

WOOD GREEN ANIMAL SHELTERS

TRUSTEE REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2019

CHARITY REGISTERED NUMBER: 298348

COMPANY REGISTERED NUMBER: 02073930

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Chairman's Statement

Welcome to our Annual Report for the year ended 31st March 2019.

My report last year set out a picture of an organisation that had big ambitions and a plan to realise them. A year on, I am pleased to report that 2018/19 exceeded expectations in the degree of progress the charity has made in its efforts to be more meaningful in a changing world, both in the number of people and pets it connects with and the tools it has at its disposal to make a difference to them.

2018/19 realised a number of key initiatives that were put in place or progressed further. The opening of the Welcome Centre at the Charity's headquarters near Huntingdon, further development of the pet support line, a new website and our collaboration with the Royal Veterinary College have had a tangible difference in fulfilling the strategic goals of bringing pets and people together and excellence in the care of pets. As the enclosed report identifies, Wood Green has received some 35,000 telephone enquiries and 17,000 visits to the Welcome Centre, thereby connecting with over 50,000 current or potential pet owners.

We continued to provide the excellent care that the name Wood Green is synonymous for, and our partnership in 2018 with the Royal Veterinary College has further enhanced our veterinary provision both qualitatively and quantitatively. Indeed, the partnership has meant that Wood Green is pioneering the training of vets of the future who may want to specialise in shelter medicine and the feedback from those trainee vets is that Wood Green provides them with the opportunity to grow and learn in a way that is supportive and stretching.

In last year's report I referenced the digital innovations that the Charity was keen to progress. As part of a broader strategic goal of connecting more with pet owners, late 2018 saw the launch of our new website. With enriched content, easier navigation and a more contemporary feel, the new website provides for an improved user experience and at the same time gives us a better understanding of pet owners' needs. We are already seeing greater response and interaction with pet owners through the website and extending our reach and impact accordingly.

These changes represent Wood Green's appetite for delivering more impact through better provision of bespoke care for pets and bringing pets and people together. They represent the first steps in a journey that will take the reach of the Charity further, through more innovation and services, whilst maintaining the quality of care for which we are renowned.

In the budget for 2018/19 Trustees understood the need for investment now to best equip the charity in the future. This remains the case and it's expected that previous and new investment will shape an updated operating model that can help significantly more pets and people without a reciprocal increase in costs. A number of projects are planned for 2019/20 that individually and collectively will provide tangible insight into how best Wood Green can support pets and people when they are in need but also how we stop the need arising at all.

Perhaps the biggest project that will be progressed during 2019/20 will be related to new cat accommodation at our Huntingdon centre. The final design and capacity will be influenced by the other project work, but nevertheless we are anticipating a future where our physical locations support greater high end care provision. This needs to be reflected in the

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accommodation we have and the skill sets we have in it. 2019/20 will look to qualify the longer term accommodation need and assess short-term capacity requirements.

Perhaps testimony to the strides the Charity has made during 2018 is reflected in the decision by Channel 4 to commission "The Doghouse." The focus of the programme will be the respective journeys of the pet owner and their new pet and will be aired over 8 weeks in autumn 2019. It was a combination of our ethos, our facilities and energy from all the staff and volunteers that made Wood Green the natural place for it to be filmed.

Building on 2018/19, 2019/20 will be a year of even more excitement and challenge, as we learn from the innovations in 2018 and launch more initiatives that connect pets with people and build on the wider profile that we hope "The Doghouse" will bring to Wood Green. I look forward to reporting further progress next year.

Dr Steven Carden
14 September 2019

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Wood Green Animal Shelters Trustee Report for the year to 31 March 2019

We present our Trustee Report and Accounts for the 12 months to the end of March 2019

STRATEGIC REPORT

Objectives and Activities

Vision

Our vision is for all pets in the UK to be well cared for in a loving home for life.

Our Objects as stated in the Memorandum of Association are that Wood Green Animal Shelters exists to provide:

- the relief of need of pets through care and re-homing;
- the education of the public as to responsible ownership and care of pets.

Mission

In seeking to achieve our Vision and fulfil our Objects we see our Mission as:

Ensuring vulnerable pets experience improved health and wellbeing, and pet owners and the wider community are empowered to develop loving relationships with pets and support their long-term needs.

We do this through digital engagement and through our operations at three locations:

- Our rescue centre and cattery in Wood Green, North London, where we were founded
- Our rescue centre, cattery and clinic in Heydon, Cambridgeshire and
- Our rescue centre, clinic, kennels, cattery, small animal centre and fields outside Godmanchester near Huntingdon

In addition our community outreach team based at Godmanchester work extensively throughout the region working with schools and community groups to spread the responsible pet ownership message.

Strategy

In order to achieve our Mission the Trustees have agreed a strategy aimed at ensuring that Wood Green is a national name with local pre-eminence in the Anglia region. We aim to:

- Bring pets & people together, for mutual benefit
- Deliver bespoke, quality care for Wood Green pets
- Create digital and physical environments to best connect with people.

Measurement

We maintain records of numbers of pets which have come into our care, how we have been able to help them and how many we have been able to find 'forever homes' for. The most important objective of our work is the welfare of the pet and in so doing we aim to minimise the number of days in our clinics and accommodation blocks. We therefore not only measure

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overall volumes but also medical interventions and numbers of days cared for. We also keep track of rehoming enquiries fulfilled and the population of rehoming who have provided homes for the many pets who come through our care. In addition we track the number of people we reach with our responsible pet ownership messages and the outcomes of our education work.

People

Our people are at the heart of Wood Green's success and continual improvement. We employ 147 full time equivalent staff to deliver our charitable services; they are focussed on the provision of care for our pets and delivering a wide range of pet related services to our customers. We employ a total of 51 staff in our fundraising teams and charity shops, which is essential if we are to grow our future income. There are a further 41 staff in support service roles that, amongst other things, makes sure our sites are well maintained, safe, and secure.

Alongside our staff we have a wonderful group of dedicated and hardworking volunteers who support our work in a variety of ways. Our volunteers help us with dog walking and other aspects of animal care, assist with reception work, cleaning, site maintenance and running our charity shops.

During the year we had an interim Director of Human Resources in place to support our long term strategy. Since the year end we have made the decision to create a permanent Associate Director of Human Resources to underpin the wide-ranging changes taking place across the charity.

Public Benefit

Charity trustees have a duty to ensure that the Charity's work meets public benefit requirements and to report on this in their Annual Report. The many activities undertaken by Wood Green are summarised in this report and trustees have given careful consideration to the Charity Commission guidance on public benefit in their decision making.

We believe that our work provides considerable public benefit by:

- Rescuing at risk pets and placing them in loving homes for life
- Educating and enabling the public to better care for animals
- Ensuring that we fully comply with the Animal Welfare Act for pets in our care
- Offering volunteering opportunities for those who wish to support our work

Our work in alleviating suffering in animals and promoting animal welfare provides a moral benefit to society as a whole and relief to people who are particularly concerned for pet welfare as well as improving the lives of the animals we rescue.

Achievements, Performance and Future Plans

Pet Services - Bringing pets and people together

A key element of the Charity's mission is to support pet owners and the wider community to form successful relationships with pets. The desired long-term outcomes defined by our strategy are:

- Increased awareness, understanding and promotion of responsible pet choice and ownership
- Current and prospective pet owners have the desire and ability to be responsible pet owners and are able to form successful relationships with their pet
- Vulnerable pets' long-term health and wellbeing needs are fulfilled

Over the past year, Wood Green helped 6,992 pets through on-site and off-site services including:

- Intake of relinquished and stray pets
- Tailored behavioural and veterinary care
- Quality accommodation and facilities to meet demand and pet needs
- Pet profiling to match pets with owners that will best meet their welfare needs
- Provision of accessible behavioural advice and support for pet owners
- Provision of short-term financial support for medical care/food for pet owners in need
- Workshops and training classes
- Signposting to other external resources available

Delivering bespoke, quality care for pets in need

We are proud of our reputation for providing high quality care and continually strive to help even more pets in need,

Following a successful tender process, the Royal Veterinary College (RVC) were appointed to provide veterinary surgeons for our Godmanchester site in July 2018. The RVC partnership has enabled Wood Green to engage with some of the vets of the future and we have welcomed over 230 students to study Shelter Medicine at our site. These students are committed to innovative learning and our highly skilled teams provided valuable support to them in enhancing their diagnostic, medical and surgical skills along with an understanding of Wood Green and the work of the Charity.

