

Company registration number: 04311334  
Charity registration number: 201654

# Friends of Animals League

known as  
FOAL farm

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2016

Field Sullivan Limited  
70 Royal Hill  
London  
SE10 8RF

**Friends of Animals League  
known as  
FOAL farm**

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**Friends of Animals League  
known as  
FOAL farm**

**Reference and Administrative Details**

<b>Charity name</b>	Friends of Animals League known as FOAL farm	
<b>Charity registration number</b>	201654	
<b>Company registration number</b>	04311334	
<b>Registered office</b>	Friends of Animal League Jail Lane Biggin Hill Kent TN16 3AX	
<b>Trustees</b>	Diane Bate, Treasurer	(Resigned 27 June 2016)
	Elizabeth Cordingley	
	Charles Johnston, Chair	
	Ian Price	
	Carole Veron	
	Keziah Walmsley	(Resigned 23 July 2016)
	Lydia Buttinger	
	Paul Dewdney	
	Stephen Carlton	(Appointed 23 July 2016)
	Annette Earl	(Appointed 23 July 2016) (Resigned 14 February 2017)
	Ross Miller	(Appointed 17 April 2017)

**Friends of Animals League  
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**Reference and Administrative Details**

**General manager**

Debra Taylor

**Bankers**

Barclays Bank PLC  
154 Main Road  
Biggin Hill  
Kent  
TN16 3BA

HSBC  
West Wickham  
20 High Street  
Kent  
BR4 0NS

National Savings and Investments  
Glasgow  
G58 1SB

**Auditor**

Field Sullivan Limited  
70 Royal Hill  
London  
SE10 8RF

**Friends of Animals League  
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**Trustees' Report**

The trustees present their report and the financial statements for the year ended 31 December 2016. This is a directors' report required by s417 of the Companies Act 2006 and all trustees are directors. The financial statements comply with current statutory requirements and the requirements of the Memorandum and Articles of Association.

**Object**

The primary object of the Friends of Animals League (FOAL) is to relieve the suffering of animals.

The mission of FOAL is to take in as many animals as we can properly care for, to restore them to health and happiness and where possible find them good new homes, or provide sanctuary for life.

For 50 years FOAL has been dedicated to the wellbeing of animals in the South East of England. This is a vital service both for the animals and for the benefit of the public.

All animals received are neutered, micro chipped, vaccinated and given any other medical assistance necessary.

Dogs, cats, rabbits, guinea pigs and other small animals are then placed in secure and loving vetted homes.

Horses, donkeys, cows, pigs, sheep, goats, chickens, ducks and geese and other wildlife will generally spend the remainder of their natural lives at Foal Farm unless rehoming opportunities become available.

Underpinning our work is our core principle that no healthy animal is ever destroyed, and if no home can be found the animal becomes a resident for the rest of its life.

FOAL relies entirely on membership fees, voluntary contributions, legacies and money made from fund raising events and activities such as the Farm shop.

**Legal Structure**

FOAL is a registered charity which is a private company limited by guarantee. The governing documents are its Articles of Association which the Board updated and had approved at the last AGM. The proposal to bring in two types of memberships has been discarded and replaced with a single membership fee, with each member having the right to vote.

**Principal Office**

The Charity's operations are based at Foal Farm Animal Rescue Centre in Biggin Hill in Kent.

**Board**

The Charity is governed by the Board of Directors which meets six times per year or more if necessary. At the current time, The Board continues to meet more frequently to address the numerous challenges that are facing us.

The Board members as of 31 December 2016 are listed on page 1.

**Friends of Animals League  
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**Trustees' Report**

During 2016 the Board continued to build on the improvements made in 2015 including the welfare of the animals in our care, and to run the operation as efficiently as possible. These improvements to the operation of the farm could not be achieved without the continued support of the dedicated staff and volunteers which we fully recognise and thank.

**Selection of Board members**

The Trustees have addressed the skills balance needed and now have a good balance of skills and expertise to the Board. As before, any Potential Board members are interviewed by the Board and if approved are appointed. New Board members retire at the next Annual General Meeting and offer themselves for re-election by the members of FOAL.

