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ANNUAL REPORT
AND ACCOUNTS
2016



WHAT MAKES DOGS TRUST UNIQUE?

I believe what makes Dogs Trust unique is the way in which every member of staff is 100% dedicated to saving dogs' lives. Whether they are part of the IT team in the office or working in the puppy block at a rehoming centre, each Dogs Trust person knows that they are there for one reason only, the dogs.

2016 has been an excellent year for the charity, not only on the ground – we cared for 15,254 dogs last year – but in the wider sense, as we've seen some of our long term projects make a huge impact on dog welfare. Chiefly, our stray dog survey revealed that the number of healthy dogs being destroyed, albeit reluctantly, by local authorities in the UK had dropped from 21,840

strays in 1997 (just before we began our neutering, microchipping and education activities) to 3,463 in 2016. Just one dog destroyed is one dog too many, but we're encouraged by this progress.

All of which makes me proud to be the chairman of what I believe to be the most innovative animal welfare charity in the country. Thank you for your belief in our work.

Yours sincerely,

Graeme Robertson
Chairman



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Adrian with his Labrador cross Skipper and terrier cross Ruby, rehomed from our Shrewsbury and Newbury centres, respectively.

What makes Dogs Trust unique? I believe it's our unrivalled passion for dog welfare that really makes us special – a passion which drives us to do whatever it takes to achieve better lives for the dogs we love so much.

It's such a pleasure to work for a charity that is always trying to do more for their four legged beneficiaries. Whether it's implementing a system for intercepting and rehoming puppies which have been illegally smuggled into the UK; designing a nationwide network of affordable dog training classes; or developing an animal ambulance service for collecting dogs that are about to be put to sleep in pounds; life-saving projects keep being introduced.

None of this work would be possible without the passion of our staff, volunteers and donors. With your support and enthusiasm, we can continue to be the dynamic organisation that dog-kind deserves.

Dogs Trust celebrated its 125th year in 2016, and although we are now a much larger, stronger charity than we were in 1891, the essential spark of who we are remains unchanged; we are all dog lovers. I believe this feeling is best summed up by our Leeds centre manager, Amanda Sands, who last year celebrated a phenomenal 30 years with the charity, 'I can't really believe I have been here so long – the dogs make it all worthwhile!'

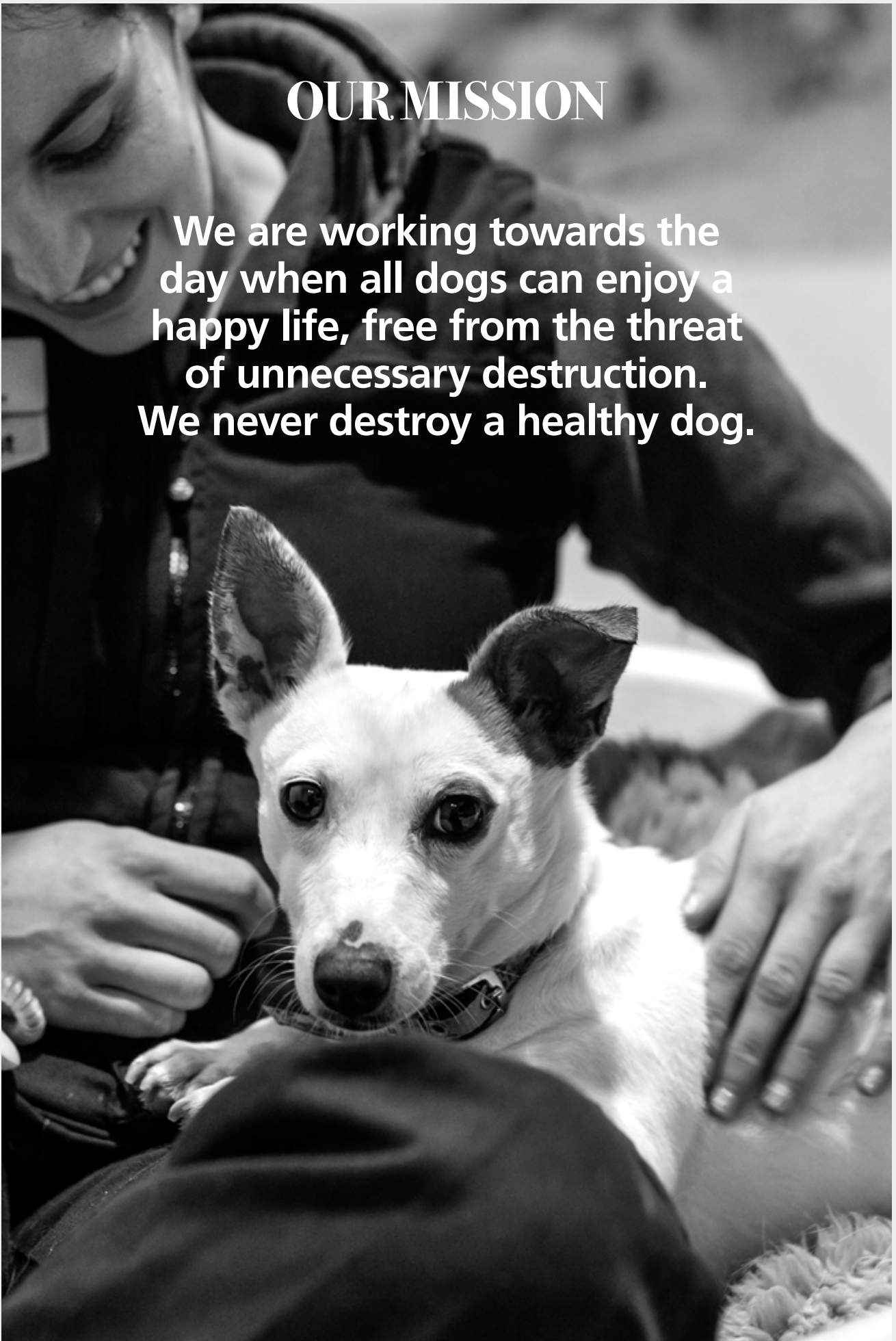
To echo Graeme's sentiments, thank you for your support over the years, it is much appreciated. Onward and upward!

Yours sincerely,

Adrian Burder
Chief Executive

OUR MISSION


We are working towards the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction. We never destroy a healthy dog.





THE UK'S LARGEST REHOMER OF STRAY AND ABANDONED DOGS


GOALS


Rehoming

Rehome more dogs than last year 


Reduce the number of dogs given up for rehoming due to behavioural reasons by establishing a network of affordable dog training classes, the Dogs Trust Dog School 


Increase numbers of visitors to our rehoming centres 


Rebuild our Evesham rehoming centre 


Improve the kennelling in our older rehoming centres 


Preventative work


Help owners have their dogs microchipped before the change in law in April 2016. Raise awareness among owners of the importance of keeping their dog's chip details up to date 


Reduce the number of dogs destroyed by local authorities in the UK and Ireland 

Create a microchipping and neutering campaign team in Scotland 

Increase local public awareness of our Dublin rehoming centre 

Maintain pressure on the government to implement the EFRA (environment farming and rural affairs) committee's recommendations on Greyhound welfare 

Open 15 new charity shops in the UK 

Raise public awareness of the pitfalls of buying a dog online, especially at Christmas, and highlight the problem of puppy smuggling 

Educate children, parents, grandparents and teachers about keeping safe around dogs 

International

Eradicate rabies in India and Malawi 

Humanely reduce the stray dog population in Bosnia 

PROGRESS 2016

We rehomed 13,067 dogs this year, an increase of 80 dogs

By 31 Dec 2016, around 3,000 dogs and their owners had completed their Dog School course. We had established Dogs Trust Dog Schools in 12 locations around the UK

Footfall at our centres increased by 6% on the previous year. We saw an increase in visitor numbers following the broadcast of our TV advertising campaign, 'Special Someone,' in April, August and October

Phase 1 of the rebuilding work at Evesham was completed in August, and with the help of our supporters, phase 2 is set to be completed in 2017

The rebuilding of our Newbury centre began in summer 2016, with completion expected by the end of 2017

In 2013, an estimated 58% of dogs in the UK were microchipped. By September 2016 this was 94% – according to the Department for Environment, Food and Rural Affairs (Defra)

In 2015 – 2016 an estimated 33% fewer dogs were destroyed by local authorities in the UK. In Ireland 37% fewer dogs were put to sleep than in the previous year

Ongoing. Our Scottish campaigns team microchipped over 17,000 dogs in 2016, and will commence a neutering campaign in the second half of 2017

A TV series about Dogs Trust Dublin, 'Dog Tales with Andrea Hayes,' was broadcast in Ireland in August and September. The number of dogs our staff rehomed since the broadcast in September increased by 46% (compared to Sept 2015), and the number of visitors went up by 42%

Ongoing. We continue to work with Defra, despite considerable setbacks. See page 23 for further information



We opened eight new charity shops in the UK, and continue to look for suitable new sites through the coming year

Our 'Give Socks Not Dogs' publicity campaign at Christmas achieved an audience of over 5 million people. We continue to work with the government and other agencies to reduce puppy smuggling

290,398 children attended a Dogs Trust school workshop, focussed either on 'Being Dog Smart' or 'Building Confidence Around Dogs'

In 2016, working with Mission Rabies, we vaccinated 98,642 dogs in India and 90,079 dogs in Malawi

In 2016, in Sarajevo province we neutered 10,545 dogs and trained 60 vets in surgical neutering skills. We spoke with 32,747 school children about dog care and responsibilities

 Ongoing  Achieved

REHOMING

OUTSTANDING CARE

With 15,343 dogs coming through our hands, our rehoming centres are always full. Each centre has its own unique personality, but they share this in common: from breakfast time through to lights out and every minute in between, each dog receives the very best in care.

When a dog first arrives in our care our staff are focussed on getting him whatever he needs to get him back on his paws and into the right home for his unique personality. Each dog is checked by a vet, neutered, microchipped and given any veterinary care or behavioural help they need before being rehomed. We make every effort to ensure that we find the right person for each dog, no matter how long it may take. Doing anything less would simply not be the Dogs Trust way.

Our rehoming centre staff are greatly helped by a squad of devoted volunteers who lend a hand with everything from welcoming visitors at reception, to helping potential new owners fill out their questionnaire, to fostering a nervous dog at home, to walking the dogs and providing extra hugs to hyperactive pups and anxious seniors.

Experience tells us that when staff and volunteers work together, our dogs stand the best possible chance of finding their forever homes.





Brian, our animal ambulance driver, gently helps Priscilla, a nervous stray, from the ambulance and into our Basildon rehoming centre, ready to begin her new life.

