



LOVE DOGS, LOVE DOGS TRUST

Annual Report & Accounts 2018

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Annual Report of the Trustee of Dogs Trust

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Front Cover:

That's a whole lotta love! Gemma Brazier, our veterinary nurse assistant, has her arms full of Phil, a Bernese Mountain dog. A victim of the puppy smuggling trade, Phil and his sister had been intercepted at the UK border, hidden in a car driven across Europe from Poland, at just 11 weeks old. After completing their quarantine, Phil and family were brought into our Evesham centre, where they were given plenty of TLC from our staff, including Gemma, who was smitten with the giant pup. Both our bernies have since gone on to find wonderful homes in the Worcestershire area. Please see page 13 for more about our work to prevent the puppy smuggling trade.



Our Mission

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

Our Strategy

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

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

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

Whilst our immediate priority is the UK and Ireland, we will take the prevention/cure approach to as many countries as funds allow, through Dogs Trust Worldwide, which aims to improve dog welfare internationally.

Chairman's report

2018 was a good year for Dogs Trust, with over 15,000 stray, abandoned and relinquished dogs being cared for by our rehoming centre staff, and thousands more reaping the benefits of our preventative programmes aimed at stopping abandonment and relinquishment. In the UK and Ireland, one of our focuses was on helping people to understand how they should go about purchasing a puppy. Our hope is that by providing clear information about the poor conditions in which some dogs are bred, we will help owners avoid the heartbreak of buying a physically or mentally unhealthy puppy – and unwittingly fuelling the evil trades of puppy farming (Ireland) and/or puppy smuggling (UK).

Tragically, our Chief Executive, Adrian Burder, passed away unexpectedly in late 2018. While we embark on the process of finding a new chief executive, Dogs Trust staff continue to work hard, with our interim CEO, Jim Monteith, taking the reins for this period. We are fortunate that Jim has been with Dogs Trust for 16 years as our finance director and deputy CEO, and is undoubtedly the safest pair of hands a board of trustees could wish for. No doubt in next year's report I'll be introducing you to our new Chief Executive, and in the meantime I'll be working closely with Jim to ensure Dogs Trust staff and council members continue working hard to save dogs' lives.

Finally, I'd like to say a huge thank you on behalf of all the dogs, staff and council members for supporting the charity throughout 2018. Without your steadfast support, we could not have helped a single dog – let alone 15,000.



Adrian Burder, 1964 - 2018

Sadly, 2018 was marred by the untimely death of Adrian Burder, our Chief Executive, in October. Having worked for Dogs Trust for over 24 years, initially as a fundraising officer and finally as chief executive, his contribution to the advancement of canine welfare, both in the UK and overseas, is immeasurable. While reading this report, please bear in mind that every achievement, every small step towards the day when no healthy dog is destroyed, is thanks in some way to Adrian's vision, commitment and sheer hard work. We at Dogs Trust, and his many friends in the world of animal welfare, miss him enormously.

Graeme Robertson

Graeme Robertson
Chairman



Interim CEO's report

2018 was another strong year for Dogs Trust, which saw our 'prevention and cure' approach to improving dog welfare keeping us busy on all fronts.

We also invested resource in more experts to join us in order to help us better understand dogs, but also to give us a greater understanding of what motivates people to buy and later relinquish dogs. Last year, we launched a new system for giving even greater support to those people adopting a dog from us. At regular intervals following the dog leaving our care, our specially trained staff now call new adopters to ask how their dog is settling into their new home. In this way, we are able to offer behavioural advice and address any potential issues before matters escalate. Our Generation Pup full-life research project has now enrolled over 2,200 pups onto the study.

Meanwhile, our public affairs team undertook another major investigation into illegal puppy smuggling, presenting their report to government, and encouraged thousands of people to write to their MP to bring about the end to this despicable trade.

Our rehoming centre staff cared for 15,015 stray, abandoned and relinquished dogs last year. This was 2% fewer dogs than in 2017 (15,446 dogs), however, our kennel capacity was affected by the major refurbishment projects taking place at two rehoming centres. Dogs Trust Canterbury reopened in spring 2019, while Dogs Trust Darlington is scheduled to reopen at full capacity in the summer of 2020. We look forward to unveiling these rebuilds, which will give our dogs the very best kennel, veterinary and enrichment facilities while they await their forever homes. Furthermore, we are about to commence construction on our brand-new rehoming centre in the heart of Cardiff.

