
Salisbury	2	49	(42)	-	-	9
Shoreham	5	411	(408)	-	-	8
Shrewsbury	-	293	(292)	-	-	1
Snetterton	444	360	(795)	-	-	9
West Calder	8	333	(326)	-	-	15
Cardiff Capital Appeal	-	1,015	(115)	-	-	900
Darlington Capital Appeal	900	104	(1,004)	-	-	-
<b>Total Restricted income funds</b>	<b>1,542</b>	<b>6,336</b>	<b>(6,690)</b>	-	-	<b>1,188</b>
<b>Endowment funds</b>						
Gertrude R Clarke	242	-	-	-	-	242
Frank Goddard Jackson	670	-	-	-	-	670
<b>Total Endowment funds</b>	<b>912</b>	-	-	-	-	<b>912</b>
<b>Total Funds</b>	<b>168,131</b>	<b>109,542</b>	<b>(116,579)</b>	-	<b>9,681</b>	<b>170,775</b>

Donations for the Cardiff Capital Appeal include £900,000 received from players of the People's Postcode Lottery.

## 14. Total funds continued

Group, £'000	Movement in Funds in 2018					Balance 31 December 2018
	Balance 1 January 2018	Income	Expenditure	Transfers	Gains, Revaluations	
<b>Unrestricted funds</b>						
<b>Revaluation reserve</b>	<b>5,572</b>	-	-	-	<b>(2,356)</b>	<b>3,216</b>
<b>Designated funds</b>						
Rehoming Centre Development Fund	58,328	-	-	(63)	-	58,265
Fund for Fixed Assets	68,743	-	-	6,607	-	75,350
Grants Fund	-	-	-	1,271	-	1,271
<b>Total designated funds</b>	<b>127,071</b>	-	-	<b>7,815</b>	-	<b>134,886</b>
<b>Free reserves</b>	<b>34,526</b>	<b>103,209</b>	<b>(101,571)</b>	<b>(7,815)</b>	<b>(774)</b>	<b>27,575</b>
<b>Total Unrestricted funds</b>	<b>167,169</b>	<b>103,209</b>	<b>(101,571)</b>	-	<b>(3,130)</b>	<b>165,677</b>
<b>Restricted income funds</b>						
Freedom	-	54	(54)	-	-	-
Hope	-	107	(107)	-	-	-
Ballymena	-	225	(221)	-	-	4
Basildon	-	96	(33)	-	-	63
Bridgend	-	235	(214)	-	-	21
Canterbury	-	147	(144)	-	-	3
Darlington	-	133	(128)	-	-	5
Evesham	563	444	(336)	(670)	-	1
Glasgow	-	248	(241)	-	-	7
Ilfracombe	-	87	(83)	-	-	4
Kenilworth	-	133	(129)	-	-	4
Leeds	-	734	(712)	-	-	22
London	-	69	(37)	-	-	32
Loughborough	-	563	(557)	-	-	6
Manchester	-	70	(69)	-	-	1
Merseyside	-	475	(471)	-	-	4
Newbury	-	16	(10)	-	-	6
Salisbury	-	517	(515)	-	-	2
Shoreham	798	547	(1,340)	-	-	5
Shrewsbury	-	350	(350)	-	-	-
Snetterton	-	1,217	(773)	-	-	444
West Calder	-	204	(196)	-	-	8
Dog School	-	65	(65)	-	-	-
Darlington Capital Appeal	-	1,142	(242)	-	-	900
<b>Total Restricted income funds</b>	<b>1,361</b>	<b>7,878</b>	<b>(7,027)</b>	<b>(670)</b>	-	<b>1,542</b>
<b>Endowment funds</b>						
Gertrude R Clarke	242	-	-	-	-	242
Frank Goddard Jackson	-	-	-	670	-	670
<b>Total Endowment funds</b>	<b>242</b>	-	-	<b>670</b>	-	<b>912</b>
<b>Total Funds</b>	<b>168,772</b>	<b>111,087</b>	<b>(108,598)</b>	-	<b>(3,130)</b>	<b>168,131</b>

Donations for Evesham included a transfer of assets totalling £197,207 (2017- £933,328) from The Frank Goddard Jackson Charitable Trust, a fund originally settled by the late Arthur Francis Goddard Jackson. The donation financed the building of the Frank Goddard Jackson Veterinary Suite, with the balance invested to contribute towards the maintenance of the Suite in future years. The transfer of £670,000 from restricted funds represents an endowment from the donor.