REHOMING

OUR DOGS: 2016 IN NUMBERS

Our national contact centre, based in Manchester, is often the first port of call for members of the public wishing to relinquish or rehome a dog.

Sadly we do not have capacity to take in every dog, as we only have approximately 1,800 kennel spaces in total. If one of our rehoming centres does not have a space for a rehomeable dog, we then ask the owner to join a waiting list until a space becomes available. All of our 'preventative activities' are firmly focussed on reducing the number of dogs which need to come into rehoming centres, whatever the reason. It's also one of the reasons we created Dogs Trust Dog School.

IN 2016 CONTACT CENTRE STAFF TOOK:

345,000

calls in total



65,000

calls from people wishing to rehome a dog



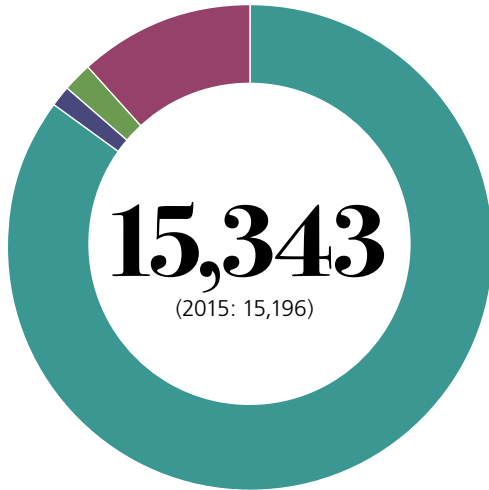
33,000

calls from people wishing to hand over their dog for rehoming

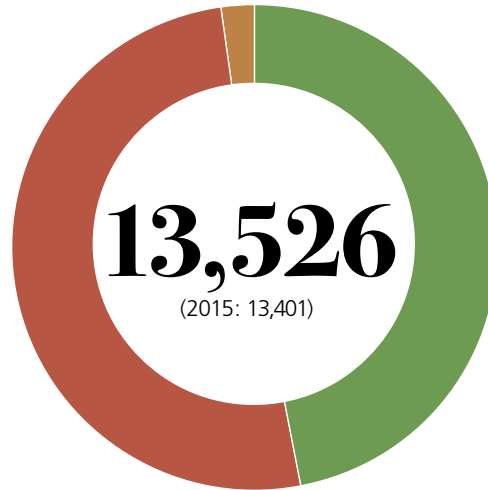


Our contact centre in Manchester.

DOGS CARED FOR IN 2016
This is what happened to them



WHERE DO OUR DOGS COME FROM?
We took in 13,526 dogs in 2016



DOGS REHOMED

13,067
(2015: 12,987)



HANDOVERS FROM THEIR OWNERS (51%)

6,913
(2015: 6,833)

DOGS REUNITED WITH THEIR OWNERS

226
(2015: 204)



STRAYS PASSED TO US BY LOCAL AUTHORITIES/OTHER CHARITIES (47%)

6,284
(2015: 6,276)

DOGS DIED OR PUT TO SLEEP*

270
(2015: 188)



BORN AT THE CENTRE (2%)

329
(2015: 292)

DOGS IN OUR KENNELS ON 31 DECEMBER 2016

1,780
(2015: 1,817)

* We never put a healthy dog to sleep.



DOGS TRUST DOG SCHOOL

In 2016 we saw our new Dogs School really take off, bringing fun and affordable dog training classes to 12 locations around the UK. By the end of the year, our Dog School trainers had helped 3,000 dogs and their owners to build up a strong bond and learn essential life skills!

The long term goal of Dogs Trust Dog School is to reduce the number of dogs in the UK being given up for rehoming, or even abandoned, because their owners are unable to cope with their behaviour. Our aim is that in 20 years' time not one dog will be relinquished for rehoming due to behavioural reasons. It's an ambitious, yet achievable, goal.

We believe that fun, safe and humane dog training should be easily available to all owners, whatever their budget. Dogs Trust Dog Schools will reach even more dogs and their people in 2017.

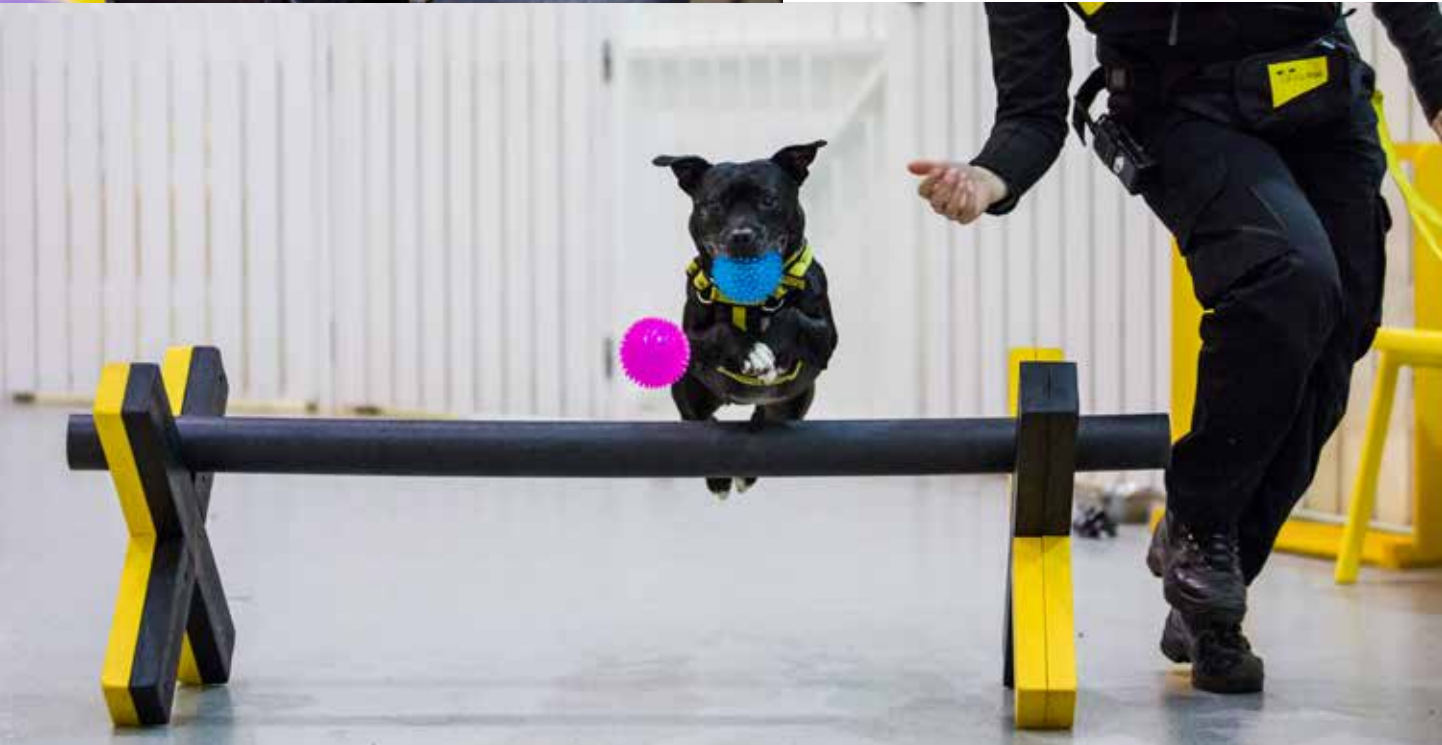




BEHAVIOURAL WORK AT THE REHOMING CENTRES

We make every effort to ensure that each dog in our care stands the very best chance of finding a new owner, no matter how long this may take. To this end, we have training and behaviour advisors at all of our rehoming centres who are there to help any dogs which need extra reassurance in their new surroundings, a little help with their manners, or some fun and games to keep their minds as fit as their bodies.

Within our Evesham and Loughborough centres we have specialist behaviour units (known as Special Training and Rehabilitation centres) where dogs can get some time away from the main kennels and take part in individually tailored behaviour modification programmes. At our Loughborough and Salisbury centres we house sanctuaries, which cater for those dogs which enjoy canine company but are unlikely to settle in a home. All of these innovations stem from our non-destruction policy.





Canine physio and hydrotherapist Vicky helps Pedro get used to the water at our Basildon centre.

REHOMING

VETERINARY WORK

Each dog arriving at one of our rehoming centres will be examined by a vet, and we aim to neuter every dog leaving our centres (unless they are too young for the operation, in which case we require their new owner brings them back for the procedure when old enough). Each dog is also flea and tick treated, wormed and fully vaccinated on entering our care, and microchipped on leaving for their new home.

Dogs needing surgery will be treated either at the centre by an independent vet – 14 of our 21 centres have their own surgical suites – or taken to their local servicing vet with whom we have an arrangement. Post-operative recovery for routine procedures takes place at our rehoming centres under the care of our vet nurses.

We also have hydrotherapy facilities at our Loughborough and Basildon centres, which help our dogs with post-operative recovery, weight loss programmes, arthritis and environmental enrichment.

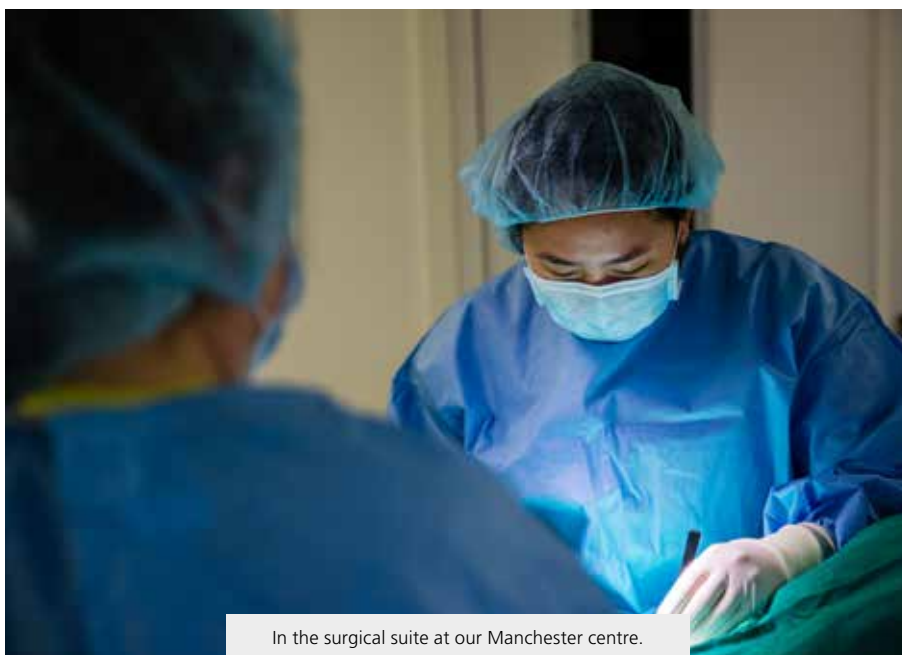
We currently care for over 7,000 dogs through our Shared Adoption Scheme, whereby Dogs Trust pays for all veterinary treatment for a pre-existing medical condition once the dog has

gone on to their new home. In this way, we can ensure a happy future for so many dogs which could well have been rejected by potential owners because they fear impending large veterinary bills.