Due to the specialist skills and knowledge offered by these new vets, we have benefited from leading edge advice to manage challenging cases, performed an increased number of complex operations and developed veterinary procedures and protocols. This collaborative approach has produced a cost effective working model that works well on both sides and was partly responsible for the RVC being recognised as the 'number 1 veterinary educator' in the QS Global University rankings in February 2019.

Our activities and infrastructure are designed to provide the right resources in the right place to safeguard and support vulnerable pets whilst maximising our capacity for the development of the care provision across our three sites. Providing access to high-level veterinary care is an essential

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element of our work. Over the past year we have upgraded our surgery facilities and increased veterinary staff to ensure we continue to meet the demand of pets in need.

During the past year we have:

- Delivered 10,083 veterinary consultations and 11,451 nurse checks. This represents a slight decrease in veterinary consultations by 6% compared to 2017/18 and an increase in nurse checks by 20% for the same period. This is in line with our continual process improvement strategy, drawing on the abilities of our highly skilled veterinary nurses to triage cases efficiently allowing our vets to maximise their operational capabilities.
- Opened a third theatre at our Godmanchester Centre, which has allowed us to increase the total number of operations performed on pets in need by 17%. (From 2,858 in 2017/18, to 3,349 in 2018/19).
- Achieved a 21% uplift in dental procedures. (From 589 in 2017/18, to 710 in 2018/19). Many of these related to 274 elderly cats that we helped, which have increased by 41% compared to 2017/18.
- Expanded our in-house ability to provide more complex surgical operations, with these and other procedures, (not including neuters and dentals), increasing by 80% (from 626 in 2017/18, to 1,124 in 2018/19).
- Provided for more 'high-level' veterinary cases, which along with reviewing and updating our processes and procedures has supported a 3% overall reduction in unwanted and abandoned pets being put to sleep for medical reasons.
- Observed an 8% decrease in our pet neutering operations, which we believe reflects the focus on public education regarding neutering; with our need to neuter dogs and cats prior to rehoming reducing by 6% in both cases.

Helping the most in need

We have seen a reduction in the number of dogs (by 16%) and cats (by 4%) coming into our centres; this is in part due to our capacity but also our shift in desire to focus on those pets who need our help the most. These more complex cases, often with higher medical and behavioural needs require more of our resources, are more challenging, and take longer to rehome.

Recent work to segment and analyse typical pet journeys (based on veterinary costs and length of stay) has enabled us to divide our pet population into three groups:

- Low cost with a length of stay less than 15 days;
- Medium cost with a length of stay between 15-30 days;
- High cost with a length of stay over 30 days.

Figures for 2018/19, in comparison to the profiles from 2017/18 show:

- Dogs – 8% increase in higher cost dogs, 6% increase in longer stay dogs.
- Cats – 7% increase in higher cost cats, 4% increase in longer stay cats.

Having a better understanding of the demands of the pets coming into our centres will enable us to provide tailored services. This level of detail, focusing right down to individual pets will ensure we are able to quantify and qualify the bespoke care we offer, especially to pets with high needs.

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Focus on support for small pets

During 2018/19, we increased our focus and ability to support small pets providing for an additional 44% of Chinchillas, 26% of Degus and 35% of Mice. Our efforts to raise the profile of small pets through educational messaging, in conjunction with the improvements to our facilities, will provide for a longer-term increase in the support we can offer small pets. Others working in this field recognise our efforts and our Small Pet Team have provided valuable training and support to other organisations, including the RSPCA, during 2018/19.

Our veterinary team have used their skills and experience to increase the number of male mice neutered from 5 mice in 2017/18 to 18 in 2018/19. This has meant a very positive impact on our ability to rehome male mice with an increase from 16 male mice rehomed in 2017/18 to 36 in 2018/19. Overall, our dedicated vet team have delivered a 110% increase on the number of operations performed on small pets, raising the total to 128 for 2018/19 (excluding neutering and dental procedures). This reflects the growing number of small pets in need of medical attention prior to rehoming. Due to an increase in veterinary interventions and longer stays with us, rabbits saw an 18% increase in medical costs in 2018/19.

Cats and kittens

Our Cat Care Team continues to provide for the most vulnerable of cats, including pregnant mothers. In 2018/19, there were 157 kittens born in our care (65% increase on 2017/18). Our cat foster carers are key to this success and we proactively ensure pregnant cats or mums with kittens are fostered quickly, which safeguards them in a home environment at this vital and high risk time.

Customer-Centric initiatives to help more pets

The Pet Services Support Team deliver advice and guidance through two distinct channels:

- Face-to-face through our Welcome Centre at Godmanchester. The new Welcome Centre opened on 23 July 2018, creating an engaging environment for 17,219 customers to talk to us and learn about pets during the eight months from August 2018 to the end of March 2019.
- Email and telephone contact via our Pet Services Support Hub, which has been operational for two years providing the first point of contact for customers. We received over 35,000 pet-related enquiries during 2018/19 and all of these were managed through to a point of closure for the customer.

In total, we provided one-to-one support to 8,349 people during 2018/19, including 3,169 people who received bespoke support to help them find a suitable pet. A further 5,180 customers were triaged into valuable, practical services ranging from advice services, financial support for veterinary care or food, workshops and training classes, or signposting to other external resources available.

Over the past year, we have seen a significant development to the depth of engagement and the strength of customer relationships because of our customer-centric initiatives. This includes escalating safeguarding concerns and providing information to people who are experiencing mental health challenges or loneliness.

- We handled 6,092 enquiries from pet owners to relinquish a pet and were able to offer intake appointments for 3,633 pets where the owners could provide all of the information required and travel to one of our centres. Approximately half of these pets actually came

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into the Charity as in many cases the owner decided not to proceed with the relinquishment process. We provided alternative practical support for 158 of these cases and as a direct result, over half of these pets remained in their homes.

- We were able to contribute towards the costs of medical care or food for 359 pets. The average value of support was £80 per pet and included 12 cases where the owner originally contacted us with the intention of giving up their pet. As a result of our support, 100% of these pets remained in their homes.

Specialist behavioural advice and support for pet owners

Our behaviour and training specialists have continued to deliver behavioural advice consultations for high need cases referred by Pet Services Support alongside the 'lifelong care' support which is available for all pet owners who have rehomed a pet from Wood Green. In addition, the team provide training and mentoring for staff and volunteers to ensure we remain at the cutting edge of putting pet welfare policy into practice.

- We carried out 1,268 caseworker calls in total, helping to ensure that pets rehomed from Wood Green stay in loving homes for life.
- 749 pet owners were offered specialist behavioural advice. 132 of these cases were triaged from an initial request by the owner to relinquish the pet and, as a direct result of our support, 44%, (58 pets), remained in their homes. We aim to increase our impact in this area by encouraging people to contact us at an earlier stage when experiencing issues with their pet. Currently, the majority of people we support have been trying to manage the behaviour unsuccessfully for a long time and this can result in an outcome where relinquishment may be the best interests of both pet and owner.
- 50 existing dog owners, or those thinking of adding a dog to their family, attended 'Living with dogs' workshops at our Godmanchester Centre.
- We liaised and contributed to external joint charity groups and campaigns, such as The Cat Group, Dogs Die in Hot Cars, Greyhound Forum, Cat Population Control Group, Canine and Feline Sector Group, and PAAG helping to raise awareness around vital pet-related educational messaging.

Community engagement 'on the road'

The new community vehicle was deployed in May 2018 and has been vital to enable accessible outreach support in areas where it is most needed. The continual development of partnership working with community groups and agencies supports ongoing referrals back into our products and services. This results in the provision of advice, proactive outreach support, bespoke workshops and/or bespoke educational resources. Engagement with local agencies and service providers helps to maximise the sustainability of the programme through consistency of messaging and shared goals.

- During 2018/19 we engaged with 18,448 people, compared to 15,575 in the previous year. We delivered targeted educational content through regular attendance at both external community events and key community venues, addressing issues that resonated with the local community and highlighting seasonal messaging, for example, dogs die in hot cars.
- 12,170 people were reached through targeted, preventative education workshops that were delivered across local schools and to family groups. We continue to see an

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average 32% increase in understanding of the five animal welfare needs following these interventions.