On induction to the Board, a new Board member is given a copy of the Boards Handbook. This contains information about the way in which the Board conducts business, the Conflict of Interest Policy and Job Descriptions of directors and officers.

The Annual General Meeting is held when the annual accounts are available for members ratification. Election of officers is held at the first meeting of the Board of Trustees following the AGM. The Board will also agree the specific projects for the year ahead that will help FOAL to achieve its objectives.

Day to day management of the charity's operations is delegated to the senior management team, led by the General Manager, and a realignment of senior positions to recognise the differing skills needed in general operational management as well as the commercial aspects in the current challenging economic environment are actively being addressed with new key appointments.

FOAL continues to meet its object of relieving the suffering of animals by running an animal rescue centre based at Foad Farm.

**Review of the Year**

FOAL continues to respond to the challenges of working in the charitable sector, with growing pressures from New legislation.. Our dedicated and passionate band of staff, volunteers and supporters have worked as hard as ever to support us, with ever more imaginative ways of raising money to allow us to survive and thrive. The Trustees would like to take this opportunity to thank everyone for the support they have received from all involved at the Farm year on year.

We continued to successfully re-home animals through great team work between staff and volunteers, with a significant uplift in rehoming in all categories:

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Cats rehomed	343	332	288	266
Dogs rehomed	228	235	260	255
Small animals rehomed	140	188	218	209

**Friends of Animals League  
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**Trustees' Report**

Our aim remains for FOAL to be self sufficient in the future, and the underlying trading position continues to improve with the efficiencies being introduced. Although the continued reliance on legacies to support the underlying trading deficit remains a major concern to the Trustees, the increased retail revenue of £118,470 to £131,402 is very encouraging, again due to huge efforts from staff and volunteers. We will develop this avenue of income further in the coming years as quickly as possible.

**Public benefit**

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

**Reserves Policy**

The current policy is to have sufficient reserves to cover 6 months operational expenses together with any committed future capital expenditure. Some rebalancing is being carried out across various investment accounts to maintain this position whilst also improving the investment income wherever possible.

**Investment Policy**

The Board's investment policy is to retain the majority of its reserve in cash across a number of instant access and longer term accounts that provide improved rates of interest.

FOAL occasionally receives shares, unit trust investments and gilts as part of legacy proceeds and its policy remains to retain such investments as long as they are listed on the London Stock Exchange and are readily realisable should the need arise.

**Risk Policy**

The Board have assessed the major risks to which the charity is exposed in particular those relating to operation and finance of the Charity. Although we are satisfied that systems are in place to mitigate the Charity's exposure to major risk, the audit process has identified areas that can improve our financial controls and returns, and these are being adopted as a matter of urgency. An updated risk register will now be reviewed on a regular basis by the Board.

**Future Plans**

The Board recognised that FOAL needs to improve its financial performance to avoid any erosion of reserves to keep the charity viable and actions were initiated for fund raising and income attracting activities, together with continued review of all outgoings. Fund raising events maintained a 10% improvement compared to the previous year, due to the outstanding efforts of all involved.

We will continue the work of rehoming animals and try very hard to increase the numbers that we rehome, whilst recognising that FOAL does have certain capacity limits with the resources available, but also to expand the opportunities for the public and members to interact with our animals. The facilities were greatly enhanced by the new Isolation Block opened by the Mayor in 2016, a project that was only possible due to generosity of our donors.

**Friends of Animals League  
known as  
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**Trustees' Report**

We have continued to develop our communications but recognise we always need to do more on this aspect of our operations. The website has improved markedly, and the staff are now much more proficient in the use of social media initiatives such as promoting sponsorship arrangements, and these continue to show improving returns.

Our ongoing efforts to improve the access to FOAL have to date shown limited success due to the constraints of the site, and difficulties getting to an acceptable position with adjoining owners. This remains a pressing priority for the Trustees and some improvements will be introduced in 2017.