The Canine Welfare Grants Committee (CWGC) awards grants to research projects which will improve canine health, welfare and behaviour in the future. We currently fund 27 individual research projects of varying timescales, and last year awarded £419,000 for six new projects. All of the research is conducted to high ethical standards and does not involve any procedures which could cause pain or discomfort to the dogs.

Last year, thanks to CWGC funding, Dr Eleanor Raffan of the University of Cambridge's Veterinary School, discovered that some Labrador Retrievers carry a gene responsible for causing obesity, and is continuing research into this problem. We began funding the unique Generation Pup Project, a five year study, conducted by Dr Rachel Casey, into the physical and behavioural development of 5,000 dogs from newborn puppy to the end of life.

Our Emergency Fund is available for dog owners with veterinary emergencies, and last year we gave financial assistance to 290 dog owners in dire need.



In the surgical suite at our Manchester centre.



Sammy enjoying the water feature at Evesham.



Our Newbury centre being rebuilt.



Our Basildon training hall, inspiration for the training barn at Snetterton.



Our Evesham centre's new interior.

REHOMING

BUILDING A BRIGHTER FUTURE

Ensuring our dogs receive the very best of care while they are with us includes having the best facilities in which to house them.

In 2016 our property team undertook the complete rebuilding of our Evesham rehoming centre, one of our oldest centres, which we first bought in 1967. The rehoming kennels needed some serious modernisation, and phase 1 of the project was completed in July.

Phase 1 refurbishment includes underfloor heating and glazed fronts in all kennels, two specialist buildings for dogs needing behavioural help, water features in some of the outdoor playgrounds, plus photo-voltaic panels and a biomass boiler, allowing the centre to run using renewable energy.

Plans for phase 2 include the addition of a surgical suite, purpose-built kennels for our sponsor dogs and a puppy-whelping area. It will include a kennel block specifically for newly arrived dogs, which will not only help the dogs settle into their new environment in a quieter zone set apart from the public, but will also help prevent the spread of any infectious diseases from resident to resident. With help from our supporters, we aim to complete construction by spring 2017.

Our Newbury rehoming centre is also undergoing extensive refurbishment in order to bring it up to the high standards of our other centres. Newbury is another of our 'vintage' centres, having been purchased in 1974. Construction work began in July 2016, with the rural aesthetic of the centre being retained, while the kennelling facilities will be modernised and enlarged.

Our smaller scale projects include the completion of a new training and behaviour unit at our Leeds centre, and the creation of a training hall at our Snetterton centre, which will allow our dogs to get their daily exercise whatever the weather.



Dogs Trust Manchester Rehoming Centre.

PREVENTATIVE WORK

STRAY DOG SURVEY



Each year we undertake a nationwide survey of stray dogs so we can better understand the extent of the problem and then plan humane solutions. Last year, we found there were 81,050 stray dogs collected by local authorities, which represents a decrease of 21% on the previous year – a great achievement.

The number of dogs that were reluctantly put to sleep by local authorities in the UK had decreased by 32%, from 5,142 in 2015 to 3,463 in 2016. Although still way too high, we were pleased to see this significant reduction, which is due in no small part to our efforts over the years. When we began our free neutering and chipping in 1997, UK local authorities had 21,840 dogs put to sleep. Many of these were destroyed for behavioural reasons; hence our creation of Dogs Trust Dog School.

81,050

stray dogs collected by local authorities in the UK (1 April 2015 – 31 March 2016)

9,000

stray dogs subsequently reunited with their owners because they had a microchip with up to date address details

3,400

stray dogs reluctantly put to sleep by local authorities

PREVENTATIVE WORK

MICROCHIPPING AND NEUTERING

Our campaigns team saw an exceptionally busy 2016, with the introduction of compulsory microchipping for all dogs in the UK becoming law on 6 April. We focussed our efforts on helping owners to have their dogs chipped for free in advance of the new law, and latterly on helping people to understand the welfare benefits of keeping their address details up to date on the national chip database.

Furthermore, we enabled 33,457 dogs to have a free or subsidised neutering operation, and gave free vet checks to over 107,000 dogs coming along to our free 'Responsible Dog Ownership' community events at housing associations and parks. We believe that neutering, microchipping and education are the most effective methods of humanely reducing the stray dog population.

1,090,203

dogs microchipped by Dogs Trust from 1999 to 31 December 2016

107,826

dogs microchipped by Dogs Trust teams in 2016

33,457

dogs given a free or subsidised neutering operation through a Dogs Trust voucher in 2016



Chichi getting his free health check and a microchip from our vet nurse at our community event with the Adactus Housing Association in Manchester.



PREVENTATIVE WORK

EDUCATION

In order to safeguard the welfare of dogs in the years to come, we need to shape young people's attitudes towards dogs today. Our education and community officers deliver engaging, fun workshops in both primary and secondary schools, and alternative learning provisions, throughout the year. The workshops are tailored to the age of the children, and focus on keeping safe around dogs, a dog's needs and an owner's responsibilities.

We also offer one-to-one sessions based on 'Building Confidence Around Dogs' for those

youngsters who are very afraid of them, with our trainers having seen some excellent results so far.

At young offenders' institutions, secure children's homes and prisons we offer the 'Taking the Lead' programme, an eight week course aimed at helping young people who may view dogs as weapons to understand their physical and mental needs far better. Using our responsible dog ownership messages we aim to encourage participants to have respect for all living beings. Youth Offending Teams around the country have given a very warm response to our programme, with more coming on board throughout the year.



290,398

children took part in a Dogs Trust workshop in 2016

8,409

workshops were given by our education and community officers

2,677

'Be Dog Smart' family workshops helped children and their parents

438

young offenders participated in the 'Taking the Lead' dog training programme

24

children have had one-to-one help with our education and community officers about 'Building Confidence Around Dogs'



PREVENTATIVE WORK

OUTREACH PROJECTS

THE FREEDOM PROJECT

2016 saw us extend the Freedom Project into Essex, in addition to London, Hertfordshire and Yorkshire. The project is a unique pet fostering service, which helps dog owners to escape domestic abuse by providing a safe 'at-home' volunteer foster carer to look after their dog while they flee to a refuge or safe temporary accommodation (many of which are unable to accept dogs).

Dogs Trust covers the cost of the dog's food and veterinary expenses, and provides regular updates to the owner on their dog's wellbeing. In some cases the client is unable to take back their dog, in which case we find their dog a new owner via one of our rehoming centres. In 2016, 12% of the dogs fostered were rehomed in this way.



The Freedom Project relies on kind-hearted volunteers to provide dogs with at-home care.

443

pet referrals were received by our staff, 9% more than last year

104

dogs fostered in 2016 (plus 45 cats, via Cats Protection)

98

pets were successfully reunited with their owners

79

people were helped to escape from domestic violence

223,439

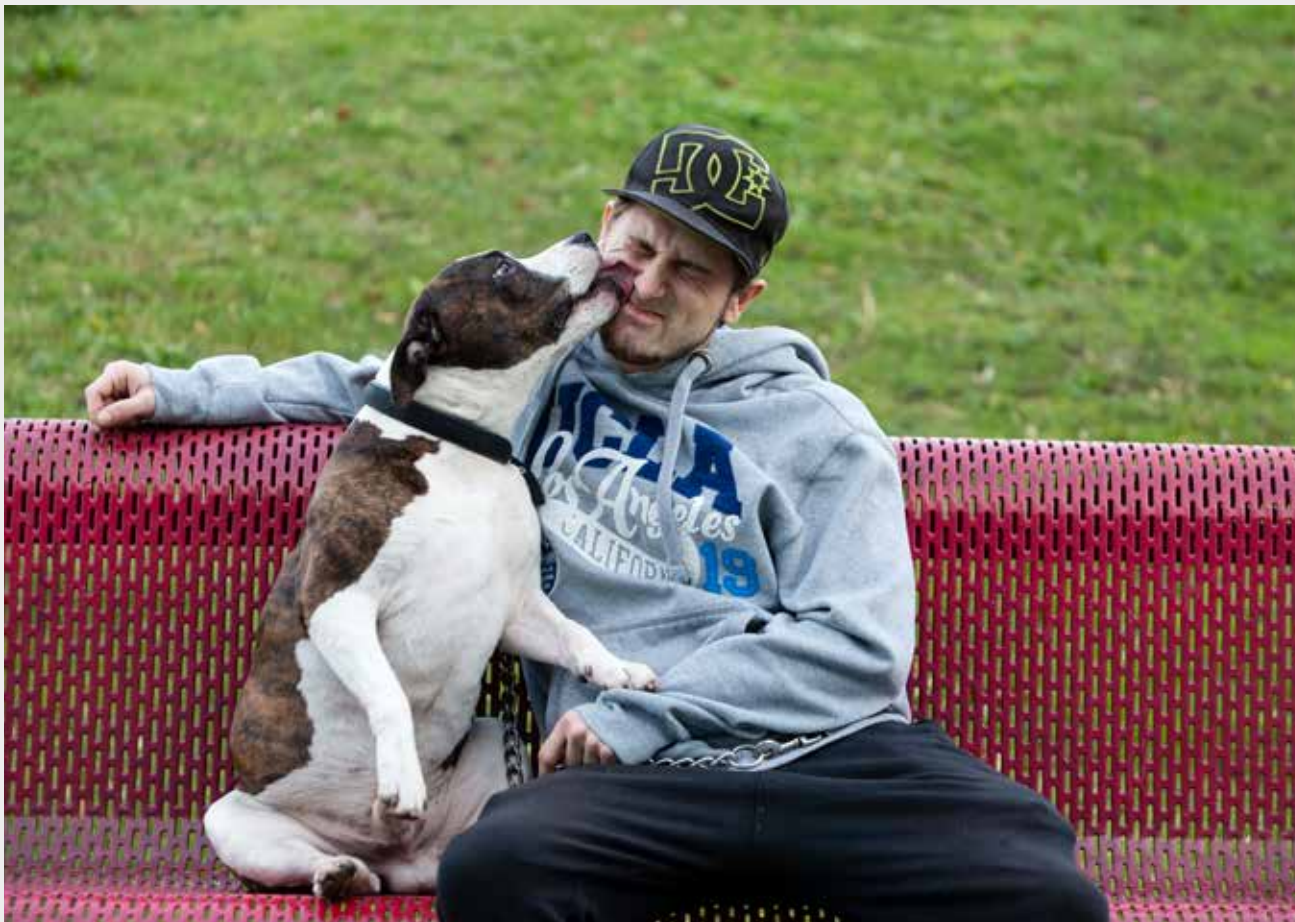
visits to the Lets with Pets website, a 21% increase on the previous year

1,361

advice booklets for tenants, landlords and lettings agencies sent out on request

LETS WITH PETS

Last year we published and promoted our Good Practice Guidelines for letting agencies and landlords, focussing on practical advice for accepting pets into rental accommodation. With many landlords not allowing dogs into their properties, our rehoming centres noted a growing trend for dogs being handed over by heartbroken owners who had to move from owned into rented property.