- 671 pets were supported through proactive outreach support including home visits and health and wellbeing checks delivered using our bespoke community vehicle.

Our plans for the future

We will:

- Continue to develop the use of evidence-based insight to provide robust decision-making and enable us to build and target our resources wisely;
- Maximise our off-site care provisions to complement our on-site capacity;
- Track and measure the long-term outcomes and interventions given to pets in our care;
- Provide resources for our continued focus on helping 'higher need' pets;
- Streamline processes and implement new ways of working, including digital offerings to improve the Wood Green journey for pets and get them available for rehoming as quickly as possible;
- Provide a full 'Pet Seeker' service - our team will share their knowledge and skills with customers to enable them to make the best pet choices regardless of whether that pet is acquired from Wood Green or elsewhere;
- Continue to form and develop community partnerships in targeted locations to create prevention interventions and develop appropriate educational resources, which address the needs of each unique community;
- Adopt a 'Human Behaviour Change' methodology, which supports pet owners to develop positive habits surrounding the care of their pets;
- All Wood Green staff and volunteers will deliver exemplary standards of customer service through active listening and the ability to respond in an appropriate way that removes or mitigates potential barriers to service delivery;
- Give more pets and pet owners the opportunity to benefit from our services by building efficiencies and growing our programme of delivery through volunteers and digital engagement.

Fundraising and Our Supporters

None of the work we do would be possible without our supporters; over the course of the last year over 26,000 chose to support us through regular or one-off gifts, through one of our many fundraising events and challenges, or through the support of our corporate partners. It is their passion for the welfare of pets, and for helping those most at need, which means that over the course of 2018 our income from donations and legacies grew to more than £9.8m. We continue to receive no government funding so it really is only through the generosity of our supporters that we are able to have such a positive impact on almost 7,000 animals and the many individuals who look to us for support and advice.

Our ambitious fundraising strategy seeks to improve our financial sustainability and to ensure we can reach and help even more pets and people over the next 5 years. It is clear that challenges facing pets and their welfare, and the support that individuals require, will continue to change and become more complex. The organisation is transforming the way it delivers this care, and how it supports current and potential pet owners, but it is clear that as this work takes shape in the coming years we will need significantly more income to reach our desired level of impact.

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Accordingly, this year saw us make significant investment in building a much stronger and larger fundraising team as well as directly increasing the scale and reach of our campaigns. Total expenditure on raising donations and legacies increased to £4.8m (2018: £3.1m) – we recognise that this is a large increase, however we are very happy with the robust results we have already seen, the growth in regular givers from 13,000 to 18,000 over the year, and the significant future income for animal services which this will ensure.

This investment has also allowed us to focus on increasing the diversity of our fundraising and the last year has seen us add a new pet-pen sponsorship opportunity, continue to develop and refine our TV and digital fundraising activities, and trial new community engagement events and even offer the chance for a lucky few to sleep over in our kennels on site in a sponsored fundraising challenge. We are committed to continuing to innovate within our fundraising and in particular to developing ways which connect supporters with our work and give them the opportunity see our impact for those pets most in need first hand.

Legacy income is critically important to the organisation, and we are forever grateful to those who chose to support us through gifts in their Will. Over the last year we held several events to promote legacy giving and to ensure those who have indicated their willingness to support us in this way understand the incredible impact such gifts can have.

Our approach to fundraising

We have a broad and varied fundraising programme, with the opportunity for people to support us through direct mail appeals, regular gifts, payroll giving, events, community activities and collections and many other ways. Our Council of Trustees and Senior Leadership Team are deeply committed to building relationships and trust with our supporters, and we are proud members of the Institute of Fundraising and the Fundraising Regulator.

In addition to our staff and volunteer-led fundraising, we engage the services of specialist external agencies to help handle inbound and outbound telephone and direct marketing activities, and face-to-face fundraising agencies who recruit new supporters at events and private sites. All agencies are required to conduct themselves in a respectful manner and in accordance with our standards and sector regulations such as the Fundraising Code of Practice. We closely monitor the performance of any agency working on our behalf, involving ourselves in the regular briefing and training of their staff, conducting regular reviews of complaints and other feedback, as well as regular audits, mystery shopping and shadowing of agency fundraisers.

We are particularly aware of the need to protect and safeguard vulnerable individuals in any of our fundraising. Our vulnerable person's policy sets out the high standards we commit to meet and we regularly review the policies, procedures and performance across our own activities and those undertaken by external agencies.

Over the course of this financial year we received 73 complaints relating to our fundraising, with the majority related to direct marketing and face-to-face activities. While we are pleased that this is below sector averages considering the size of our programme, we are committed to addressing any expression of dissatisfaction on the part of our supporters. All complaints are thoroughly investigated and we aim to resolve them speedily and to the satisfaction of our supporters. All feedback is used in the review of our fundraising campaigns and appeals and we will continue to adapt and improve wherever we identify the opportunity.

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Finally, our preparation for the introduction of the General Data Protection Regulations (GDPR) in May 2018 appears to have stood us in good stead. While we saw a small reduction in contactable supporters, and in some fundraising activities as a result, this was kept to a minimum. Most importantly, we are happy that our processes and procedures around data protection and privacy are robust and that they are fair, transparent and that a supporter's preferences ultimately guide the communications they receive and their relationship with the organisation.

Our charity shops

The expansion of our retail network continues and our ambition is to continue this growth over the next four years in order to raise funds, increase awareness and Wood Green's profile as well as promoting rehoming and responsible pet ownership. Whilst Charity Shop trading remains fairly strong in the UK, the high street faces well publicised challenges with a large number of retailers disappearing over the last few years. However, this situation provides opportunities and we will continue to open shops in the right locations where we believe there is potential and our target is to expand to around 28 Charity Shops by the end of 2022/23.

During 2018/19 we opened new shops in Norwich, Newport Pagnell, Peterborough, Cambridge and Kempston. Two further shops in Bicester and Daventry are expected in early 2019/20 with an aim to open a further two to four over the rest of the year. We are piloting Pet Support Hubs within some of our shops, providing access for customers and supporters to pet rehoming services, guidance and support and signposting to important information on pet welfare. The concept is still in development but we continue to see this as a key opportunity to utilise our high street presence and as Wood Green continues to review and develop new services we will specifically continue to look at the role our retail network can play.

Financial Review

Income

Total Income increased in the year to £12.9m (2018; £12.1m). This is explained by a growth in donations from regular supporters as well a single large in-memory gift. In addition, a re-balancing of our investment portfolio resulted in an increase of £0.2m in dividend and interest income. Other income remained flat at £2.2m, but this masks a number of underlying changes. Charity shop income increased from £0.9m to £1.2m as our network of charity shops was expanded, but this was partly offset by the lost income from our pet gift shop that was closed due to poor financial performance. Charity shop turnover on a like-for-like basis for the year was on budget at £0.9m, a 6.2% increase compared with the previous year.

In January 2019, we made the strategic decision to stop holding events at our Godmanchester site unless they were directly related to our charitable activities. This will reduce income in future years by around £100,000, but will only have a negligible effect on net income due to related cost savings.

Income from charitable activities is largely from animal placement fees and this source of income saw a reduction of 10% to £252,000 due to a reduction in pets rehomed.

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Expenditure

Total expenditure increased by 9% to £15.1m (2018: £13.8m). This is partly explained by our investment in activities to generate future income from donations and legacies. Other trading costs fell slightly from £2.3m to £2.2 to reflect changes in the underlying activities as already discussed. At first glance our expenditure on our charitable work reduced to £8.0m from £8.3m, however this is distorted by a one-off depreciation charge made in 2018 to reflect a reduction in the useful lives of key assets. If depreciation costs are excluded, total charitable expenditure has increased by 12% to £7.5m in 2019 (2018: £6.7m), which reflects the expansion of our customer services team which supports existing and potential pet owners.

Net position

Net income after investment gains shows a deficit of £1.2m (2018: deficit £0.8m), which is £1.2m better than the budgeted deficit of £2.4m. The deficit in the last two years is the result of the deliberate decision to invest in fundraising initiatives designed to generate future income to fund the ambitious plans of the charity. Investment gains in the year were once again significant at over £1.0m (2018: £0.8m) and were partly responsible for the better than budgeted performance. This year's result means that total year end funds reduced by 4% to £25.3m of which £1.1m (2018: £0.1m) were restricted.