Donations for the Darlington Capital Appeal include £900,000 received from players of the People's Postcode Lottery.

## 15. Analysis of group net assets between funds

	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Represented in 2019 by:				
Tangible fixed assets	83,379	-	-	83,379
Investments	77,635	-	670	78,305
Stock	917	-	-	917
Debtors	25,863	288	242	26,393
Cash at bank and in hand	6,243	900	-	7,143
Current liabilities	(15,332)	-	-	(15,332)
Provision for liabilities	(10,030)	-	-	(10,030)
<b>Total net assets</b>	<b>168,675</b>	<b>1,188</b>	<b>912</b>	<b>170,775</b>

	(Restated) £000's	£000's	£000's	£000's
Represented in 2018 by:				
Tangible fixed assets	75,350	-	-	75,350
Investments	78,051	-	670	78,721
Stock	503	-	-	503
Debtors	23,060	642	242	23,944
Cash at bank and in hand	6,467	900	-	7,367
Current liabilities	(9,409)	-	-	(9,409)
Provision for liabilities	(8,345)	-	-	(8,345)
<b>Total net assets</b>	<b>165,677</b>	<b>1,542</b>	<b>912</b>	<b>168,131</b>

## 16. Operating leases

The Group and Charity had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2019 £000's	2018 £000's
<b>Land and Buildings</b>		
Within one year	810	743
Between one and five years	1,184	1,386
After five years	-	171
	<b>1,994</b>	<b>2,300</b>

## 17. Grant Commitments

As at 31 December 2019, the following expected future grant payments to partner organisations are expected, if conditions are met by the recipient as the grant falls due:

	2019 £000's	2018 £000's
Within one year	1,272	751
Between one and five years	325	520
	<b>1,597</b>	<b>1,271</b>

## 18. Capital Commitments

Council have authorised the following major development project expenditure over the next 5 years:

	Redevelopment of centres:						New centres:			Total £000's
	Ballymena £000's	Canterbury £000's	Darlington £000's	Glasgow £000's	West Calder £000's	Other £000's	Cardiff £000's	Cork £000's	Sarajevo £000's	
Authorised and contracted		1,234	4,601	-	-	2,143	10,909	-	-	18,887
Authorised not contracted	3,312		-	5,828	6,983	260	-	3,300	7,695	27,378
	<b>3,312</b>	<b>1,234</b>	<b>4,601</b>	<b>5,828</b>	<b>6,983</b>	<b>2,403</b>	<b>10,909</b>	<b>3,300</b>	<b>7,695</b>	<b>46,265</b>

## 19. Contingent liabilities

The Charity has given an indemnity to repay £2.2m (2018: £2.2m) related to legacy bequests, should the relevant estates be claimed against.

## 20. Related party transactions

In accordance with Financial Reporting Standard 102, the related party transactions entered into by the Charity are detailed below. All transactions that arose were in the normal course of business.

The Charity was invoiced £1,140,000 (2018: £629,000) for rehoming services provided by Dogs Trust CLG, a subsidiary of the charity. Of this amount £158,000 (2018: £40,000) was outstanding at the year end.

During the year the Charity provided £2,320,000 (2018: £2,730,000) to Dogs Trust CLG to support its work. £4,452,000 (2018: £5,370,000) was owed to the Charity from Dogs Trust CLG at the year end.

The Charity invoiced £10,000 (2018: £10,000) for office services provided to Dogs Trust Promotions Limited, a subsidiary of the charity. The Charity was owed £361,000 by (2018: was owed £311,000 to) Dogs Trust Promotions Limited at the the year end.

The Charity invoiced £651,000 (2018: £637,000) for office services provided to Dogs Trust Worldwide, a subsidiary of the Charity. During the year the charity provided £4,205,000 (2018: £3,880,000) to Dogs Trust Worldwide to support its work. The Charity owed £284,000 (2018: £402,000) to Dogs Trust Worldwide at the year end.

Grants totalling £256,000 (2018: £128,000) were paid to Dogs Trust USA, a non-profit entity (a registered 501 (c)(3) in the USA) and deemed subsidiary of Dogs Trust, by Dogs Trust Worldwide. Of this amount none was outstanding at the year end (2018 - none). Dogs Trust USA owed £91,000 (2018 - £nil) to Dogs Trust Worldwide at year end (2018 - none).

Grants totalling £593,000 were paid to Soi Dog Foundation, a Charity whose trustees include Mr P Daubeny, who was a director of Dogs Trust Trustee Limited in 2019. Of this amount none was outstanding at the year end.