Billy, one of our Hope Project clients, with his beloved dog Tyson, at the St Mungo's Hostel in south London.



THE HOPE PROJECT

Now in its 22nd year, the Hope Project provides free veterinary care for dogs whose owners are homeless or in housing crisis. The project operates in close partnership with homelessness organisations and shelters (289), and is only possible thanks to the kind support of veterinary practices (135) around the country.

1,900

veterinary treatments funded for dogs belonging to homeless owners (or those in housing crisis) – 5% more than last year

1,200

dogs received a Christmas parcel containing toys, treats, a collar, a lead and a winter coat

560

dogs, whose owners were homeless or in housing crisis, received veterinary support



Tyson getting stuck into his Christmas gift parcel, kindly donated by our supporters via the Hope Project.

INTERNATIONAL

DOGS TRUST WORLDWIDE

Dogs Trust Worldwide is now a separate 'sister' charity to Dogs Trust. This new initiative will raise funds solely for our international work, helping to spread our reach and expertise outside the UK. In 2016, the charity worked with local partners in 29 different countries. We aim to improve the lives of dogs around the world by focussing on six priorities: humane population control; rabies eradication; better dog welfare; cessation of eating dog meat; improving rehoming; and education. Each overseas programme is closely monitored by our international team to ensure maximum efficacy and best practice.

DOGS TRUST BOSNIA AND HERZEGOVINA

Since October 2012, we have operated a mass neutering programme for owned and stray dogs in Sarajevo canton, with the aim of drastically reducing the stray population and improving dog welfare in the long term. In 2016 we worked closely with the national government and veterinary faculty to implement a proposed national dog registration database, which will be crucial in curbing the stray dog population in future. It is our belief that many street dogs are abandoned because of behavioural problems. So as part of our long-term plan, we introduced dog training classes by establishing a Dog School in Sarajevo.

POPULATION CONTROL PROGRAMMES

Working together with local animal welfare groups we now run dog neutering schemes in Thailand (with Soi Dogs Foundation), Mexico, Romania, India, Borneo, Palestine, Canada, Greece and Sri Lanka, as well as the long term scheme in Bosnia. We also laid the groundwork for capture/neuter/release schemes in Zimbabwe and Russia, which are due to start soon. In 2016 we spent £902,100 on neutering programmes overseas.

GLOBAL ASSISTANCE PROGRAMME

Sharing our expertise with partners overseas yields some great results. Last year, nine canine carers and vet nurses from our UK rehoming centres undertook work placements for six weeks at the Save The Dogs shelter in Romania; the Tappancs shelter in Hungary; the ARK shelter in Japan; and on the Mission Rabies vaccination programme in India.

INTERNATIONAL COMPANION ANIMAL WELFARE CONFERENCE (ICAWC)

Our annual International Companion Animal Welfare Conference, held in Dubrovnik, brought together animal welfare practitioners from 31 different countries. The conference is all about exchanging ideas and sharing best practice, as well as the ups and downs of running animal welfare schemes all over the world. The next ICAWC is scheduled to take place in Cyprus in October 2017.

MISSION RABIES

The rabies eradication programme, Mission Rabies, continues rolling through the Goa and Jharkhand states of India, and in Malawi too. In 2016, the Mission Rabies team vaccinated 98,642 dogs against rabies in India, and a further 90,079 in Malawi. Their education officers gave guidance on dog bite prevention and getting along with dogs to 135,582 children in India and around 307,095 children in Malawi.

INTERNATIONAL TRAINING CENTRES, THAILAND AND INDIA

Working together with Worldwide Veterinary Services, we are committed to supporting the International Training Centre (ITC) in Chiang Mai, Thailand, for three years. In 2016 we helped train 89 vets in animal birth control procedures. The team also held an outreach clinic in Pai, near the border of Myanmar, an area which has no vets at all. Due to local demand, there are plans to run the clinic in Pai more regularly in 2017.

Staff at the ITC in Ooty, India, trained 305 vets in neutering, anaesthesia and analgesia. The team neutered and vaccinated 4,791 dogs and in September celebrated the neutering of their 17,000th dog since the project began. From January 2017, we began funding an additional ITC in Goa.

DOG MEAT FOR HUMAN CONSUMPTION

2016 saw us embark on a project, together with the charity Animals Asia, to prove to the Vietnamese government that rabies is present in Hanoi slaughterhouses. As dog meat eating is not illegal in Vietnam, we must use protection of public health as one of the main tactics in effecting change.

IMPROVING REHOMING

We provided financial and technical assistance to improve existing shelter facilities in Mexico, Thailand, Hungary and Borneo last year.



A stray dog carrying our ear tag to show she has been neutered, Sarajevo.

DOGS TRUST BOSNIA AND HERZEGOVINA

10,545

dogs neutered in 2016
(27,598 since 2012)

18,521

dogs vaccinated in 2016
(35,574 since 2012)

32,747

children took part in an education workshop
(Sept 2015 – Sept 2016) (92,903 since 2012)

60

veterinary professionals trained in neutering
and anaesthesia in 2016
(193 since 2012)





One of the 330 smuggled puppies we helped last year, during his time in quarantine kennels. He was later rehomed via our Canterbury rehoming centre.
Photography by Clive Tagg

PUBLICITY AND INFORMATION

PUBLICITY AND INFORMATION

Dogs deserve a voice. Through the work of our public affairs, veterinary and campaigns teams we ensure that national and international law-makers and enforcers are kept informed of all the issues affecting dog welfare – and how they can help improve matters.

PUPPY SMUGGLING

In 2016 we continued to work with Defra, the Animal & Plant Health Agency (APHA) and Trading Standards to help puppies which had been illegally brought into the country for sale by unscrupulous importers. Last year we helped 330 puppies which had been seized at our borders, supporting them through their time in quarantine, ensuring they received any veterinary treatment required and providing the important socialisation and habituation they needed before finding them new owners via our rehoming centres.

We are urging Defra to make the wait period following rabies vaccination to be more in line with the incubation of the disease. This would increase the age at which puppies can be brought into the UK under the Pet Travel Scheme from 15 weeks to around six months. Many of the puppies currently coming into the UK illegally have falsified passports and vaccination documents, bringing serious welfare concerns to humans and dogs alike.

We are also concerned by the number of puppies coming into the country with flattened faces, such as Pugs, French Bulldogs and English Bulldogs. These breeds are predisposed to (BOAS) – brachycephalic obstructive airway syndrome. BOAS refers to the effects that the shortened head of these breeds has on their ability to breathe properly. These breeds are increasing in popularity yet can have significant health problems, and are among the most common breeds presently being smuggled into the UK.

PET ADVERTISING ADVISORY GROUP

Puppy smuggling is fuelled by the increased demand for puppies, and especially so in the run up to Christmas. The ease with which a person can buy a pet online is a key factor in the illegal puppy trade. As a founder member and the secretariat of the Pet Advertising Advisory

Group, we work with online and print publications to ensure that wherever pets are advertised for sale it is done so in an ethical and legal manner. We have produced a set of minimum standards for websites which advertise pets for sale and encourage websites to comply with these standards, alerting them should an illegal advert appear so it can be removed.

EU DOG & CAT ALLIANCE

Recognising the need for greater cross-European partnerships, especially with regard to the commercial breeding and sale of dogs, transportation and disease control, we founded the EU Dog & Cat Alliance in 2014. At time of going to press, membership had increased to encompass over 71 welfare groups working in 23 (out of 28) EU member states. One of the highlights of the year was the Alliance's reception in the European Parliament, which was used to launch our call for an EU action plan to tackle the illegal trade in dogs and cats in the EU. The keynote speaker was the European Commissioner for Health and Food Safety.

GREYHOUNDS

We remain dissatisfied with the Government's lack of action on improving the welfare of racing Greyhounds. Specifically, Defra has failed to provide appropriate protection for the dogs whilst at the trainers' kennels, where they spend over 90% of their time. We believe that around 3,500 dogs that are retired from racing each year remain unaccounted for, but as the racing industry does not publish any data regarding injury, euthanasia and rehoming numbers, the true scale of the problem is difficult to ascertain. We will continue to apply pressure during 2017.

SPREADING OUR MESSAGES

With so many messages to communicate, not to mention individual dogs to promote to potential new owners, it's essential we speak to as many people as possible. In 2016 we gained a total of 7,154 individual articles in print and broadcast media, with our annual stray dog survey results reaching around 25 million people, and our 'Give Socks Not Dogs this Christmas' messaging reaching around 5 million people. Social media plays a major role in our publicity plans; by the end of 2016 we had over 1.5 million followers on our social media channels.

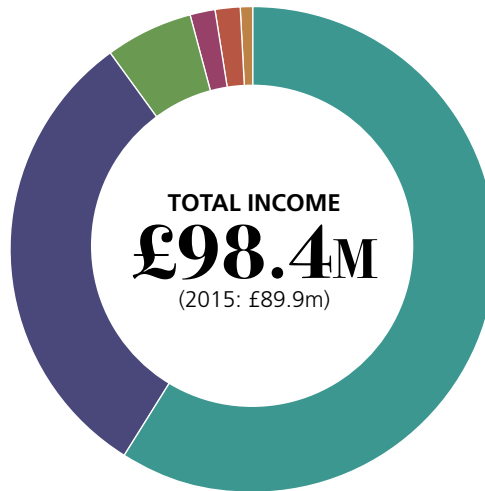
FINANCIAL REVIEW

We are delighted to report an increase in income of £8.5m to £98.4m in 2016 (2014: £89.9m). This includes a total of £89.2 million from voluntary income.

Our charitable expenditure has increased by 3% to £61.0m (2015: £59.2m), as we continue to invest in our rehoming activity (£46.1m in 2016 compared to £42.2m in 2015).