Fixed assets

Fixed assets are held in order to achieve the objects of the Charity. Movements in fixed assets during the year are set out in note 9 to the financial statements. There were no individually significant transactions during the year with the exception of the disposal a property previously gifted under a will. This relates to a residential property in Cambridge that was sold for £370,000.

In October 2017 Bidwells performed a desktop valuation of the Charity's freehold land and buildings on an 'existing use' basis. The valuations of our Godmanchester, London and Heydon centres are not being adopted by the Charity; the Council is of the opinion that the 'existing use' valuations of the sites do not give a true and fair reflection of their value to the Charity, and therefore their inclusion at depreciated historic cost is considered a more appropriate basis, as stated in note 9 to the accounts.

Investments

The Charity held listed investments totalling £18.3m at the end of the year (2018: £17.2m). The investments are split between a growth portfolio and a project portfolio. The project portfolio invests in low risk assets as it exists to meet the short-term requirement to draw down on reserves to fund large capital projects. The growth portfolio is long term in nature and is held to generate both income and capital growth. The portfolio is managed by Charles Stanley on our behalf on a discretionary basis, subject to a risk profile and asset allocation agreed by the Trustees. JTFM Investment Consulting continue to act as our independent investment advisers reviewing the performance of our investment managers.

Performance of the growth portfolio is measured against the FTSE Private Investor Balanced Total Return Index. This benchmark for the asset allocation has been consistently exceeded by our investment managers over the past five years. During 2018/19 the benchmark was for growth of 6.7% and the portfolio saw growth of 11.5%. Our investment policy targets a rolling five year return of inflation (as measured by CPI) plus 3%. As at March 2019, the five year return on the growth portfolio was 53.3% against the target of 24.5%.

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As at 31 March the portfolio was split as follows:

	2019	2018
	£000	£000
Listed equity investments	9,053	8,489
Fixed and variable interest bonds and gilts	8,337	6,907
Other	593	1,157
Cash	268	651
Total listed investments	18,251	17,204

With effect from April 2018 we have implemented our revised ethical investment policy which states that we do not invest, directly or indirectly, in companies that carry out animal testing for non-medical purposes or are involved in any aspect of the fur trade.

Reserves

As a Charity we rely on a number of income streams including donations, legacy gifts, trading profits and investment income and gains. Legacy gifts and investment income and gains in particular are subject to large in-year fluctuations. However, there will always be animals in need of our rehoming services and people who need our advice and education services and as a Charity we are committed to a comprehensive ongoing service offering. In order to do this we need to maintain a level of reserves should there be a short term fall in income or an exceptional rise in costs.

The trustees have set a policy that requires 6-9 months' of budgeted expenditure in free reserves. Free reserves are deemed to be the funds remaining after accounting for designated funds (including the fixed asset fund: £6.2m) and any revaluation reserves (£1.8m) – see note 15 to the accounts. As at 31 March 2019 the level of free reserves stood at £10.2m (2018: £11.0m) and represent 7 months' (2018: 9 months') of 2019/20 budgeted expenditure.

During 2018/19, we received two large restricted donations that are detailed in note 15. A legacy contribution from Ms Snowden for £872,000 is being held as a restricted contribution towards our planned new cattery. An in-memory contribution from Ms Larratt for £250,000 is restricted to activities related to care for cats. The total amount held in restricted reserves at 31 March 2019 was £1.1m.

We have ambitious plans to increase our impact across the UK and our level of free reserves has enabled the Trustees to commence a number of different development projects covering fundraising, operations, infrastructure and digital resources. As a result the Trustees have approved holding £6.0m in designated funds to meet future infrastructure plans and a number of strategic projects (see note 15).

Principal risks and uncertainties

The trustee body (Council) is responsible for ensuring that effective risk management and internal control systems are in place to manage the Charity's exposure to major risks including fraud and other irregularities. We operate a risk management framework designed to mitigate, though not to eliminate, major risks and to provide reasonable, though not absolute, assurance against material errors or loss.

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The Charity has a comprehensive annual business planning and budgeting process. This process and the annual budget is approved by Council. Performance is then monitored and reported on during the year in reports to the Performance and Resources Committee and Council. Major public, employer and property liabilities are fully insured. The Charity has risk management policies in place to identify risks arising from the external environment and from existing operations.

Risks are assessed according to the potential impact on the Charity and their likelihood of occurrence. Controls are in place, or are being developed and enhanced to manage these risks. A complete strategic review was carried out during the year that identified key risks and opportunities for the Charity and the new Strategic Plan is designed to mitigate these risks and exploit the opportunities.

The principal risks facing the Charity's objectives are summarised below along with the main mitigating actions in place.

Principal Risks	Risk Management
<p>Reputation Serious safeguarding issue leads to reputational damage to the charity.</p> <p>Serious animal welfare incident leads to reputational damage to the charity.</p> <p>Theft of customer and/or supporter data. The consequences could include reputational damage, inability to contact supporters/customers, and inability to process direct debits.</p>	<p>Safeguarding alert and escalation processes in place to seek advice, rapid action, progress and escalation if required. Processes under continuous review and monitoring. Safeguarding Training is provided for Trustees and all appropriate staff and volunteers. HR Director chairs Safeguarding Committee. Central log maintained of all safeguarding issues and patterns analysed for learning and correction purposes.</p> <p>Animals brought into the charity are carefully assessed and managed throughout their time with Wood Green. A thorough matching process ensures animals are only rehomed to suitable families.</p> <p>Data is stored, accessed, and transferred securely and in line with the requirements of GDPR (General Data Protection Regulations 2018)</p>
<p>Business Interruption Regional or national disease outbreak leads to extensive closure of the site and hence our ability to take in new animals and rehome those in our care.</p> <p>Physical, digital, or IT infrastructure is damaged so as to become unavailable in the short term.</p>	<p>Provision of isolation and quarantine facilities; vaccination regime; and managed intake process requires vet checks to highlight issues early.</p> <p>Business continuity planning is in place including a comprehensive IT disaster recovery plan.</p>

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Principal Risks	Risk Management
Raising Funds Charity business rates exemption is reduced and hence the charity shop business model becomes unviable. Legacy income falls below budgeted levels and leads to the inability of the charity to implement its strategy.	Support advocacy by relevant industry bodies. Business model flexible to allow quick withdrawal from the market. Sufficient reserves to fund withdrawal and move to alternative income sources. Regular monitoring of current performance, pipeline, and general legacy trends. Active marketing to prospective legators through increased activity and better use of data. Ability to switch resources to other fundraising channels.
Financial Serious financial fraud is carried out against the charity	Comprehensive authorisation processes are in place including rigorous bank detail change controls and strong internet banking security. Cyber-crime insurance is in place that offers expert advice and financial compensation in the case of loss.

This is the end of the Strategic Report.

Structure Governance and Management

Legal structure

Wood Green Animal Shelters is a charitable company limited by guarantee. The Articles of Association set out the Charity's objects and powers and is its Governing Document. The Charity is governed by its Council of Management which consists of the Trustees as stated below and meets regularly throughout the year. As elected members the Trustees are subject to fixed terms of office. Decisions are taken by majority vote.

The Charity has a 100% interest in its trading subsidiary, Wood Green Enterprises Limited, which runs non-charitable trading operations including hospitality, new goods retail sales and wind turbine electricity generation. Profits of the subsidiary are gifted to the Charity in accordance with a deed of covenant.

As at 31 March 2019, the Council had the following committees which met during the year to advise on specific aspects of Wood Green operations:

Animal Welfare – which reviews animal welfare and education policies and projects and supports their implementation.

Performance and Resources – which oversees all financial aspects of the Charity including reviewing budgets, performance against budget, trustee report and accounts as well as setting and reviewing investment policy and performance.

Income Services – which oversees all income generating activity, recommending new initiatives to Council and reviewing the performance of the trading subsidiary.

Remuneration – which oversees the remuneration policy of the Charity and recommends major changes to employee remuneration and benefits to Council.

Since the year end a decision has been made to merge the Income Services Committee and Performance and Resources Committee into a single Finance and Risk Committee.

Appointment and induction of Trustees

Trustee recruitment and appointment takes place through a Trustee Search Committee that meets as required. This committee identifies the skills and experience likely to be of value to the Charity and finds people with such skills who may wish to become Trustees or serve as a Director of the Charity's trading subsidiary. An induction programme is offered to all new Trustees and further updates and training are provided as required. This includes visits to Wood Green operations, meetings with the Chief Executive, members of the Senior Leadership Team and other senior managers as appropriate.