The shop in Biggin Hill continues to thrive thanks to the work of the volunteers running this venture, and takings continue to grow. We are therefore continue to examine options for an increased retail offer if viable plans can be agreed without risk to the charity.

The Board would like to thank everyone involved with Foal Farm for their support and contribution be it time, money and especially dedication. We are most grateful to our staff who work so tirelessly, and continued focus on the wellbeing of the animals in our care.

The future as ever remains a challenge but with the enthusiasm and support we have received we are making strong progress in building a secure future for Foal Farm.



.....  
Charles Johnston  
Trustee

Date: 6/7/17.....



**Friends of Animals League  
known as  
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**Trustees' Responsibilities in relation to the Financial Statements**

The trustees (who are also directors of Friends of Animals League for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as the trustees are aware:

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

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

## **Independent Auditors' Report to the Trustees of**

### **Friends of Animals League known as FOAL farm**

We have audited the financial statements of Friends of Animals League for the year ended 31 December 2016, set out on pages 10 to 27. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (Effective January 2015) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.


**Independent Auditors' Report to the Trustees of  
Friends of Animals League  
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..... continued

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

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

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the 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.

  
.....  
Field Sullivan Limited

70 Royal Hill  
London  
SE10 8RF

Date: 7/12/12.....

Field Sullivan Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Friends of Animals League  
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**Statement of Financial Activities (including Income and Expenditure Account and  
Statement of Total Recognised Gains and Losses) for the Year Ended 31 December 2016**

	Unrestricted Funds	Restricted Funds	Total Funds 2016	Total Funds 2015	
Note	£	£	£	£	
<b>Incoming resources</b>					
Incoming resources from generated funds					
Voluntary income	2	872,551	15,670	888,221	459,165
Activities for generating funds	3	173,707	-	173,707	159,362
Investment income	3.1	14,588	-	14,588	12,884
Incoming resources from charitable activities					
	4	76,263	-	76,263	77,249
Other incoming resources					
	5	4,142	-	4,142	-
<b>Total incoming resources</b>					
		<u>1,141,251</u>	<u>15,670</u>	<u>1,156,921</u>	<u>708,660</u>
<b>Resources expended</b>					
Costs of generating funds					
Costs of generating voluntary income					
	6	20,083	-	20,083	30,533
Charitable activities					
	6	851,971	-	851,971	846,479
Governance costs					
	6	4,730	-	4,730	3,640
<b>Total resources expended</b>					
		<u>876,784</u>	<u>-</u>	<u>876,784</u>	<u>880,652</u>
Net income/(expenditure) before transfers					
		264,467	15,670	280,137	(171,992)
<b>Transfers</b>					
Gross transfers between funds					
		<u>154,967</u>	<u>(154,967)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) before other recognised gains and losses					
		419,434	(139,297)	280,137	(171,992)
<b>Other recognised gains/losses</b>					
Gains/(losses) on investment assets					
		<u>108,193</u>	<u>-</u>	<u>108,193</u>	<u>(10,009)</u>
Net movements in funds					
		527,627	(139,297)	388,330	(182,001)
<b>Reconciliation of funds</b>					
Total funds brought forward					
		<u>2,507,300</u>	<u>190,246</u>	<u>2,697,546</u>	<u>2,879,547</u>
Total funds carried forward					
		<u>3,034,927</u>	<u>50,949</u>	<u>3,085,876</u>	<u>2,697,546</u>

The notes on pages 13 to 27 form an integral part of these financial statements.