WHERE OUR INCOME CAME FROM

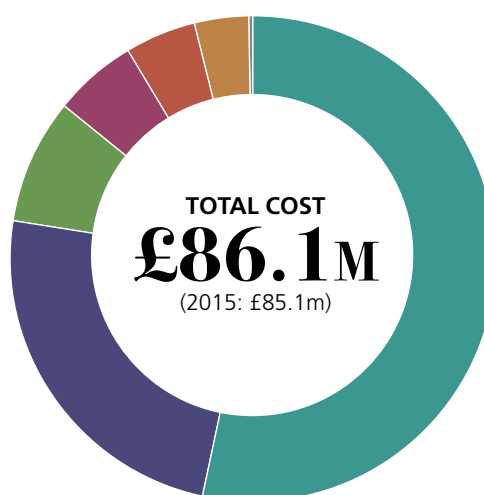
We receive no government grant funding. It would not be possible to carry out the work we do without the generosity of our supporters. In order to continue our mission, we work hard to increase and diversify our sources of funding.



<p>DONATIONS</p> <p>£58.2M</p> <p>This includes one-off donations as well as regular giving.</p>	<p>LEGACIES</p> <p>£30.4M</p>
<p>TRADING INCOME</p> <p>£5.7M</p> <p>This includes £2.4 million generated by our Charity shops as well as £1.2m from our catalogue sales and £1.0 from our raffles.</p>	<p>INVESTMENT INCOME</p> <p>£1.8M</p>
<p>ADOPTION FEES</p> <p>£1.7M</p>	<p>MEMBERSHIP FEES</p> <p>£0.6M</p>

WHERE THE MONEY IS SPENT

Our total expenditure for the year was £86.1m. These costs are split between our charitable activities and expenditure to enable us to generate income.



REHOMING CENTRES

£46.1M

This includes staff, premises maintenance, veterinary costs, vehicle costs.

GENERATING VOLUNTARY INCOME

£20.7M

We continue to invest in several areas in order to fund our work. Despite an 8% increase in voluntary income, the cost of generating this income has reduced by 8% when compared with 2015.

PREVENTATIVE WORK

£7.1M

This includes education, microchipping, neutering, community work, outreach work.

INTERNATIONAL WORK

£4.8M

This includes our long term project in Bosnia, as well as grants to support selected overseas projects.

TRADING

£4.2M

Includes the cost of running our charity shop network (£2.2m).

PUBLICITY AND INFORMATION

£3.0M

This includes promoting the Charity's key messages of raising public awareness about rehoming a rescue dog, and advising government on all dog related issues.

OTHER COSTS

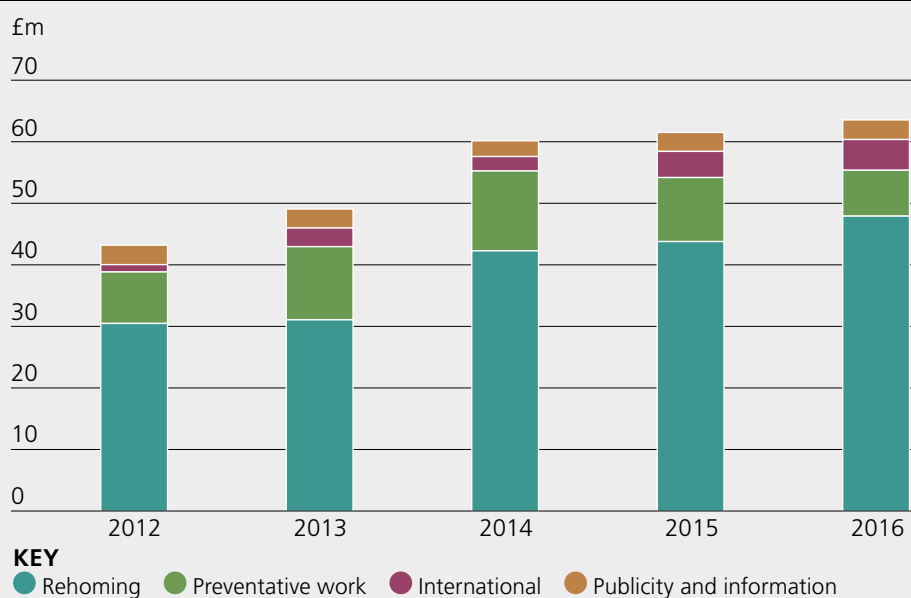
£0.2M

This is made up of the costs of managing our investments.

FINANCIAL REVIEW CONTINUED

TOTAL SPEND ON CHARITABLE ACTIVITIES (£61.0M)

The chart below shows how our spending on our charitable activities has increased over the last five years (by 47% since 2012).



FUNDRAISING CONTRIBUTION

	2016	2016	2016	2015
£000s	Voluntary	Trading	Total	Total
Income	89,164	5,723	94,887	86,901
Costs	20,671	4,189	24,860	25,673
Net contribution from fundraising	68,493	1,534	70,027	61,228

Income from fundraising increased by 8% to £88.9m (2015: £82.1m). Our main source of income continues to be regular giving. Legacies grew by 14% in the year to £30.4m compared to £26.7m in 2014.)

CAPITAL EXPENDITURE

Work on refurbishing our Evesham and Newbury centres continued in the year, and is expected to cost a further £5.4 million. We have a total budget of £29.1 million for the redevelopment of existing rehoming centres over the next five years.

FINANCIAL POSITION AT YEAR END

Net assets are now £157 million compared to £141 million in 2015 due to the net income and the exceptional refund of VAT received in 2016 (see note 18 to the Accounts). See the reserves policy below for details of how we plan to use these funds.

PERFORMANCE OF SUBSIDIARIES

Both Dogs Trust Limited in Ireland and Dogs Trust Promotions Limited had successful years; Dogs Trust Worldwide began operating in 2016; further detail is shown in note 1 to the Accounts.

Dogs Trust Limited in Ireland received a grant of £0.2m (2015: £2.8m) from the Charity in support of its ongoing work.

RESERVES POLICY

The Charity's reserves policy is to maintain the following funds:

– Rehoming Centre Development Fund

This is set aside for future capital expenditure on the Charity's operations as approved by Council for the next five years.

This stood at £56.5 million at 31st December 2016, inclusive of the capital commitments noted above and in note 14 of the Accounts.

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

– Funds 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 31st December 2016 their net book value stood at £54.1 million.

– Free reserves – Rehoming Centre base fund

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 provide funds ("the free reserves") to cover up to a maximum of the next two years' planned Rehoming Centre running costs. As at 31st December 2016 the Charity set aside £40.3 million representing the next 12 months planned running costs of rehoming centres.

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 commissioners. 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 is 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.

PUBLIC BENEFIT

Dogs are an integral part of society, providing humans with so much; companionship, better health, protection while working in armed forces, physical and emotional support when working as assistance dogs, to name just a few. Dogs Trust plays a vital role in ensuring that the relationship between people and dogs is as harmonious as possible; looking after their welfare while ensuring that dog owners act responsibly and cause no problems to those around them. While we are there for dogs, there are many areas where our work benefits people too. Dogs Trust:

Helps children and teenagers to manage their fear of dogs, through our education workshops and family sessions.

Helps people to be responsible dog owners by contributing to the costs of microchipping and neutering operations. All dogs rehomed from our centres are neutered, microchipped, vaccinated and treated for fleas and worms before going to their new homes.

Helps people who wish to buy a puppy to understand the potential pitfalls of buying a dog on line, through our 'Give Socks not Dogs;' and anti-puppy smuggling campaigns. This helps people avoid the heartbreak of buying an unhealthy puppy which subsequently dies or has to be put to sleep.

Gives dog owners peace of mind when they carry our Canine Care Card, whereby Dogs Trust promises to look after a dog in the event of their owner's death.

Helps new dog owners to feel confident in understanding their new dog, through the work of Dogs Trust Dog School, and through the work of the training and behaviour advisers at the rehoming centres. Anyone rehoming a dog from Dogs Trust is entitled to free behavioural advice after the dog has left our care.

Helps dog owners who need to escape from domestic abuse by providing temporary at-home foster care for their dog, while they move to safe accommodation, through our Freedom Project.

Enables people to experience the joys of dog ownership on a temporary basis, by becoming a foster carer on our Home From Home scheme.

Assists dog owners who are seeking rented accommodation with their pets, through our Lets with Pets advisory scheme.

Helps homeless dog owners to receive free veterinary care for their dogs, through our Hope Project.

Helps young offenders to understand the needs of a dog, and helps them learn personal responsibility skills, through our Taking the Lead programme in prisons and young offender institutes.

Assists local authorities in keeping their public spaces clean, through our The Big Scoop anti-fouling campaign, and the distribution of thousands of free poop scoop bags.

GOVERNANCE

Dogs Trust is an unincorporated charitable association governed by a constitution embodying its rules and principles. The Charity has deemed control of all entities other than Dogs Trust Trustee Limited. Further detail on the performance of the charity's three subsidiaries is shown in note 1 to the accounts.

The Charity also has three other dormant subsidiaries (Dogs Trust Limited UK, NCDL Limited and Sponsor a Dog Limited).

Dogs Trust is also registered with the Office of the Scottish Charity Regulator (SC037843). We operate rehoming centres in Glasgow and West Calder, a central rehoming 'hub' in south west Scotland, run youth education programmes throughout Scotland and receive income from Scottish supporters.

These consolidated accounts incorporate the entities shown below.



TRUSTEE AND COUNCIL MEMBERS

The Corporate Trustee, Dogs Trust Trustee Limited, acts as the sole trustee.

Dogs Trust Trustee Limited has a board of 17 unpaid directors who are either elected by the Council or nominated to the board. All directors are also Council members.

The Council meets four times a year and acts as agent of the Charity in the management of its affairs and has powers to delegate management to officers of the Charity. 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.

The Finance and General Purposes Committee, which meets twice a year, and the Canine Welfare Grants Committee, which meets twice a year, have terms of reference which are provided by the Council.



MANAGEMENT

DIRECTORS OF DOGS TRUST TRUSTEE LIMITED

Mr G Robertson 🐾 (elected chairman on 16 June 2016)

Mr E Chandler BVetMB MRCVS 🐾 (vice president)

Mrs B Woodall (vice president)

Miss R McIlrath BA MVB MRCVS 🐾 (vice president)

Mr P Daubeny 🐾🐾 (vice chairman)

Mr S Langton FCA 🐾

(honorary treasurer and chairman of the FGPC)

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 🐾

Mrs V Carbone

Mr R Colvill 🐾

Ms E Gill (retired on 16 June 2016)

Mrs S Murphy BVM&S MSc DECVIM-CA MRCVS

Mr T Pearey 🐾

Mr M Radford LLB OBE

Mr I Rose 🐾

Mrs N Canavan

🐾 member of the Finance and General Purposes Committee (FGPC)

🐾 member of the Canine Welfare Grants Committee (CWGC)

Mr K Butt, Mr R Colvill, Mr T Pearey and Mr I Rose are due to retire by rotation and are eligible to stand for re-election at the Annual General Meeting to be held on 15 June 2017.