Excitingly, the cumulative effect of our preventative programmes designed to stop dogs being abandoned, becoming lost or being relinquished is now being seen in the country's stray dog population. Since we began our preventative work in 1997, there has been

an overall reduction of 59% in the number of strays – down from 136,500 to 56,000 - and a reduction of 93% in the number of stray dogs put to sleep by local authorities – down from 21,840 to 1,462 dogs. Although this represents a big step in the right direction, it is still not the final destination; zero dogs put to sleep for want of a home.

Our Dog Schools – fun and affordable dog training classes - helped 17,720 owners to strengthen their bond with their pet, while our education team spoke with 524,500 school age children about the joys and responsibilities of caring properly for a dog. Dog School is another innovation aimed at improving long term dog welfare, through improving the dog and owner relationship, and thereby eventually reducing the number of dogs which are given up by their owners, or put to sleep, for behavioural reasons.

Meanwhile, Dogs Trust Ireland found forever homes for 800 dogs via the Dublin rehoming centre, and successfully launched an advertising campaign in the lead up to Christmas. Entitled 'How is that doggie in the window?', the campaign highlighted the upsetting reality behind irresponsible dog breeding in Ireland, while helping educate members of the public as to how they can effect change. Farther afield, our Dogs Trust Bosnia team launched their first foster care scheme, the very first of its kind in the country, and helped neuter 18,807 street and owned dogs.

All of which is merely a snapshot of what we have achieved this year.

Thanks to your belief in what we do, we have been able to help so many dogs in need. I'm excited about what the future holds – and with your help, it will be that much brighter for dogs.

Jim Monteith
Interim Chief Executive



1.

At the rehoming centres - Highlights

Every dog who comes into our rehoming centres is given everything they need to get back on their paws and into a great new home.

From veterinary attention to help with their manners and/or confidence, to enriching their environment, or even extra pats and hugs (but only if we know that's what they like!); whatever a dog needs, they will receive. Whether young or old, zoomy or dozy, gregarious or grumpy, the dogs in our care will always be made to feel like they are 'number one' by our rehoming team.

Our rehoming centre staff in 2018 were greatly helped in their day to day work by a dedicated squad of volunteers. We were lucky enough to have 2,400 volunteers lend a hand at the rehoming centres, giving us a combined total of 80,500 hours. These kind-hearted people did everything from socialising the puppies, to sorting the laundry, to walking the dogs come rain or shine, and welcoming visitors on arrival into the rehoming centres. Some of our volunteers have helped us for over 20 years, others have for just a matter of months; but no matter how long they have been with us, each one is much appreciated.

As a matter of course, every dog in our care will be neutered, microchipped (if not already done), vaccinated, treated against parasites including fleas and worms, and on being rehomed, their microchip database details will be changed to their new address. Each of our rehoming centres has a veterinary nurse, and our Loughborough and Basildon centres each have a veterinary physio and hydrotherapist on the team.

2018 also saw us recruiting more volunteer foster carers onto our 'Home from Home' programme. Shy dogs, nervous dogs, old dogs, young pups and those recovering from surgery can truly benefit from some one-to-one care in a cosy home, and the people who open their homes and hearts to these dogs provide invaluable support not only to the dogs whom they foster, but for the kennel staff too. By the end of the year we had around 1,973 regular foster carers on the team.

Our national contact centre is the first port of call for many people wishing to hand over their dog for rehoming. Based at our Manchester rehoming centre, our contact centre staff took 327, 809 calls from members of the public, of which 30,408 - 9% - were from owners wishing to relinquish their dog.

Whenever possible, our contact centre team ask the caller why they'd like to hand over their dog for rehoming. Their answers provide a useful insight into how we can do more to prevent dogs from being handed over, and helps us plan future campaigns, education and lobbying programmes.

Some of the reasons given are founded on the dog and its health and behaviour (33%), while others are based on the human and their circumstances, including health, wealth, work and relationships (66%). And, while we can't help with people's relationships, careers or health, we can certainly offer advice on all matters dog, including training and behavioural advice, and how to choose the right dog for your lifestyle.