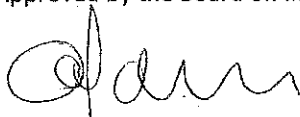
**Friends of Animals League**  
trading as  
**FOAL farm (Registration number: 04311334)**

**Balance Sheet as at 31 December 2016**

		2016		2015	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	10		1,601,958		1,387,955
Investments	11		781,473		800,245
			<u>2,383,431</u>		<u>2,188,200</u>
<b>Current assets</b>					
Stocks and work in progress		3,935		3,269	
Debtors	12	280,229		311,584	
Cash at bank and in hand		465,427		245,229	
		<u>749,591</u>		<u>560,082</u>	
<b>Creditors: Amounts falling due within one year</b>	13	<u>(47,146)</u>		<u>(50,736)</u>	
<b>Net current assets</b>			<u>702,445</u>		<u>509,346</u>
<b>Net assets</b>			<u>3,085,876</u>		<u>2,697,546</u>
<b>The funds of the charity:</b>					
<b>Restricted funds</b>			50,949		190,246
<b>Unrestricted funds</b>					
Unrestricted income funds			<u>3,034,927</u>		<u>2,507,300</u>
<b>Total charity funds</b>			<u>3,085,876</u>		<u>2,697,546</u>

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Approved by the Board on 6/7/17 and signed on its behalf by:



.....  
Charles Johnston  
Trustee

The notes on pages 13 to 27 form an integral part of these financial statements.

**Friends of Animals League  
trading as  
FOAL farm**

**Cash Flow Statement for the Year Ended 31 December 2016**

		2016	2015
	Note	£	£
Net cash flow from operating activities	19	339,306	(93,389)
Returns on investment and servicing of finance	17	14,124	12,884
<b>Capital expenditure and financial investment</b>			
Purchase of tangible fixed assets		(260,197)	(4,030)
Sale of trade investments (ignoring endowment funds)		126,965	-
		<u>(133,232)</u>	<u>(4,030)</u>
<b>Increase/(decrease) in cash</b>		<u>220,198</u>	<u>(84,534)</u>

The notes on pages 13 to 27 form an integral part of these financial statements.

**Friends of Animals League  
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**Notes to the Financial Statements for the Year Ended 31 December 2016**

**1 Accounting policies**

**Basis of preparation**

The financial statements have been prepared under the historical cost convention, Companies Act 2006, Charities Act 2011 and the Charities Statement of Recommended Practice (FRS102). The Trustees have evaluated the funding and operating activities and reserves position and have no material uncertainties about the Charity's ability to continue as a going concern. This is the first year that the accounts have been prepared in accordance with FRS102. Accordingly, the date of transition to FRS102 was 1 January 2015. In the transition to FRS102 no measurement or recognition adjustments were made and there are no restatements included in the financial statements.

**Fund accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Further details of each fund are disclosed in note 21.

**Incoming resources**

Voluntary income including gifts, legacies and grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Gifts in kind are recognised in different ways dependent on how they are used by the charity:

(i) Those donated for resale produce income when they are sold. They are valued at the amount actually realised.

(ii) Those donated for onward transmission to beneficiaries are included in the statement of financial activities as incoming resources and resources expended when they are distributed. They are valued at the amount the charity would have had to pay to acquire them.

The charity has not received any goods for use by the charity itself.

Shop income and income derived from events is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a pro rata basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

**Friends of Animals League  
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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... *continued*

**Resources expended**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds are the costs associated with attracting voluntary income.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

**Governance costs**

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Fixed assets**

Individual fixed assets costing £500 or more are initially recorded at cost.

**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Plant and machinery	20% straight line basis
Office equipment	20% straight line basis
Freehold building	2% straight line basis

**Investments**

Fixed asset investments are included at market value at the balance sheet date.

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of the financial activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.



**Friends of Animals League  
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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks. Net realisable value is based on selling price less anticipated costs to completion and selling costs. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

**Operating leases**

Rentals payable under operating leases are charged in the statement of financial activities on a straight line basis over the lease term.

**Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

**2 Voluntary income**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
<b>Donations and legacies</b>				
Legacies and bequests	711,913	-	711,913	283,475
Grants and donations	108,127	15,670	123,797	119,983
Membership and sponsorship	12,370	-	12,370	13,661
Donated goods and services	40,141	-	40,141	42,046
	<u>872,551</u>	<u>15,670</u>	<u>888,221</u>	<u>459,165</u>

The charity has been made aware pre year end that it will receive six legacies, but they haven't been included in the Financial Statements as the amounts involved are unknown, and cannot be reliably estimated as the values involved haven't been notified yet.