Remuneration

The talents of our staff and committed volunteers are vital in providing the high-quality work that we deliver in the communities in which we operate. Wood Green is a complex organisation and it is essential that we attract and retain people with the right skills, talents and insight, so that we can run the Charity as efficiently and effectively as possible.

With this in mind we review our salaries annually and seek to offer suitably competitive levels of reward and appropriate recognition for all our staff. Remuneration levels are based on a job evaluation system that aims to deliver a fair and comparative process in determining all job levels and pay bands. The pay and benefits of our Chief Executive and Senior Leadership

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Team are set to attract the best possible talent and, like all our positions are also benchmarked against similar jobs in other charities and relevant organisations.

Policies and decision making

The Council, assisted by the Chief Executive and the Senior Leadership Team, is responsible for formulating the strategy and policies of the Charity as a whole, including the approval of budgets and exercising financial control through regular financial reporting. The Council acts on advice and information from regular meetings with its professional advisors as required. The Council retains a number of professional advisors in conjunction with the operation of the Charity. The advisors currently appointed are listed in this report.

The Council continually monitors the Charity's performance throughout the year including measurement against key performance indicators.

Reference and Administrative Details

Company details

Wood Green Animal Shelters is a company limited by guarantee, registered company no. 02073930, registered Charity no. 298348.

The registered office is at:

King's Bush Farm, London Road, Godmanchester, Cambridgeshire, PE29 2NH.

President

Sir Henry Boyd-Carpenter KCVO resigned 31 December 2018

Vice Presidents

Dennis Baker OBE

Peter Burton OBE

Dr Peter Jackson MA BVM&S DVM&S FRCVS

Shirley Knowles OBE

Myriam Warburton

Celia Waldron

Council of Management (Trustees)

	A	P	R	I	
Dr Steven Carden <i>Chair</i>	✓	✓	✓		Appointed 16 May 2018
Colin Alder		✓	✓	✓	
Angela Au MA (Cantab) FCA		✓	✓		
Duncan Canney BSc Civ Eng FCA		✓			
John Cousins BSc <i>Treasurer</i>		✓	✓		
Pamela Gee	✓				
Dr Jo Lawton BSc MSc PhD	✓				
Janet South BA FloF		✓	✓	✓	
Jonathan Younger BA DipISP DipIDM				✓	
Joanne Day ACMA FCIPD					Appointed 10 November 2018
Lynn Povey					Appointed 4 October 2018
Jenny Stavisky	✓				Appointed 20 July 2019

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A - member of Animal Welfare Advisory Group

P - member of Performance & Resources Committee

I - member of Income Services Committee

R - member of Remuneration Committee

Executive

Council delegates policy implementation to the Chief Executive who manages Wood Green through the Senior Leadership Team based in Godmanchester:

Clive Byles	Chief Executive	
Ian Briggs	Director of Corporate Services	
Linda Cattle	Director of Animal Services	
Vanessa Cunningham	Director of Animal Services	
Mandy Jones	Interim Director of Human Resources	Resigned 4 April 2019
Dominic Lennon	Interim Director of Income and Innovation	Resigned 31 March 2019
Rohan Putter	Director of Income and Innovation	Appointed 1 April 2019
Justin Morris	Director of Marketing and Digital Engagement	

Principal professional advisors

External Auditors	Crowe U.K. LLP
Investment Managers	Charles Stanley 55 Bishopsgate, London, EC2N 3AS
Bankers	NatWest 92 High Street, Huntingdon, PE29 3DT
Solicitors	Hewitsons Shakespeare House, 42 Newmarket Rd, Cambridge CB5 8EP

Trustee responsibility statement

The Trustees (who are also directors of Wood Green Animal Shelters for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102.

Company and Charity 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 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 2015 (FRS 102)
- make judgments 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 operation.

The trustees are responsible for keeping adequate and 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 Charity's auditor is unaware. The trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

Auditors

Crowe U.K. LLP were appointed by the Trustees as the Charity's auditors on 7 December 2017.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 14 September 2019 and are signed on their behalf by



Dr Steven Carden, Chairman

Independent auditors' report to the members of Wood Green Animal Shelters

Opinion

We have audited the financial statements of Wood Green Animal Shelters for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities (incorporating an Income and Expenditure Account), the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit 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 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2019 and of the group's 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

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- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Tim Redwood

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

20 September 2019

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2019

	Note	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000	2018 Total funds £'000
Income					
Donations and legacies	2	8,684	1,133	9,817	9,235
Charitable activities	3	263	-	263	291
Other trading activities	4	2,206	-	2,206	2,184
Investment income	5	608	-	608	424
Total income		11,761	1,133	12,894	12,134
Expenditure					
<u>Raising funds:</u>					
Donations and legacies		(4,782)	-	(4,782)	(3,066)
Other trading activities		(2,227)	-	(2,227)	(2,347)
Investment management fees		(97)	-	(97)	(97)
<u>Charitable activities:</u>					
Animal rehoming and care services		(5,857)	(30)	(5,887)	(6,908)
Education and awareness		(2,085)	(15)	(2,100)	(1,387)
Other expenditure		(11)	-	(11)	(27)
Total expenditure	6	(15,059)	(45)	(15,104)	(13,832)
Net gain/(loss) on investments	11	1,049	-	1,049	739
Net gain on investment properties		-	-	-	220
Net gain/(loss) on foreign currency		-	-	-	(19)
Net Income / (expenditure)		(2,249)	1,088	(1,161)	(758)
Transfers		65	(65)	-	-
NET MOVEMENT IN FUNDS		(2,184)	1,023	(1,161)	(758)
Reconciliation of funds					
Total funds at 1 April	15	26,361	51	26,412	27,170
TOTAL FUNDS AT 31 MARCH	15	24,177	1,074	25,251	26,412

All activities relate to continuing operations. There were no other recognised gains or losses other than those stated above.

The notes on pages 28 to 47 form part of these financial statements.

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BALANCE SHEET AS AT 31 MARCH 2019 COMPANY REGISTERED NUMBER: 02073930

	Note	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
Fixed assets					
Tangible assets	9	6,152	7,232	6,144	7,218
Investment Property	10	460	460	460	460
Investments	11	18,251	17,204	18,256	17,209
Total fixed assets		24,863	24,896	24,860	24,887
Current assets					
Stocks	12	11	33	2	-
Debtors	13	960	1,371	1,209	1,571
Cash at bank and in hand		625	1,260	354	1,056
Total current assets		1,596	2,664	1,565	2,627
Creditors: amounts due within one year	14	(1,115)	(1,051)	(1,097)	(1,026)
Net current assets		481	1,613	468	1,601
Total assets less current liabilities		25,344	26,509	25,327	26,488
Creditors: amounts due after more than one year	14	(93)	(97)	(93)	(97)
NET ASSETS		25,251	26,412	25,234	26,391
The funds of the charity					
Restricted funds	15	1,074	51	1,074	51
Designated funds	15	12,152	12,732	12,152	12,732
Revaluation reserve	15	1,848	2,639	1,848	2,639
General funds	15	10,177	10,990	10,160	10,969
NET ASSETS		25,251	26,412	25,234	26,391

The net movement in funds for the year in the accounts of the charity was £1,157,000 deficit (2018: £758,000 deficit). The financial statements were approved by the Council of Management on 14 September 2019 and were signed on its behalf



Dr Steven Carden, Chairman



Mr J M Cousins, Treasurer

The notes on pages 28 to 47 form part of these financial statements.

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2019**

	Note	2019 £'000	2018 £'000
Cash flows from operating activities			
Net cash used in operating activities	17	<u>(1,239)</u>	<u>(334)</u>
Cash flows from investing activities			
Dividends, interest and rents from investments		608	424
Purchase of property, plant and equipment		(380)	(642)
Proceeds from sale of property, plant and equipment		374	-
Proceeds from sale of investments		12,222	6,493
Movement in investment cash		383	239
Purchase of investments		(12,603)	(6,546)
Net cash provided by / (used in) investing activities		<u>604</u>	<u>(32)</u>
Change in cash and cash equivalents in the reporting period		<u>(635)</u>	<u>(366)</u>
Cash and cash equivalents at the beginning of the reporting period		1,260	1,645
Change in cash due to exchange rate movements		-	(19)
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD		<u><u>625</u></u>	<u><u>1,260</u></u>

The notes on pages 28 to 47 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

1. Accounting Policies

1.1 Basis of preparation and consolidation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Group financial statements and consolidation

The Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Wood Green Enterprises Limited. The results of the subsidiary are consolidated on a line by line basis. No separate SOFA or cashflow statement has been presented for the parent charity alone as permitted by section 408 of the Companies Act 2006. All entities prepared financial statements to 31st March 2019.