A sleepy Mrs Claus gets a bump on the nose from one of her eight puppies, born at our Leeds rehoming centre on 23 December. The four-year-old snowy white Lurcher had been brought in by her owner when heavily pregnant, and happily our Leeds team were on hand to help with this very special Christmas delivery. The pups - Dasher, Dancer, Prancer, Vixen, Comet, Cupid, Donner, Blitzen - were expertly cared for by the centre's puppy rearing team, including Charlotte Allen, pictured holding a snoozy Prancer pup.

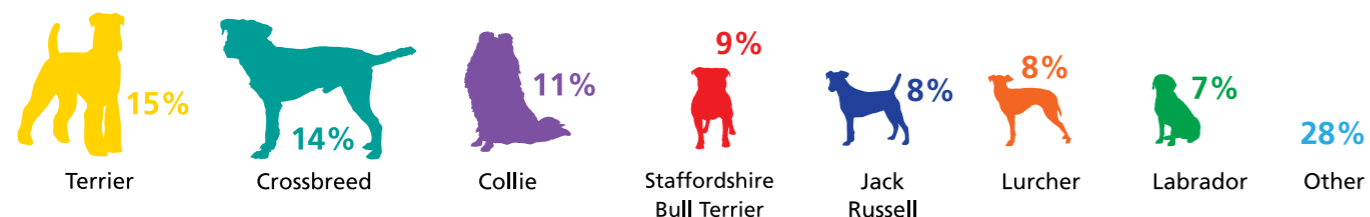
In 2018 we cared for 15,015 dogs at our 21 rehoming centres.



- 12,624* Dogs rehomed (2017: 13,141)
- 310 Dogs reunited with owners (2017: 242)
- 331 Dogs died or put to sleep** (2017: 312)
- 1,740 Dogs in kennels on 31 Dec 2018 (2017: 1,780)

* Lower than previous year due to a reduction in kennel space caused by building work
 **We never destroy a healthy dog

Most popular dog types rehomed in 2018



*These represent the top 7 most popular dog types rehomed. The remaining 27% of dogs rehomed include a variety of other breeds.

Dogs Trust Rehoming Centre staff 2018, UK & Ireland

Regional manager	4
Rehoming centre manager	21
Assistant manager	40
Canine carer	365
Veterinary nurse	36
Veterinary physio and hydrotherapist	3
Receptionist	54
Training and behaviour advisor	59
Dog trainer	53
Home From Home foster care co-ordinator	22
Volunteer co-ordinator	21
Maintenance operative	33
Transfer driver	8
Dogmobile driver	4
Rehoming centre staff, part and full time, total	723
Rehoming centre volunteer (NB not staff)	2,536

Where do our dogs come from?



- 7,313 Handed over by their owner (2017: 6,894)
- 5,603 Strays passed to us by local authorities and other charities (2017: 6,452)
- 338 Born in the rehoming centre (2017: 320)

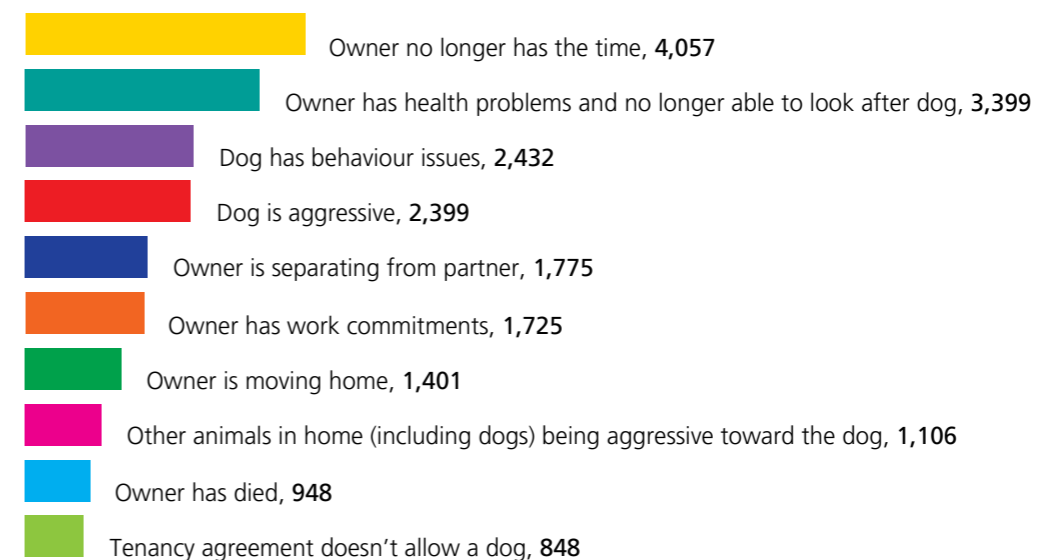
Our national contact centre staff took 327,809 calls from members of the public, of which 9% were from owners wishing to relinquish their dog.