**Friends of Animals League  
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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**3 Activities for generating funds**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2016 £</b>	<b>Total Funds 2015 £</b>
<b>Operating activity</b>				
Sale of new and donated goods	131,402	-	131,402	118,470
Other fundraising activities	42,305	-	42,305	40,892
	<u>173,707</u>	<u>-</u>	<u>173,707</u>	<u>159,362</u>

**Friends of Animals League  
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FOAL farm**

**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**3.1 Investment income**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Income from other investments	14,124	-	14,124	12,884
(Gain)/loss on programme related investments	464	-	464	-
	<u>14,588</u>	<u>-</u>	<u>14,588</u>	<u>12,884</u>

**4 Incoming resources from charitable activities**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
<b>Charitable activity</b>				
Animal adoption receipts	62,711	-	62,711	65,480
Other	13,552	-	13,552	11,769
	<u>76,263</u>	<u>-</u>	<u>76,263</u>	<u>77,249</u>

**5 Other incoming resources**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
<b>Other income</b>				
Other	4,142	-	4,142	-
	<u>4,142</u>	<u>-</u>	<u>4,142</u>	<u>-</u>

**Friends of Animals League  
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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**6 Total resources expended**

	Donations and legacies	Charitable activity	Governance	Total 2016	Total 2015
	£	£	£	£	£
<b>Direct costs</b>					
Fundraising costs	20,083	-	-	20,083	30,533
Animal food and supplies	-	70,016	-	70,016	66,249
Veterinary supplies and services	-	126,738	-	126,738	127,741
Wages and salaries	-	409,032	-	409,032	395,524
Staff NIC (Employers)	-	26,245	-	26,245	21,283
Staff pensions	-	6,743	-	6,743	4,081
Depreciation of freehold property	-	41,513	-	41,513	41,513
Depreciation of motor vehicles	-	400	-	400	-
Subcontract cost	-	17,040	-	17,040	13,080
The audit of the charity's annual accounts	-	-	4,730	4,730	3,640
Bad debts written off	-	(423)	-	(423)	(265)
	20,083	697,304	4,730	722,117	703,379
<b>Support costs</b>					
Recruitment, welfare and staff training	-	1,080	-	1,080	1,384
Rates, light, heat and power	-	58,037	-	58,037	65,204
Insurance	-	8,166	-	8,166	8,259
Repairs and maintenance	-	48,674	-	48,674	59,321
Telephone and fax	-	2,872	-	2,872	1,975
IT expenses	-	2,938	-	2,938	6,067
Printing, postage and stationery	-	3,309	-	3,309	4,436
Subscriptions	-	125	-	125	183

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... *continued*

Photocopier rentals	-	3,505	-	3,505	5,788
Sundries	-	1,215	-	1,215	893
Vehicle running costs	-	9,173	-	9,173	8,741
Advertising	-	1,166	-	1,166	1,424
Consultancy and professional fees	-	6,006	-	6,006	6,059
Bank charges	-	4,120	-	4,120	2,160
Depreciation of plant and machinery	-	3,195	-	3,195	4,293
Depreciation of office equipment	-	1,086	-	1,086	1,086
	-	<u>154,667</u>	-	<u>154,667</u>	<u>177,273</u>
	<u>20,083</u>	<u>851,971</u>	<u>4,730</u>	<u>876,784</u>	<u>880,652</u>

**7 Trustees' remuneration and expenses**

No trustees received any remuneration during the period (2015:£nil). Travel expenses amounting to £nil (2015:£nil) were reimbursed to a trustee.