Mrs N Canavan was co-opted on 16 December 2016 and is eligible to stand for election at the Annual General Meeting to be held on 15 June 2017.

Day to day management of the Charity is delegated to the Executive team, as defined on page 31.

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;
- 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 current 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.

POLICIES

RISK MANAGEMENT

The Corporate Trustee is responsible for ensuring there are adequate 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 was updated in 2016 and 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 Executive team.
- Key risks are reviewed and assessed by Directors, with regular feedback to the Executive team.
- Annual review of the risk register, and the accompanying statements, by Council.

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

RISK	MANAGEMENT
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.
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. Regular financial planning, annual budget and 5 year business plan.
Events that could impact upon our reputation	Senior (Trustee and Council) engagement in monitoring, with professional advice on significant issues. Thorough recruitment & training procedures to ensure staff are equipped.
Data security	Policies in place to ensure compliance with best practice. External, professional advice and audits are sought as required. Training procedures to ensure staff are equipped.
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.
Service continuity	A thorough update to our Business continuity planning was conducted in 2015.

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

REMUNERATION POLICY

Governance of pay at Dogs Trust

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

The F&GP oversees administration of Dogs Trust's pay policy, evaluates executive performance and decides on any changes to executive pay. The committee meets twice a year. The committee may take external advice as well as recommendations from the Chief Executive, the deputy Chief Executive and the Head of HR.

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 strategy is to ensure that Dogs Trust can attract and retain the right people with the right skills to deliver its work. The strategy also ensures that the Chief Executive, Executive 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 complementary 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 Executive Team and the Chief Executive.
- All national pay standards are met, including the Living Wage, introduced in 2015.

EXECUTIVE PAY IN 2016

The total remuneration of the executive team in 2016 (as defined on below) was: £779,000 (the comparable team in 2015 received £866,000). This includes salary and benefits in kind. The team also received pension contributions totalling £121,000 (2015: £133,000).

The Executive team consists of:

NAME	ROLE
Adrian Burder	Chief Executive
Jim Monteith	Director of Finance (and deputy Chief Executive)
Nick Daniel	Director of Marketing
Mark Beazley	Executive Director of Dogs Trust Ireland (resigned 20 September 2016)
Suzie Carley	(from 1 December 2016)
Paula Boyden	Veterinary Director
Giles Webber	Director of Operations
Matthew Taylor	Director of Property
Charlotte Speedy	Director of Communications (resigned 20 August 2016)

GRANT EXPENDITURE POLICY

We award grants to 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 2016 we spent £2.4m (2015: £2.1m) in grants to partner organisations in relation to our International work, and £2.3m (2015: £1.5m) in relation to our Veterinary work. Further detail is shown at note 6 to the Accounts.

POLICIES CONTINUED

HOW WE ENSURE WE FUNDRAISE RESPONSIBLY

Dogs Trust receives no government grant funding and is reliant on voluntary support. In order to provide the funds required to do our work, we fundraise in a number of different ways:

- We actively recruit supporters and try to develop long-term relationships with them to support our work
- We raise funds through a network of charity shops, which sell mainly donated goods
- We sell goods and services that may be purchased at our Rehoming Centres through our website and catalogue
- We promote a raffle to supporters
- We raise money through local community fundraising
- We ask our supporters and potential supporters to consider including a gift to the charity in their will
- We raise money from other sources such as charitable trusts, foundations and companies

In 2016, we worked with fundraising agencies to recruit new regular supporters for the charity at 'private site' venues, such as county shows, and via the telephone. Asking people to sign up to regular giving is hugely important as it creates a long-term relationship where the supporter can see over time the very real difference that their gifts are making and we can count on the income for a long period.

We also work with agencies who recruited donors to support the charity through their payroll, the give as you earn scheme.

As members of the Fundraising Regulator we, and the agencies we work with, follow the Code of Fundraising Practice, which can be found at www.fundraisingregulator.org.uk/code-of-fundraising-practice. The face-to-face fundraising agencies also abide by the Institute of Fundraising's code of conduct for face-to-face fundraising, which can be viewed at www.institute-of-fundraising.org.uk/code-of-fundraising-practice/guidance/face-to-face-fundraising-guidance.

We have several controls in place to try to ensure that the trust and confidence of the public and potential supporters are maintained:

- We have contracts with all the agencies we work with, which set out expectations clearly
- 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
- 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 re-training can be targeted appropriately and improvements to our services made. In 2016, we received a total of 108 complaints about our fundraising, this represents 1 complaint for every 100,000 supporter dealings but we are always striving to reduce these numbers further. Of the 2016 complaints, one issue was taken to the FRSB, which upheld the complaint, and as a result of this Dogs Trust has amended their processes and systems to resolve any ongoing issue.

As part of our training, all fundraising organisations contracting with the charity include the issue of vulnerable adults' need for protection and the appropriate action that we expect them to take. Our training is based on the 'Treating Donors Fairly' guidance developed by the Institute of Fundraising, which can be viewed at www.institute-of-fundraising.org.uk/library/treatingdonorsfairly.

The Trustee's report signed on behalf of the Trustee by:



Graeme Robertson

Chairman

Date: 20 April 2017

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEE OF DOGS TRUST

We have audited the financial statements of Dogs Trust for the year ended 31 December 2016 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

RESPECTIVE RESPONSIBILITIES OF TRUSTEE AND AUDITOR

As explained more fully in the Trustee's Responsibilities Statement (set out on page 29), the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44 of the Charities and Trustee Investment (Scotland) Act 2005 and under section 144 of the Charities Act 2011 and report in accordance with regulations made under those Acts. 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 Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/apb/scope/private.cfm.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent Charity's affairs as at 31 December 2016 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 Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities (Scotland) Regulations 2006 (as amended).

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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements; or
- proper and sufficient accounting records have not been kept; or
- the parent Charity's financial statements are not in agreement with the accounting records or returns; or
- we have not received all the information and explanations we require for our audit.

BDO LLP, STATUTORY AUDITOR

55 Baker Street,
London W1U 7EU,
United Kingdom
Date: 20 April 2017

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006. BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31st December 2016

	Notes	2016 Total £000's	2015 Total £000's
Income from:			
Donations and legacies	2	89,164	82,148
Other trading activities	3	5,723	4,753
Investments	4	1,804	1,564
Charitable activities			
Adoption fees		1,685	1,412
Other		19	17
Total income		98,395	89,894
Expenditure on:			
Raising funds			
Donations and legacies	6	20,671	22,556
Other trading activities	6	4,189	3,117
Investments	6	173	121
		25,033	25,794
Charitable activities			
Rehoming centres	6	46,125	42,199
Preventative work	6	7,094	10,012
International	6	4,805	4,085
Publicity and information	6	3,023	2,962
		61,047	59,258
Total expenditure	6	86,080	85,052
Net income before gains or losses on investments and exceptional income		12,315	4,842
Net gains/(losses) on investments		2,647	(219)
Exceptional item	18	1,726	6,546
Net income		16,688	11,169
Other recognised gains/(losses)		56	(60)
Net movement in funds		16,744	11,109
Reconciliation of funds			
Funds brought forward 1 January	12	140,634	129,525
Funds carried forward 31 December	12	157,378	140,634

£4,346,000 (2015: £4,393,000) of donations and legacies income related to restricted funds. £3,993,000 (2015: £4,393,000) of rehoming centre expenditure related to restricted funds. See note 12 for a breakdown of restricted funds.

All amounts relate to continuing activities.

The notes on pages 36 to 47 form part of the accounts.

BALANCE SHEETS

as at 31st December 2016

	Notes	Consolidated		Charity	
		2016 £000's	2015 £000's	2016 £000's	2015 £000's
Fixed Assets					
Tangible fixed assets	8	54,112	49,645	48,509	44,443
Investments	9	93,742	85,482	93,742	85,482
		147,854	135,127	142,251	129,925
Current Assets					
Stock		440	292	434	286
Debtors	10	13,457	12,821	19,205	17,627
Cash at bank and in hand		5,904	4,755	5,026	4,473
		19,801	17,868	24,665	22,386
Creditors: amounts falling due within one year	11	(10,277)	(12,361)	(9,846)	(11,909)
Net Current Assets		9,524	5,507	14,819	10,477
Net Assets		157,378	140,634	157,070	140,402
The Funds of the Charity					
Unrestricted funds					
Revaluation reserve	12	5,817	2,945	5,817	2,945
Designated reserves	12	110,657	89,561	110,657	84,359
Free reserves – Rehoming Centre base fund	12	40,310	47,886	40,002	52,856
Total unrestricted funds		156,784	140,392	156,476	140,160
Restricted income funds	12	352	–	352	–
Endowment funds	12	242	242	242	242
Total Charity Funds		157,378	140,634	157,070	140,402

The financial statements were approved by the Council members and authorised for issue on 20th April 2017:



G. Robertson
Chairman of the Council



S. Langton
Honorary Treasurer

The notes on pages 36 to 47 form part of the accounts.

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31st December 2016

	2016		2015	
	£000's	£000's	£000's	£000's
Net cash provided by operating activities		16,905		16,329
Cash flow from investing activities				
Dividends and interest from investments	1,804		1,564	
Purchase of property, plant and equipment	(11,157)		(5,626)	
Proceeds from the sale of property, plant and equipment	19		17	
Purchase of investments	(21,394)		(25,854)	
Proceeds from sale of investments	14,916		12,063	
Net cash used in investing activities		(15,813)		(17,836)
Change in cash and cash equivalents in the reporting period		1,093		(1,507)
Cash and cash equivalents at the beginning of the reporting period		4,755		6,322
Change in cash and cash equivalents due to exchange rate movements		56		(60)
Cash and cash equivalents at the end of the reporting period		5,904		4,755

All amounts relate to continuing activities.

The notes on pages 36 to 47 form part of the financial statements.

RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016		2015	
	£000's	£000's	£000's	£000's
Net income for the reporting period (as per the statement of financial activities)		16,688		11,169
Adjustments for:				
Depreciation charges	7,555		7,084	
(Gains)/losses on investments	(2,647)		219	
Dividends, interest and rents from investments	(1,804)		(1,564)	
Profit on sale of fixed assets	(19)		(17)	
Increase in stocks	(148)		(44)	
Increase in debtors	(636)		(253)	
Decrease in creditors	(2,084)		(265)	
Net cash flow from operating activities		16,905		16,329

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2016	2015
	£000's	£000's
Cash in hand	5,904	4,755
Total cash and cash equivalents	5,904	4,755

ACCOUNTING POLICIES

ACCOUNTING BASIS

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice (SORP) FRS102 – 'Accounting and Reporting by Charities' published in 2015, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Act 2011 and applicable accounting standards.