33% of the reasons given are founded on the dog and its health and behaviour

66% are based on the human and their circumstances, including health, wealth, work and relationships.



In 2018, the most common reason given by callers wishing to hand over their dog was:



2.

Veterinary and campaigns – Highlights

Our veterinary department covers the veterinary, campaigns, public affairs and outreach work of Dogs Trust. The key areas covered include the day-to-day care of the dogs at our rehoming centres; financial help towards vet care for rehomed dogs via our 'Shared Adoption Scheme'; advice for politicians, government (UK and EU) and civil service through our public affairs team; the funding of veterinary research work through our Canine Welfare Grants Committee; a special investigation into puppy smuggling; the 'Freedom Project' to help dog owners escaping domestic violence; the 'Hope Project' to help homeless dog owners; and the 'Lets with Pets' programme to assist pet owners and landlords; and a comprehensive range of campaigns to improve dog health and welfare in the UK.



Vet care at the rehoming centres

Disease management

Unusually, our vet team had to manage suspected outbreaks of distemper at our Loughborough, Evesham and Glasgow rehoming centres. Each of these centres was closed to the public for a period, in order to manage the situation. Sadly, despite every effort, there was one fatality. It is testament to the dedication of the staff at these three centres that the situation was contained, and they were able to reopen at the earliest opportunity. Our staff continued finding great homes for the dogs, despite challenging conditions.

'Shared Adoption Scheme'

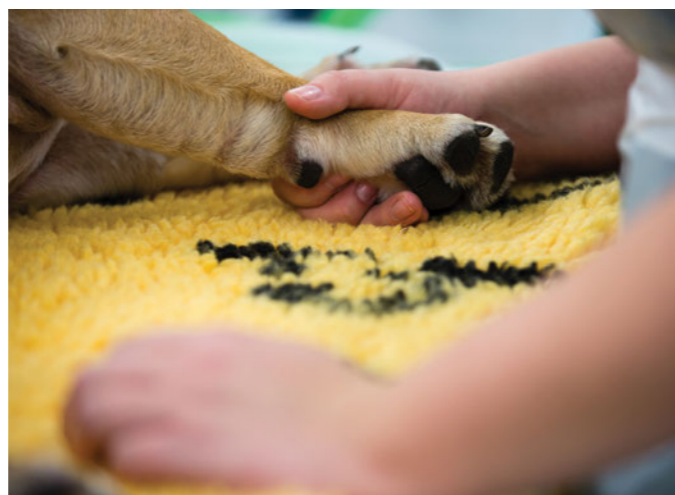
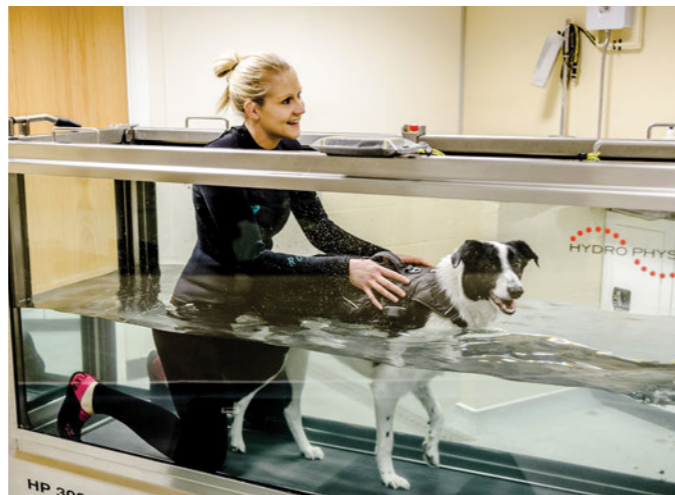
We currently help pay the veterinary fees for over 9,270 dogs through our Shared Adoption Scheme. Under the scheme, after we've rehomed a dog we promise to contribute towards their veterinary treatment relating to a specific condition for the rest of their life, as long as the condition is identified before the dog leaves our care. In this way, we help those dogs who may otherwise not be considered for adoption by visitors to our centres, for fear of high vet bills. The promise of financial assistance for years to come gives peace of mind for potential adopters of poorly or elderly dogs.