Other than this, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the period (2015:£nil)

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**8 Employees' remuneration**

The average number of persons employed by the charity (including trustees) during the year, analysed by category, was as follows:

	<b>2016</b>	<b>2015</b>
	<b>No.</b>	<b>No.</b>
Charitable activities	31	32
Governance	1	1
	<u>32</u>	<u>33</u>

The aggregate payroll costs of these persons were as follows:

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Wages and salaries	409,032	395,524
Social security	26,245	21,283
Other pension costs	6,743	4,081
	<u>442,020</u>	<u>420,888</u>

**9 Taxation**

The company is a registered charity and is, therefore, exempt from taxation.

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**10 Tangible fixed assets**

	<b>Freehold interest in land and buildings (including heritage assets) £</b>	<b>Plant and machinery including motor vehicles £</b>	<b>Fixtures, fittings and equipment £</b>	<b>Total £</b>
<b>Cost</b>				
As at 1 January 2016	2,100,007	75,782	8,278	2,184,067
Additions	260,197	-	-	260,197
Disposals	-	(4,836)	-	(4,836)
As at 31 December 2016	<u>2,360,204</u>	<u>70,946</u>	<u>8,278</u>	<u>2,439,428</u>
<b>Depreciation</b>				
As at 1 January 2016	723,147	68,669	4,296	796,112
Eliminated on disposals	-	(4,836)	-	(4,836)
Charge for the year	41,513	3,595	1,086	46,194
As at 31 December 2016	<u>764,660</u>	<u>67,428</u>	<u>5,382</u>	<u>837,470</u>
<b>Net book value</b>				
As at 31 December 2016	<u>1,595,544</u>	<u>3,518</u>	<u>2,896</u>	<u>1,601,958</u>
As at 31 December 2015	<u>1,376,860</u>	<u>7,113</u>	<u>3,982</u>	<u>1,387,955</u>

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**11 Investments held as fixed assets**

	<b>Other investments £</b>
<b>Market value</b>	
As at 1 January 2016	800,246
Revaluation	108,193
Disposals	<u>(126,966)</u>
As at 31 December 2016	<u>781,473</u>
<b>Net book value</b>	
As at 31 December 2016	<u>781,473</u>
As at 31 December 2015	<u>800,246</u>

All investment assets were held in the UK.

**12 Debtors**

	<b>2016 £</b>	<b>2015 £</b>
Other debtors	268,211	299,404
Prepayments and accrued income	<u>12,018</u>	<u>12,180</u>
	<u>280,229</u>	<u>311,584</u>

**13 Creditors: Amounts falling due within one year**

	<b>2016 £</b>	<b>2015 £</b>
Trade creditors	21,658	27,315
Taxation and social security	5,784	7,385
Other creditors	5,647	3,687
Accruals and deferred income	<u>14,057</u>	<u>12,349</u>
	<u>47,146</u>	<u>50,736</u>



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**Notes to the Financial Statements for the Year Ended 31 December 2016**

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**14 Members' liability**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**15 Operating lease commitments**

As at 31 December 2016 the charity had annual commitments under non-cancellable operating leases as follows:

Operating leases which expire:

	Land and Buildings		Other	
	2016 £	2015 £	2016 £	2015 £
Within one year	7,840	-	-	-
Within two and five years	-	7,840	2,538	2,538
	<u>7,840</u>	<u>7,840</u>	<u>2,538</u>	<u>2,538</u>

**16 Pension scheme**

**Defined contribution pension scheme**

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £6,743 (2015 - £4,081).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

..... continued

**17 Analysis of cash flows**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Returns on investment and servicing of finance</b>		
Other investment income	<u>14,124</u>	<u>12,884</u>

**18 Analysis of net funds**

	<b>At start of period</b>	<b>Cash flow</b>	<b>At end of period</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<u>245,229</u>	<u>220,198</u>	<u>465,427</u>

**19 Reconciliation of net movements in funds to operating cash flows**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Net incoming/(outgoing) resources	280,137	(171,992)
Investment income	(14,124)	(12,884)
Depreciation, amortisation and impairment charges	46,194	46,892
(Increase)/decrease in stocks	(666)	312
Decrease in debtors	31,355	39,127
(Decrease)/increase in creditors	(3,590)	5,156
<b>Net cash inflow/(outflow) from operating activities</b>	<u>339,306</u>	<u>(93,389)</u>

**20 Related parties**

**Controlling entity**

The charity is controlled by the trustees who are all directors of the company.