There are no material uncertainties about the Charity's ability to continue as a going concern.

GROUP FINANCIAL STATEMENTS

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiaries, Dogs Trust Promotions Limited, Dogs Trust Limited and Dogs Trust Worldwide. The results of the subsidiaries are consolidated on a line by line basis. The charity's gross income was £93 million (2015: £86 million) and net income was £16.5 million (2015: £11.1 million).

Dogs Trust Limited is treated as a subsidiary company because all its members are Trustees or senior managers of Dogs Trust and therefore the Charity retains a dominant influence.

Dogs Trust Worldwide is treated as a subsidiary company because three of its directors are appointed by Dogs Trust and therefore the charity retains a dominant influence.

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.

Voluntary income

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 by the year end. For residuary legacy interests, we have received the confirmation of sufficient assets in the estate by the date of signing the accounts and there are no known outstanding disputes. For all other types of legacy interest, we have a reasonable estimate of the amount due.
- 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.
- 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 historic trends as a basis for measurement. This does not apply to larger legacies which are measured on a case by case basis.

Donations are accounted for when received. No amounts are included in the financial statements for services donated by volunteers. Gift Aid receivable is included in income when 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 shops, branches and online, is accounted for when the sale takes place. Where applicable, income is recognised net of VAT. 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 accounts purposes. Income from raffles is recognised when the draw takes place.

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. 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.

GRANTS

Grants payable are accounted for as expenditure in the year in which an irreversible binding commitment to make payment is entered into.

IRRECOVERABLE VAT

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

FIXED ASSETS

Tangible fixed assets are stated at cost, net of depreciation. The Charity adopted the carrying valuation of freehold land and buildings, as at 31st December 2000, at historical cost under the transitional provisions of Financial Reporting Standard 15. The Charity regularly reviews the net book value of its fixed assets and writes their values down to their depreciated replacement cost if net book values are higher.

All additions to fixed assets purchased for more than £5,000 are included at cost and depreciated on the basis outlined below. Those that cost less than £5,000 are written off in the year of acquisition.

ACCOUNTING POLICIES

Depreciation is provided on the following basis:

Freehold Land	– Land is not depreciated and is tested for impairment
Freehold Buildings	– Over fifteen years straight line
Motor Vehicles	– Over three years straight line
Equipment & fittings	– Over four years straight line

An impairment charge represents additional depreciation to write down the value of some rehoming centres to their depreciated replacement cost.

INVESTMENTS

Listed investments are included in the balance sheet at 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.

OPERATING LEASES

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

FOREIGN CURRENCY

Foreign currency transactions of individual companies are translated at the rates ruling when they occurred. Foreign currency monetary assets and liabilities are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the SOFA.

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 taken to reserves.

PENSION COSTS

Pension costs comprise the costs of the Charity's contribution to its employees' pension schemes. It provides a money purchase scheme which is available to all employees and, alternatively, it also contributes to certain employees' personal pension plans.

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.

FUNDS POLICY

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 income. Any capital gains or losses arising on the investments form part of the fund.

Restricted funds

Where restricted expenditure on projects exceeds restricted income, the balance is applied out of general funds. Transfers between funds represent expenditure on particular projects being applied to restricted income.

Designated funds

Rehoming Centre Development Fund: This is set aside for future capital expenditure on the Charity's rehoming centres as approved by the Trustees in the five year plan.

Tangible Fixed Assets Fund: This represents the land, buildings, motor vehicles and equipment owned and used by the Charity to run its Centres and administer the organisation.

Free reserves – Rehoming Centre base fund

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 these essential costs. The Trustees' policy is to set aside funds to cover up to the next two years' planned running costs.

NOTES TO THE ACCOUNTS

for the year ended 31st December 2016

1 RESULTS FROM TRADING ACTIVITIES OF SUBSIDIARIES

The Charity has three subsidiary companies. Dogs Trust Promotions Limited (Company number 00963277) is incorporated in the UK and its primary activity is to sell gifts and Christmas cards. Dogs Trust Limited 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 Worldwide is a charity 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 their trading results is shown below (the figures include intercompany trading).

	Dogs Trust Limited		Dogs Trust Promotions Limited		Dogs Trust Worldwide	
	2016 £000's	2015 £000's	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Incoming resources						
Donations	3,395	2,520	–	–	–	–
Legacies	63	12	–	–	–	–
Merchandising	–	–	1,245	1,246	–	–
Grant from Dogs Trust	229	2,845	–	–	102	–
Sale of dogs and neuter income	1,249	1,098	–	–	–	–
Interest received	–	4	–	–	–	–
Total incoming resources	4,936	6,479	1,245	1,246	102	–
Total costs	(6,690)	(6,479)	(1,083)	(1,019)	(92)	–
Net movement for the year	(1,754)	–	162	227	10	–
Qualifying charitable contribution	–	–	(135)	(227)	–	–
Exceptional item	1,158	596	–	–	–	–
Retained profit/(loss) for the year	(596)	596	27	–	10	–
Funds brought forward 1 January	828	245	1	1	–	–
Exchange (loss)/gain on opening net assets	38	(13)	–	–	–	–
Funds carried forward 31 December	270	828	28	1	10	–
Total assets	6,472	6,130	205	280	10	–
Total liabilities	(6,202)	(5,302)	(177)	(279)	–	–
Total funds	270	828	28	1	10	–

2 DONATIONS AND LEGACIES

	2016 £000's	2015 £000's
Donations	58,166	54,840
Legacies	30,395	26,716
Membership fees	603	592
	89,164	82,148

£4,346,000 (2015: £2,154,000) of the total donations and legacies income above related to restricted funds.

NOTES TO THE ACCOUNTS CONTINUED

for the year ended 31st December 2016

3 OTHER TRADING ACTIVITIES

	2016 £000's	2015 £000's
Sale of goods	4,491	3,596
Fundraising events	215	208
Raffles	1,017	949
	5,723	4,753

4 INVESTMENTS

	2016 £000's	2015 £000's
Interest received	559	413
Dividends received	1,245	1,151
	1,804	1,564

5 COUNCIL MEMBERS' REMUNERATION AND EXPENSES

None of the Trustees, Council members or any person connected with them received any remuneration during the year. Twelve Trustees and Council members were reimbursed for expenses totalling £6,984 (2015: £4,550) covering travel, subsistence and accommodation incurred in connection with their duties as members of the Council of Dogs Trust. No allowances were paid to trustees and Council members, no direct payments to third parties were made on their behalf. Identifiable donations from Council members in 2016 totalled £7,000 (2015: £1,800).

6 ANALYSIS OF EXPENDITURE

	Grants £000's	Activities undertaken directly £000's	Support Costs £000's	2016 Total £000's	2015 Total £000's
Raising funds					
Donations and legacies	–	20,337	334	20,671	22,556
Other trading activities	–	3,845	344	4,189	3,117
Investments	–	173	–	173	121
	–	24,355	678	25,033	25,794
Charitable activities					
Rehoming centres	2,347	40,129	3,649	46,125	42,199
Preventative work	–	6,798	296	7,094	10,012
International	2,415	2,367	23	4,805	4,085
Publicity	–	2,941	82	3,023	2,962
	4,762	52,235	4,050	61,047	59,258
Total	4,762	76,590	4,728	86,080	85,052

Voluntary income is mainly generated by donors who sponsor dogs.

Support costs totalling £4,728,000 (2015: £4,363,000) have been allocated across the activities. These include costs associated with IT, HR, finance, property and other central services to the Charity's staff and rehoming centres across the group. The costs have been allocated based on time spent by departments supporting the various activities.

Of the total rehoming centre expenditure above £3,994,000 (2015: £4,393,000) related to restricted funds. See note 12 for a breakdown of this expenditure.

6 ANALYSIS OF EXPENDITURE CONTINUED

Included with support costs are governance costs of £396,000 in the year (2015: £374,000), these include the following amounts:

	2016 £000's	2015 £000's
Group auditor's remuneration		
Audit	58	53
Other assurance services	8	9
Tax and advisory	10	13
	76	75

Total irrecoverable VAT was £1,131,000 (2015: £1,630,000).

A grant of £214,000 was made to Dogs Trust Limited (2015: £2,845,000) for its loss for 2016.

During the year ended 31 December 2016, the Charity made grants to partner organisations carrying out work to improve the lives of dogs in the UK and around the world

Grants payable to partner organisations 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 that support long-term benefits for dogs, which are monitored by the Charity.

Grants were made to the following organisations detailed below:

International projects:		2016	2015
Organisation/Project	Delivery country (Unless UK)	£000's	£000's
WVS – Mission Rabies	India	971	830
WVS	Thailand	200	200
SPCA Malta	Malta	138	43
Soi Dog Foundation	Thailand	136	66
Dogstar Foundation	Sri Lanka	127	79
Save the Dogs	Romania	124	48
WVS – International Training Centre	India	100	100
Animal Refuge Kansai	Japan	75	75
The Big Fix	Uganda	48	45
Animal Rights Protection Organisation (ARPOL)	Lithuania	48	18
Mdzananda Animal Clinic	South Africa	46	–
Coco's Animal Welfare	Mexico	30	40
Royal School of Veterinary Studies	India	29	–
Romania Animal Rescue	Romania	26	–
GAAP	Chile	22	–
Albergue Franciscano del Animal Desprotegido	Mexico	20	–
Help In Sufferring	India	15	23
Mission Rabies	Malawi	–	128
Planned Pethood International	USA	–	99
Blue Paw Trust	Sri Lanka	–	51
Nowzad Dogs	Afghanistan	–	31
Other International grants		260	294
		2,415	2,170

NOTES TO THE ACCOUNTS CONTINUED

for the year ended 31st December 2016

6 ANALYSIS OF EXPENDITURE CONTINUED

	2016 £000's	2015 £000's
Research grants:		
Grants were made to individuals at the following institutions to support research work:		
University of Edinburgh	111	129
University of Bristol	69	108
University of Cambridge	21	43
University of Liverpool	11	–
Royal Veterinary College	–	33
University of Lincoln	–	20
Animal Health Trust	–	19
	212	352
Other grants:		
Shared adoption scheme grants	2,098	1,110
Emergency help grants	37	32
	2,135	1,142
Total grants	4,762	3,664

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.

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.