1.3 Going concern

The charity's activities, together with factors likely to affect its future development, performance and financial position and commentary on its financial results and its cashflows, are set out in the Trustees' report on pages 5 to 21 and elsewhere in the financial statements. The Trustees have concluded that no matters have come to their attention that would prevent the charity from being able to maintain its current charitable activities and trade with customers and suppliers and they therefore consider that it is appropriate for the financial statements to be prepared on the going concern basis.

1.4 Legal status of the charity

Wood Green Animal Shelters is a company limited by guarantee (registered number 02073930), which is a public benefit entity and registered as a charity in England and Wales (charity number 298348) and domiciled in the UK. The members of the company are the Trustees named on page 19. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The registered office is King's Bush Farm, London Road, Godmanchester, Huntingdon, PE29 2NH.

1.5 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds are unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

1.6 Income

Income is recognised when: i) the charity has entitlement to the funds; ii) any performance conditions attached to the items of income have been met; iii) it is probable that the income will be received; and iv) the amount can be measured reliably.

Donations

Donations are accounted for as received. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred until either those conditions are met in full, or their fulfilment is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Donated goods

Donated Goods are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102) volunteer time is not recognised; refer to the Trustees' report for more information about their contribution. On receipt, donated goods are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is recognised in expenditure when the service is utilised or the gift distributed.

Legacies

Wood Green recognises residuary legacy income at the earlier date of receipt of when the executors have determined that a payment can be made following the agreement of the estate's accounts, or on notification by the executors that payment will be made. Pecuniary legacy income is recognised on receipt unless it is considered material (greater than 1% of total Wood Green income) and there is non-contentious evidence of entitlement, value and probability of receipt, whereupon it is recognised in the same way

as residuary legacy income. Life interest legacy income is recognised at the date of death of the life interest provided the receipt and value criteria are met.

Trading activities

Income from trading activities includes income earned from activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred. Income received in advance for a future event is deferred until the criteria for income recognition has been met.

Interest and dividends

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised on ex-dividend dates when the charity has unconditional entitlement to the distribution. Income accrued and not received on these securities at 31 March is included in the market value of the investments held.

1.7 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. Input VAT incurred which cannot be reclaimed is included as a cost.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Costs of raising funds includes fees and charges for the management of the investment portfolio, fundraising costs and costs associated with trading activities.

1.8 Tangible fixed assets and depreciation

Fixed assets are included at depreciated historical cost. Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation on tangible fixed assets is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

- i) Freehold property – 2.5 to 4% per annum on a straight line basis;
- ii) Motor vehicles - 25% per annum on a straight line basis;
- iii) Wind turbine – 5% per annum on a straight line basis;
- iv) Fixtures & fittings – 10 to 20% per annum on a straight line basis; and
- v) Computer equipment - 33% per annum on a straight line basis.

Assets are reviewed for any indications of impairment at each balance sheet date. Assets under the course of construction are capitalised on practical completion.

1.9 Investments

Investments in subsidiaries are measured at cost less provision for impairment, if applicable.

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the mid-market quoted price (the difference between mid-market and bid price is deemed not to be material). The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

1.10 Investment properties

In accordance with FRS 102 investment properties are revalued. Revaluations are undertaken periodically based on open market values. These are revised in subsequent years by reference to published indices or comparative evidence and assessment of the circumstances of each property.

1.11 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

1.12 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the amounts receivable at the balance sheet date.

1.13 Cash at bank and In hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors

Creditors and provisions are recognised where: i) the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party; and ii) the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

1.15 Financial instruments

The Charity has financial assets and financial liabilities only of a kind that qualify as basic financial instruments. The treatment of these instruments is described in the accounting policies above.

1.16 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

1.17 Operating leases

The Charity classifies its leases of equipment as operating leases: the title to the equipment remains with the lessor, and the lease term is typically five years whilst the economic life of such equipment is in excess of this. The Charity also leases a number of premises from which it operates charity thrift stores; these are also considered operating leases with a term of three to five years. Rental charges are charged on a straight line basis over the term of the lease.

1.18 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 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. Wood Green Enterprises Ltd makes qualifying donations of all taxable profits to the charity at the discretion of the directors. No corporation tax liability arises in the accounts.

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2. Donations and legacies

	Unrestricted	Restricted	Total funds	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total funds</i>
	2019	2019	2019	<i>2018</i>	<i>2018</i>	<i>2018</i>
	£'000	£'000	£'000	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Donations	3,084	262	3,346	2,772	49	2,821
Legacies	5,600	871	6,471	6,256	158	6,414
	8,684	1,133	9,817	9,028	207	9,235

In addition to the legacy income recognised in the SOFA the charity has been notified of 104 residuary legacies (2018: 70) with a total estimated value of £5,883,000 (2018: £3,378,000). These legacies do not satisfy the criteria to recognise the income during the year. They are therefore disclosed as a contingent asset.

3. Income from charitable activities

	2019	<i>2018</i>
	£'000	<i>£'000</i>
Income from animal placements	252	279
Clinic and other services	11	12
	263	291

All income from charitable activities received in 2019 and 2018 are unrestricted funds.

4. Other trading activities

	2019	<i>2018</i>
	£'000	<i>£'000</i>
Charity shops	1,208	885
Retail operations	20	165
Other commercial trading	838	898
Fundraising events, raffles, and other income	140	236
	2,206	2,184

All trading income received in 2019 and 2018 are unrestricted funds. Prior year income for Other commercial trading has been increased by £102,000 to reflect the correct attribution of income generated from pet insurance commission. A corresponding reduction has been made to income from fundraising events, raffles, and other income.

5. Investment income

	2019	<i>2018</i>
	£'000	<i>£'000</i>
Investment properties	24	12
Listed investments	582	411
Interest received	2	1
	608	424

All investment income received in 2019 and 2018 are unrestricted funds.

6. Expenditure by charitable activity

CURRENT YEAR	Donations and legacies	RAISING FUNDS Other trading activities	Investment management fees	CHARITABLE ACTIVITIES Animal Rehoming & Care Services	Education, awareness and publicity	Total expenditure
	£'000	£'000	£'000	£'000	£'000	£'000
Direct Costs	4,469	1,745	97	4,254	1,456	12,021
<u>Allocated support costs</u>						
Management	68	104	-	351	138	661
Finance	36	56	-	190	75	357
IT & communication	26	40	-	137	54	257
HR	50	78	-	263	104	495
Volunteer management	1	2	-	6	2	11
Facilities & office costs	131	201	-	681	269	1,282
Governance	1	1	-	5	2	9
Total cost	4,782	2,227	97	5,887	2,100	15,093
<i>PRIOR YEAR</i>						
<i>Direct Costs</i>	2,824	1,740	97	4,169	895	9,725
<u>Allocated support costs</u>						
<i>Management</i>	64	159	-	720	129	1,072
<i>Finance</i>	22	54	-	244	44	364
<i>IT & communication</i>	13	33	-	147	26	219
<i>HR</i>	17	43	-	196	35	291
<i>Volunteer management</i>	3	9	-	38	7	57
<i>Facilities & office costs</i>	122	306	-	1,380	248	2,056
<i>Governance</i>	1	3	-	14	3	21
Total cost	3,066	2,347	97	6,908	1,387	13,805

Expenditure on Charitable activities includes £5,668,000 (2018: £4,889,000) spent from unrestricted funds and £45,000 (2018: £175,000) spent from restricted funds. All expenditure on Support costs and Raising Funds is from unrestricted funds in 2019 and 2018. Support costs cannot be attributed to a single activity and have therefore been apportioned between the activities supported on the basis of full-time equivalent staff numbers.

Other expenditure of £11,000 (2018: £27,000) consists entirely of the net loss on disposal of tangible fixed assets during the year.