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Notes to the Financial Statements for the Year Ended 31 December 2016

21 Analysis of funds

	At 1 January 2016	Incoming resources	Resources expended	Transfers	Other recognised gains/losses	At 31 December 2016
	£	£	£	£	£	£
<b>General Funds</b>						
Unrestricted income fund	679,286	1,141,251	(876,784)	552,164	108,193	1,604,110
<b>Designated Funds</b>						
Tangible assets	1,430,817	-	-	-	-	1,430,817
Canine isolation block	397,197	-	-	(397,197)	-	-
	1,828,014	-	-	(397,197)	-	1,430,817
<b>Restricted Funds</b>						
Canine isolation block	168,197	-	-	(168,197)	-	-
Kennel rebuild	15,341	8,255	-	27,353	-	50,949
Other small donations	2,428	-	-	(2,428)	-	-
Foal's Adoption and Foster Fund In Need	4,280	7,415	-	(11,695)	-	-
	190,246	15,670	-	(154,967)	-	50,949
	2,697,546	1,156,921	(876,784)	-	108,193	3,085,876

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

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**Tangible assets:** Represents the funds of the organisation that are included in fixed assets used by the organisation and cannot be easily realised.

**Canine isolation block:** an amount set aside towards the costs of refurbishing and maintaining the Canine SCU.

**SA Pond Appeal:** to cover the cost of a new pond for small animals.

**Kennel rebuild:** to cover the cost of rebuilding the kennels.

**Other small donations** were received towards the welfare of certain animals.

**Foal's Adoption and Foster Fund In Need:** for long term foster care, or animals that have been adopted with recognised medical issues, or long term problems.

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**Notes to the Financial Statements for the Year Ended 31 December 2016**

**22 Transfers**

The transfers during the year represent payments made out of the general fund.

**23 Net assets by fund**

	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds 2016	Total Funds 2015
	£	£	£	£	£
Tangible assets	171,141	1,430,817	-	1,601,958	1,387,955
Investments	781,473	-	-	781,473	800,245
Current assets	698,642	-	50,949	749,591	560,082
Creditors:					
Amounts falling due within one year	(47,146)	-	-	(47,146)	(50,736)
<b>Net Assets</b>	<b>1,604,110</b>	<b>1,430,817</b>	<b>50,949</b>	<b>3,085,876</b>	<b>2,697,546</b>

**24 Analysis of 2015 SOFA**

	Unrestricted Funds	Restricted Funds	Total Funds 2015
	£	£	£
<b>Incoming resources</b>			
<i>Incoming resources from generated funds</i>			
Voluntary Income	449,419	9,749	459,165
Activities for generating funds	159,362	-	159,362
Investment income	12,884	-	12,884
Incoming resources from charitable activities	77,249	-	77,249
<b>Total incoming resources</b>	<b>698,914</b>	<b>9,749</b>	<b>708,660</b>
<b>Resources expended</b>			
<i>Costs of generating funds</i>			
Costs of generating voluntary income	25,917	4,616	30,533
Charitable activities	846,479	-	846,479
Governance costs	3,640	-	3,640
<b>Total resources expended</b>	<b>876,036</b>	<b>4,616</b>	<b>880,652</b>
<b>Net expenditure before transfers</b>	<b>(177,122)</b>	<b>5,130</b>	<b>(171,992)</b>
<b>Other recognised gains/losses</b>			
(losses)/gains on investments	(10,009)	-	(10,009)
<b>Net movements in funds</b>	<b>(187,131)</b>	<b>5,130</b>	<b>(182,001)</b>
Reconciliation of funds			
<b>Total funds brought forward</b>	<b>2,694,431</b>	<b>185,116</b>	<b>2,879,547</b>
<b>Total funds carried forward</b>	<b>2,507,300</b>	<b>190,246</b>	<b>2,697,546</b>