7 STAFF NUMBERS AND EMOLUMENTS

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

	2016 number	2015 number
Rehoming centres	719	637
Fundraising, campaigns and publicity	193	154
Management and administration	49	47
	961	838

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

	2016 number	2015 number
Rehoming centres	800	714
Fundraising, campaigns and publicity	220	175
Management and administration	51	49
	1,071	938

7 STAFF NUMBERS AND EMOLUMENTS CONTINUED

	2016 £000's	2015 £000's
Their aggregate emoluments were as follows:		
Wages and salaries	23,681	21,177
Social security costs	1,947	1,793
Pension costs	1,699	1,539
	27,327	24,509
Number of employees of the group who earned from:		
£60,001 to £70,000	2	6
£70,001 to £80,000	4	2
£80,001 to £90,000	2	2
£90,001 to £100,000	2	2
£100,001 to £110,000	1	2
£110,001 to £120,000	2	1
£120,001 to £130,000	–	1
£130,001 to £140,000	1	–
£140,001 to £150,000	–	1
£150,001 to £160,000*	1	–
	15	17

* this band contains the earnings of the Chief Executive.

All the employees above received pension contributions.

	2016 £000's	2015 £000's
Employer pension contributions for all above employees	203	217

Key management employees – as defined in the Report of the Trustee – received salary and benefits of £779,000 (2015: £866,000) and pension contributions of £121,000 (2015: £133,000) in the year.

NOTES TO THE ACCOUNTS CONTINUED

for the year ended 31st December 2016

8 TANGIBLE FIXED ASSETS

Group	Freehold Land & Buildings £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
Cost				
Balance at 1 January 2016	94,206	3,580	5,167	102,953
Additions	9,016	1,156	985	11,157
Disposals	–	(279)	(348)	(627)
Foreign exchange movement	1,584	31	14	1,629
Balance at 31 December 2016	104,806	4,488	5,818	115,112
Accumulated depreciation				
Balance at 1 January 2016	46,216	2,908	4,184	53,308
Depreciation charge for year	6,017	830	709	7,556
Impairment charge for year	–	–	–	–
Disposals	–	(272)	(348)	(620)
Foreign exchange rate movement	719	26	11	756
Balance at 31 December 2016	52,952	3,492	4,556	61,000
Net book value at 31 December 2016	51,854	996	1,262	54,112
Net book value at 31 December 2015	47,990	672	983	49,645

Freehold land and buildings includes the cost of freehold land of £13.7 million (2015: £13.3 million) which has been valued at £10.4 million and is not depreciated. A difference of £1.1m arose in prior years and was shown as an impairment cost in the Statement of Financial Activities in prior years.

Charity	Freehold Land & Buildings £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
Cost				
Balance at 1 January 2016	84,761	3,397	4,975	93,133
Additions	8,994	1,116	941	11,051
Disposals	–	(279)	(348)	(627)
Balance at 31 December 2016	93,755	4,234	5,568	103,557
Accumulated depreciation				
Balance at 1 January 2016	41,926	2,750	4,014	48,690
Depreciation charge for year	5,502	793	683	6,978
Disposals	–	(272)	(348)	(620)
Balance at 31 December 2016	47,428	3,271	4,349	55,048
Net book value at 31 December 2016	46,327	963	1,219	48,509
Net book value at 31 December 2015	42,835	647	961	44,443

Freehold land and buildings includes freehold land of £8.7 million (2015: £8.7 million) that is not depreciated.

9 FIXED ASSET INVESTMENTS

	2016	2015
	£000's	£000's
Market value at 1 January	37,155	36,061
Investment cash at 1 January	48,328	35,514
	85,483	71,575
Less: disposals at market value	(14,916)	(12,127)
Add: acquisitions at cost	13,615	13,285
investment cash	4,000	13,000
Net realised and unrealised gains/(losses)	5,560	(251)
Market value at 31 December	93,742	85,482

Investments at market value comprised:

	2016	2015
	£000's	£000's
UK fixed interest securities	6,223	5,191
UK equities	13,592	12,446
Non UK equities	16,716	15,486
Other investments	4,328	4,031
Cash	52,883	48,328
	93,742	85,482
The historical cost of investments held at 31 December was	87,925	82,537

No investment (other than cash) represented more than 5% of the portfolio valuation at 31st December 2016. At 31st December 2015 one investment of £1.5m in BlackRock Institutional Cash Series Sterling Liquidity GBP Heritage Inc represented more than 5% of the portfolio valuation.

10 DEBTORS' ANALYSIS

	Group		Charity	
	2016	2015	2016	2015
	£000's	£000's	£000's	£000's
Trade debtors	34	183	9	11
Other debtors	879	935	873	932
VAT Claim	1,539	1,433	1,424	1,332
Amount owed by subsidiary companies	–	–	5,934	5,108
Prepayments & accrued income	11,005	10,270	10,965	10,244
Total	13,457	12,821	19,205	17,627

NOTES TO THE ACCOUNTS CONTINUED

for the year ended 31st December 2016

11 CREDITORS' ANALYSIS

	Group		Charity	
	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Trade creditors	3,117	5,737	2,901	5,436
Other creditors	793	903	726	851
Accruals & deferred income	6,367	5,721	6,219	5,622
Total	10,277	12,361	9,846	11,909

	Group		Charity	
	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Movement in deferred income				
Balance at 1st January	296	274	296	274
Utilised in the year	(296)	(274)	(296)	(274)
Deferred income in the year	330	296	330	296
Balance at 31st December	330	296	330	296

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

12 TOTAL FUNDS

	Balance 1 January 2016	Movement in Funds				Balance 31 December 2016
		Income	Expenditure	Exceptional item	Gains, Revaluations & Transfers	
Unrestricted funds						
Revaluation reserve	2,945	–	–	–	2,872	5,817
Designated funds						
Rehoming Centre Development Fund	39,916	–	–	–	16,629	56,545
Fund for Fixed Assets	49,645	–	–	–	4,467	54,112
Total designated funds	89,561	–	–	–	21,096	110,657
Free reserves – Rehoming Centre base fund	47,886	94,049	(82,086)	1,727	(21,266)	40,310
Total Unrestricted Funds	140,392	94,049	(82,086)	1,727	2,702	156,784
Restricted income funds						
Ballymena	–	350	(350)	–	–	–
Basildon	–	22	(22)	–	–	–
Bridgend	–	41	(41)	–	–	–
Canterbury	–	136	(136)	–	–	–
Darlington	–	420	(420)	–	–	–
Dumfries	–	1	(1)	–	–	–
Evesham	–	89	(89)	–	–	–
Glasgow	–	528	(528)	–	–	–
Harefield (London)	–	73	(73)	–	–	–
Ilfracombe	–	219	(219)	–	–	–
Kenilworth	–	108	(108)	–	–	–
Leeds	–	82	(82)	–	–	–
Loughborough	–	3	(3)	–	–	–
Manchester	–	79	(79)	–	–	–
Merseyside	–	213	(213)	–	–	–
Newbury	–	26	(26)	–	–	–
Salisbury	–	157	(157)	–	–	–
Shoreham	–	1,133	(781)	–	–	352
Shrewsbury	–	405	(405)	–	–	–
Snetterton	–	114	(114)	–	–	–
West Calder	–	115	(115)	–	–	–
Dog School	–	23	(23)	–	–	–
Other	–	9	(9)	–	–	–
Total Restricted income funds	–	4,346	(3,994)	–	–	352
Endowment funds						
Gertrude R Clarke	242	–	–	–	–	242
Total Endowment funds	242	–	–	–	–	242
Total Funds	140,634	98,395	(86,080)	1,727	2,702	157,378

Details of funds are included in the Report of the Trustee. The Charity's Fund for Fixed Assets includes the amount owed by Dogs Trust Limited which is represented by our Dublin Centre.

NOTES TO THE ACCOUNTS CONTINUED

for the year ended 31st December 2016

13 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Represented by:	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Tangible fixed assets	54,112	–	–	54,112
Investments	93,742	–	–	93,742
Stock	440	–	–	440
Debtors	13,215	–	242	13,457
Cash at bank and in hand	5,552	352	–	5,904
Current liabilities	(10,277)	–	–	(10,277)
Total Net assets	156,784	352	242	157,378

14 CAPITAL COMMITMENTS

Council have authorised the following capital expenditure over next 5 years:

	Newbury Redevelopment £000's	Evesham Redevelopment £000's	Cardiff Development £000's	Darlington Redevelopment £000's	Other Redevelopment £000's	Total £000's
Authorised and contracted	3,430	1,995	–	–	2,123	7,548
Authorised not contracted	–	–	18,403	9,765	20,829	48,997
	3,430	1,995	18,403	9,765	22,952	56,545

15 CONTINGENT LIABILITIES

The Charity has given an indemnity to repay £2.4m (2015: £2.3m) related to legacy bequests, should the relevant estates be claimed against.

16 FORWARD CURRENCY CONTRACTS

The Charity had outstanding forward currency commitments of €2.1m at average rate of €1.39 to £1 as at 31st December 2016 (2015: €5m).

17 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 £1,040,000 (2015: £1,943,000) for rehoming services provided by Dogs Trust Limited, a subsidiary of the Charity. Of this amount £266,000 (2015: £146,000) was outstanding at the year end.

During the year the Charity provided £240,000 (2015: £2,845,000) to Dogs Trust Limited to support its work. A balance of £5,792,000 (2015: £4,854,000) was owed to the Charity from Dogs Trust Limited at the year end.

The Charity invoiced £10,000 (2015: £10,000) for office services provided to Dogs Trust Promotions Limited, a subsidiary of the Charity. The Charity was owed £22,000 (2015: £18,000) by Dogs Trust Promotions Limited at the the year end.

The Charity invoiced £92,000 (2015: £nil) for services provided to Dogs Trust Worldwide, a subsidiary of the Charity. During the year the Charity provided £102,000 (2015: £nil) to Dogs Trust Worldwide to support its work. There was no balance outstanding with Dogs Trust Worldwide at the the year end.

Grants totalling £971,000 (2015: £958,000) 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.

18 EXCEPTIONAL ITEM

During 2015 a review of the VAT recovery methodology of the Charity was carried out. As a result the Charity recovered VAT relating to amounts previously deemed irrecoverable in the periods from 2011 to 2015. This item was outside of the normal activities of the Charity and therefore is classified as an exceptional item. A similar review was carried out by Dogs Trust Limited in 2016, and the VAT recovered following this review is shown as exceptional income in the current year.

THANK YOU

We are most grateful to the following for their support this year: Radley London, Petplan Insurance, Players of the People's Postcode Lottery, Players of Postcode Scratch, Cottages.com and HSBC. Special thanks to Wainwright's for feeding all of our dogs for the fourth consecutive year.


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