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7. Net income

This is stated after charging:

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2019	<i>2018</i>	2019	<i>2018</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Depreciation of tangible fixed assets	1,072	1,971	1,066	1,965
Auditors remuneration for:				
audit services	11	18	7	15
other services	1	-	-	-
Operating lease payments	<u>254</u>	<u>243</u>	<u>253</u>	<u>242</u>

8. Staff costs and key management personnel

Staff costs were as follows:

	2019	<i>2018</i>
	£'000	<i>£'000</i>
Wages and salaries	5,940	4,999
Social security costs	484	401
Other pension costs	249	233
Redundancy and termination costs	34	4
Apprenticeship levy	15	10
Other benefits	34	28
Total staff costs	<u>6,756</u>	<u>5,675</u>

The average number of employees (full-time equivalent) during the year was as follows:

	2019	<i>2018</i>
	No.	<i>No.</i>
Direct charitable activities	147	136
Raising funds	51	36
Support and administration	41	36
Total staff	<u>239</u>	<u>208</u>

The average number of employees (headcount) during the year was as follows:

	2019	<i>2018</i>
	No.	<i>No.</i>
Direct charitable activities	181	171
Raising funds	60	45
Support and administration	44	40
Total staff	<u>285</u>	<u>256</u>

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The number of higher paid employees was:

	2019	2018
	No.	No.
In the band £60,001 to £70,000	1	1
In the band £70,001 to £80,000	3	1

During the year, no Trustees received any remuneration (2018: £Nil). The reimbursement of travel expenses, which have been made or are due to be made to one trustee (2018: none) in respect of the year were £70 (2018: £nil).

The Charity considers its key management personnel to be the Chief Executive and the Senior Leadership Team. During the year, the total employment benefits of key management personnel was £471,000 (2018: £317,000). The increase reflects the temporary addition of a Human Resources Director and the full year cost of a Director of Corporate Services recruited part way through 2018.

During the year the Charity paid a total of £34,000 (2018: £4,000) in redundancy and termination payments in respect of 10 employees (2018: 1 employees). The termination payments were all in cash and are a combination of compulsory and voluntary redundancy payments plus payments under settlement agreements.

Employer pension costs for higher paid employees totalled £18,000 (2018: £10,000).

During the year, insurance was purchased to indemnify the Council of Management against default on their part. The cost of insurance amounted to £3,455 (2018: £1,650).

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9. Tangible fixed assets

GROUP	Land & Buildings £'000	Fixtures, Fittings & Equipment £'000	Motor Vehicles £'000	Work in progress £'000	Total £'000
Cost					
At 1 April 2018	11,533	3,857	203	120	15,713
Transfers	-	56	64	(120)	-
Additions	5	358	15	2	380
Disposals	(385)	(17)	(92)	-	(494)
At 31 March 2019	11,153	4,254	190	2	15,599
Depreciation					
At 1 April 2018	5,848	2,451	182	-	8,481
Disposals	(8)	(7)	(91)	-	(106)
Depreciation	814	228	30	-	1,072
At 31 March 2019	6,654	2,672	121	-	9,447
Net book value					
At 1 April 2018	5,685	1,406	21	120	7,232
AT 31 MARCH 2019	4,499	1,582	69	2	6,152

Charity	Land & Buildings £'000	Fixtures, Fittings & Equipment £'000	Motor Vehicles £'000	Work in progress £'000	Total £'000
Cost					
At 1 April 2018	11,533	3,731	203	120	15,587
Transfers	-	56	64	(120)	-
Additions	5	358	15	2	380
Disposals	(385)	(17)	(92)	-	(494)
At 31 March 2019	11,153	4,128	190	2	15,473
Depreciation					
At 1 April 2018	5,848	2,339	182	-	8,369
Disposals	(8)	(7)	(91)	-	(106)
Depreciation	814	222	30	-	1,066
At 31 March 2019	6,654	2,554	121	-	9,329
Net book value					
At 1 April 2018	5,685	1,392	21	120	7,218
AT 31 MARCH 2019	4,499	1,574	69	2	6,144

10. Investment Property

GROUP & CHARITY	Freehold investment property £'000	Long-term leasehold investment property £'000	Total £'000
Valuation			
At 1 April 2018	250	210	460
At 31 March 2019	250	210	460
<u>Comprising</u>			
Historic cost	62	158	220
Revaluation	188	52	240
At 31 March 2019	250	210	460

The properties were last revalued, at open market value, by the Council as at 31st March 2018. Council believes that the 2019 open market valuation is not materially different from the value included in the financial statements.

11. Fixed asset investments

	GROUP		CHARITY	
	Listed securities £'000	Total £'000	Shares in group undertaking £'000	Total £'000
Market Value				
At 1 April 2018	16,553	16,553	5	16,558
Additions	12,603	12,603	-	12,603
Disposals	(12,222)	(12,222)	-	(12,222)
Net gains	1,049	1,049	-	1,049
At 31 March 2019	17,983	17,983	5	17,988
Investment cash		268		268
Total investments		18,251		18,256
Total historical cost	16,375		5	16,380

The charity holds a portfolio of listed investments, re-valued to the market value at the balance sheet date. The gain or loss on this revaluation is realised once the investment is sold.

The charity owns 100% of the £1 ordinary share capital of Wood Green Enterprises Limited, incorporated in England and Wales. The results of the company have been consolidated into these financial statements. See Note 20 for a summary of the results of Wood Green Enterprises Ltd.

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Listed securities held at 31 March 2019 comprised the following asset classes:

	Value 2019 £'000	Percentage 2019 %	<i>Value 2018 £'000</i>	<i>Percentage 2018 %</i>
UK Fixed Income	7,388	41	6,394	39
UK Equity	4,878	27	2,270	14
Non-UK Fixed Income	949	5	513	3
Non-UK Equity	4,175	23	6,219	37
Other investments	593	4	1,157	7
Total investments	17,983	100	16,553	100

12. Stock

	Group 2019 £'000	<i>Group 2018 £'000</i>	Charity 2019 £'000	<i>Charity 2018 £'000</i>
Goods for resale	9	33	-	-
Donated animal feed	2	-	2	-
	11	33	2	-

13. Debtors: falling due within one year

	Group 2019 £'000	<i>Group 2018 £'000</i>	Charity 2019 £'000	<i>Charity 2018 £'000</i>
Trade debtors	70	57	50	29
Amounts owed by group undertakings	-	-	417	365
Other debtors	1	2	1	2
Prepayments and accrued income	555	486	407	349
VAT repayable	223	263	223	263
Legacies receivable	111	563	111	563
	960	1,371	1,209	1,571

14. **Creditors**

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2019	<i>2018</i>	2019	<i>2018</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Falling due within one year				
Trade creditors	885	931	876	917
Other creditors	74	2	74	2
Accruals and deferred income	156	118	147	107
	1,115	<i>1,051</i>	1,097	<i>1,026</i>
Falling due after more than one year				
Other creditors	93	<i>97</i>	93	<i>97</i>
Deferred income reconciliation	Group	Group	Charity	Charity
	< One	> One	< One	> One
	Year	Year	Year	Year
	£'000	£'000	£'000	£'000
As at 1 st April 2017	-	-	-	-
Additions	15	15	-	-
Released to income	(7)	(15)	-	-
As at 1st April 2018	8	-	-	-
Additions	2	-	-	-
Released to income	(8)	-	-	-
As at 31st March 2019	2	-	-	-

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15. Statement of funds

CURRENT YEAR	Brought forward £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains/ losses £'000	Carried Forward £'000
Restricted funds						
S Snowden	-	872	-	-	-	872
P Larratt	-	250	(42)	(10)	-	198
Other	51	11	(3)	(55)	-	4
Total restricted funds	51	1,133	(45)	(65)	-	1,074
Designated funds						
Visitor Centre	4,000	-	-	(4,000)	-	-
Cattery	1,000	-	-	(1,000)	-	-
Strategic Projects	500	-	(500)	1,000	-	1,000
Infrastructure Reserve	-	-	-	5,000	-	5,000
Tangible fixed asset fund	7,232	-	(1,072)	(8)	-	6,152
Total designated funds	12,732	-	(1,572)	992	-	12,152
General funds						
Revaluation reserve	2,639	-	-	-	(791)	1,848
Free reserves	10,990	11,761	(13,487)	(927)	1,840	10,177
Total general funds	13,629	11,761	(13,487)	(927)	1,049	12,025
TOTAL FUNDS	26,412	12,894	(15,104)	-	1,049	25,251

PRIOR YEAR	Brought forward £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains/ losses £'000	Carried Forward £'000
Restricted funds	19	207	(175)	-	-	51
Designated funds						
Visitor Centre	-	-	-	4,000	-	4,000
Cattery	-	-	-	1,000	-	1,000
Strategic Projects	-	-	-	500	-	500
Tangible fixed asset fund	8,588	-	(1,971)	615	-	7,232
Total designated funds	8,588	-	(1,971)	6,115	-	12,732
General funds						
Revaluation reserve	2,940	-	-	-	(301)	2,639
Free reserves	15,624	11,927	(11,686)	(6,115)	1,240	10,990
Total general funds	18,564	11,927	(11,686)	(6,115)	939	13,629
TOTAL FUNDS	27,171	12,134	(13,832)	-	939	26,412

Included within General funds carried forward is £16,325 (2018: £21,374) which relates to Wood Green Enterprises Limited, a subsidiary of the Charity.