Grants totalling £312,000 (2018: £316,000) were paid to the University of Edinburgh. Prof D Argyle and Mrs S Murphy, who were directors of Dogs Trust Trustee Limited in both years, are employees of the University of Edinburgh. Of this amount none was outstanding at the year end (2018-none).

Grants totalling £1,095,000 (2018: £1,067,000) were paid to Mission Rabies, a Charity whose trustees include Mrs C Baldwin and Mr P Daubeny, who were directors of Dogs Trust Trustee Limited in both years. Of this amount none was outstanding at the year end (2018 - none).

## 21. Contingent legacy income

In addition to the legacy income recognised in the SOFA, on the 31 December 2019 the Charity had been notified of 170 residuary legacies (2018: 329 residuary legacies) with a total estimated value of £12,060,207 (2018: £18,483,000). These legacies do not satisfy the criteria relating to probability and/or reliable estimate required by our accounting policy to recognise the income during the year. They are therefore disclosed here as a contingent asset.

## 22. Financial instruments

The Charity's financial instruments comprise fixed asset investments (see note 9) measured at fair value through profit or loss and other financial assets which comprise cash, trade debtors and other debtors (see note 11) and financial liabilities which comprise trade creditors and other creditors (see note 12), measured at amortised cost.

The Charity uses foreign exchange forward contracts to manage its exposure to foreign currency exchange risks. The fair value of these instruments is calculated at the balance sheet date by comparison between the rate implicit in the contract and the exchange rate at that date. The relevant forward exchange rate used is sterling: euro. At 31 December 2019, the Charity had outstanding forward currency commitments of €6m at average rate of €1.10 to £1, with an unrealised loss of £336,000 (2018: €4.4m at average rate of €1.11 to £1 with an unrealised gain of £2,400).

## 23. Post balance sheet events

In December 2019, disease Covid-19 circulating across the world, and was declared a pandemic after the reporting date of these accounts, in March 2020. On 13 March the UK government advised against all non-essential travel and for individuals to stay at home.

This disease and the speed of its spread has caused a global economic, social and health issue, giving rise to very significant falls in the UK and global stock markets. The charity's investment portfolio saw material unrealised losses after the year end, reflecting the volatility of the global markets. The main portfolio value fell from £56.3 million at 31 December 2019 to £49.3 million at the time of approval of this report (27 April 2020). Further, the activity of the charity is expected to be significantly different in some areas over the coming months, responding to the recommendations and requirements from the UK government. This will reduce both income and costs in these areas.

£20 million of accrued income (see Note 11) is for legacies. We expect an impairment of this value as the value of the housing market is expected to fall, and a proportion of this accrued income is held as property. However, at the time of writing, this impairment cannot be quantified reliably so is not included in the accounts.

The Council is actively looking at possibilities to defer non-critical expenditure to later years or to change the scope of projects to reduce the short-term cost to the charity, and expects to implement changes during 2020. However, at the time of this report, no material changes to planned activity have been made.



## We would like to thank:

Players of People's Postcode Lottery, staff and customers of HSBC UK, Petplan®, Radley London, Cottages.com & Hoseasons, Mint Velvet, and Shark. Friends of the Dogs (Wales), The RS Macdonald Charitable Trust, John and Alice Watson's Charitable Trust, the Marian Lowe Charitable Trust. Special thanks to the VIP Club members of Pets at Home and their Lifelines for feeding our dogs Wainwright's dry food at our 20 UK rehoming centres for the seventh consecutive year.

We rely on donations from the public in order to continue our work. If you would like to help us to help dogs then please consider leaving a gift in your will, sponsoring a dog or making a donation.

For more information please visit [www.dogstrust.org.uk](http://www.dogstrust.org.uk)

## External advisors

### Auditors:

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Tel: 020 7837 0006

### Registered charity no:

227523 (England and Wales)  
SC037843 (Scotland)

## Where to find us:

To find opening times and directions for any of our rehoming centres, please visit [www.dogstrust.org.uk/our-centres/](http://www.dogstrust.org.uk/our-centres/)

To find your nearest Dog School, please visit [www.dogstrustdogschool.org.uk](http://www.dogstrustdogschool.org.uk)

To find your local Dogs Trust charity shop, please visit [www.dogstrust.org.uk/shopping/charityshops/](http://www.dogstrust.org.uk/shopping/charityshops/)



## How to help us:

Design: Anna Mackee [www.annamackee.com](http://www.annamackee.com)

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