15.1 Restricted funds

The S Snowden fund is a restricted legacy providing funding for the new cattery, described below.

The P Larratt fund is a restricted in memory donation primarily providing funding for a cats training and behaviour manager and a community outreach advisor. £10,000 has been transferred from this fund to the Tangible Fixed Assets fund representing a contribution towards the capital costs of a new surgery.

The Other restricted funds are restricted funds that individually are immaterial. £55,000 has been transferred from these funds to the Tangible Fixed Assets fund representing contributions towards the costs of a community outreach vehicle and a dog exercise area.

15.2 Designated funds

Tangible Fixed Asset Fund

This represents the net book value of the land, buildings, motor vehicles and equipment owned and used by the Charity to run its Centres and administer the organisation.

Other designated funds are subject to an annual review to reflect changes in the Charity's plans. The Trustees have approved the creation of three designated funds as described below.

Visitor Centre

The Trustees have reviewed this reserve and concluded that plans are not sufficiently developed to justify continuing to designate for this purpose.

Cattery

During the year the Charity received a legacy for £872,000 that is restricted to funding a new cattery. This has allowed Trustees to remove this designation from unrestricted reserves. A fundraising campaign for the new cattery will be launched in early 2020 with the aim to complete construction by December 2021.

Strategic Projects

The Charity has embarked on a significant change programme and will be incurring one-off development costs during the next two financial years. Having established this fund in the year ended 31st March 2018 the Trustees have designated a further £1m to invest in this programme.

Infrastructure Reserve

The Charity has ambitious plans to increase its impact considerably over the next five years and in order to achieve that it will be necessary to invest in its physical and digital infrastructure. Whilst plans are still being developed the Trustees feel it is prudent to set aside £5m as a designated reserve to fund these initiatives as they become developed. The infrastructure reserve will be reviewed annually.

15.3 Revaluation reserve

The revaluation reserve represents the revaluation of the investment properties and investments held by the charity. Included within the revaluation reserve carried forward is £240,000 (2018 - £240,000) which relates to the revaluation of investment properties and £1,608,000 (2018 - £2,399,000) which relates to the unrealised gain on listed investments.

16. Analysis of net assets between funds

	Unrestricted	Restricted	Total funds	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total funds</i>
	2019	2019	2019	<i>2018</i>	<i>2018</i>	<i>2018</i>
	£'000	£'000	£'000	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Tangible assets	6,152	-	6,152	7,187	45	7,232
Investments	17,839	872	18,711	17,664	-	17,664
Net current assets	279	202	481	1,607	6	1,613
Creditors due in more than one year	(93)	-	(93)	(97)	-	(97)
	24,177	1,074	25,251	26,361	51	26,412

17. Net cash flow from operating activities

	2019	<i>2018</i>
	£'000	<i>£'000</i>
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(1,161)	(758)
<u>Adjustments for</u>		
Depreciation charges	1,072	1,971
Gains on investments	(1,049)	(739)
Gains on investment properties	-	(220)
(Gains) / losses on foreign exchange	-	19
Dividends, interest and rents from investments	(608)	(424)
Loss on sale of fixed assets	14	27
Decrease in stocks	22	46
Decrease / (increase) in debtors	412	(511)
Increase in creditors	59	255
Net cash used in operating activities	(1,239)	(334)

18. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an administered fund. The pension charge represents contributions payable by the charity to the fund.

Contributions outstanding at 31 March 2019 were £41,000 (2018: £Nil), none of which were overdue. Total employer contributions paid in the year were £249,000 (2018: £233,000).

19. Operating lease commitments

As at 31 March 2019 the group had total commitments under non-cancellable operating leases as follows:

	Land & Buildings 2019 £'000	Other 2019 £'000	<i>Land & Buildings 2018 £'000</i>	<i>Other 2018 £'000</i>
GROUP				
Not later than one year	247	38	190	24
Later than one year and not later than five years	536	79	383	42
Later than five years	24	-	31	-
CHARITY				
Not later than one year	247	38	190	22
Later than one year and not later than five years	536	79	383	42
Later than five years	<u>24</u>	<u>-</u>	<u>31</u>	<u>-</u>

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20. Principal subsidiaries

Company name	Percentage shareholding
Wood Green Enterprises Limited (Company no. 03161812)	100

The Charity owns 5,000 £1 ordinary shares in Wood Green Enterprises Limited, King's Bush Farm, London Road, Godmanchester, Huntingdon, PE29 2NH, which is incorporated in England and Wales. The subsidiary operates a coffee shop, conference facility and restaurant at King's Bush Farm, Godmanchester. It also receives commission on pet insurance and trades in surplus electricity produced at the Godmanchester site. This is the Charity's only subsidiary.

Wood Green Enterprises Ltd. gifts its taxable profits to Wood Green Animal Shelters at the discretion of the Directors. A summary of the company's trading results is shown below. Audited accounts have been filed with the Registrar of Companies.

	2019 £'000	2018 £'000
Profit and loss account		
Turnover	908	1,203
Cost of Sales	(144)	(306)
<u>Gross Profit</u>	<u>764</u>	<u>897</u>
Trading and administrative expenses	(622)	(699)
Other interest receivable and similar income	1	1
Profit for the year	143	199
Balance sheet		
Fixed assets	8	14
Current assets	448	402
Liabilities	(435)	(390)
Net assets	21	26
Share capital	5	5
Profit and loss account	21	21
Profit for the year	143	199
Distributions (Gift Aid donation)	(148)	(199)
Net assets	21	26

Included within the group unrestricted reserves carried forward are £21,000 (2018: £26,000) which relate to Wood Green Enterprises Ltd.

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The transactions between the Charity and the trading subsidiary are summarised below:

Nature of supply	Amount for financial year £'000
<u>The Charity as supplier</u>	
Payroll	259
Rent for premises	189
Management recharge	92
Providing cash	12
Security and event services	4
Fuel	2
Printing services	1
<u>The Subsidiary as supplier</u>	
Intercompany sales	50

The Charity also submits a group VAT return on behalf of both entities, which included £115,000 in net output tax on behalf of the Subsidiary. The Subsidiary made payments in the year totalling £445,000 to reduce the intercompany balances.

No loans are advanced by the charity to its subsidiary.

21. Related party transactions

Details of Trustee expenses can be seen in Note 8. Details of transactions with the Trading Subsidiary can be seen in Note 20.

22. Statement of Financial Activities – prior year comparatives

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Income			
Donations and legacies	9,028	207	9,235
Charitable activities	291	-	291
Other trading activities	2,184	-	2,184
Investment income	424	-	424
Total income	11,927	207	12,134
Expenditure			
<u>Raising funds:</u>			
Donations and legacies	(3,066)	-	(3,066)
Other trading activities	(2,347)	-	(2,347)
Investment management fees	(97)	-	(97)
<u>Charitable activities:</u>			
Education and awareness	(1,387)	-	(1,387)
Animal rehoming and care services	(6,733)	(175)	(6,908)
Other costs	(27)	-	(27)
Total expenditure	(13,657)	(175)	(13,832)
Net gain/(loss) on investments	739	-	739
Net gain on investment properties	220	-	220
Net gain/(loss) on foreign currency	(19)	-	(19)
NET INCOME / (EXPENDITURE) FOR THE YEAR BEING NET MOVEMENT IN FUNDS	(790)	32	(758)
Reconciliation of funds			
Total funds at 1 April 2017	27,151	19	27,170
TOTAL FUNDS AT 31 MARCH 2018	26,361	51	26,412