Construction

The vet team advised on the design and equipment needed for the new veterinary suite which is being constructed as part of the redevelopment of our Canterbury rehoming centre. They also gave advice on the hydrotherapy and physiotherapy facilities which will be installed as part of the major rebuild at our Darlington centre.

Euthanasia

We promise never to destroy a healthy dog in our care. Sadly, on occasion a dog comes into our centre which needs to be euthanised, and these decisions are never taken lightly. In such cases, the relevant staff at the rehoming centre, veterinary teams at the centre and head office, and behavioural staff if appropriate, are all involved in making the decision. In 2018, we euthanised 230 dogs for physical and/or mental health reasons, representing just 1.53% of the dogs for which we cared.



Public affairs and special investigations

Public affairs (UK)

We work hard to provide the 'voice of the dog' in all legislative matters concerning dog health and welfare. Last year, our public affairs team provided responses to 22 government consultations, compared to just three in 2017, which is due in most part to the government's increased focus on animal welfare.

Briefly, we helped draft the guidance for a new piece of legislation, the 'Licensing of Activities Involving Animals' regulations, which updates previous UK legislation covering the breeding, sale, boarding and day-care of dogs, for the first time. As well as contributing to the guidelines, we also made sure that those responsible for enforcing the legislation were able to understand what the myriad of changes would mean for them; to this end, we ran training courses for 320 local authority enforcement officers.

Additionally, we campaigned in Westminster and Holyrood for a ban on electric shock collars; and we continue lobbying for a review of the existing legislation governing the use of fireworks.

We also supported the government's intended ban on the third-party sale of puppies, which we believe will only be effective as part of a range of measures, including the regulation of rehoming organisations and better control of importation. We have provided a raft of suggestions intended to make the proposed legislation more effective and enforceable.

We have provided evidence to the EFRA select committee regarding their Dangerous Dogs enquiry, and submitted written evidence to DEFRA on the welfare of animals in transit. Each of the above campaigns are continuing throughout 2019, and we hope to be able to give more updates in next year's annual report.

Public affairs (Ireland)

In Ireland, we provided advice on the amendment of the Greyhound Racing Bill at committee stage. We also provided advice to a number of government consultations and had high-level departmental engagement on; the Sale of Pets, Ireland's Animal Welfare Strategy and the Dog Breeding Establishment (DBE) Guidelines. Our public affairs team worked together with the PR team to ensure public affairs messages were brought into PR efforts, through work with various politicians on; Dogs Tales newsletter, Dog Friendly Ireland Day, #DoggielnTheWindow – our Christmas campaign highlighting the cruelty behind bad breeding. In 2019 we will continue to focus on the export of Greyhounds, DBE Guidelines and the online sale of pets, and we will sustain pressure for action, and increased knowledge of the issues, among key stakeholders in Ireland, including government departments and Oireachtas committees.

Puppy smuggling investigation

2018 saw us deliver our fourth report to the government on the trade of puppy smuggling into the UK, which unfortunately is still rife. The report was launched in October, following undercover work in Serbia, for the first time, and a return to Hungary. Our investigators found evidence of vets in eastern Europe continuing to falsify pet passports, plus a disturbing new trend for pregnant bitches to be transported at a late stage of pregnancy, with the aim of having them give birth once in the UK. The investigator also uncovered evidence of overseas vets sedating puppies so they would lessen the risk of detection at the UK border.

We work very closely with UK border authorities and quarantine kennels to ensure that whenever smuggled puppies or mothers have been intercepted at the border, we work to keep them healthy and well-socialised during their period of quarantine, and then rehome them via our rehoming centres on completion.

Our public affairs team spoke directly with over 90 MPs, and sent the report and briefing to 650 MPs, 129 Members of the Scottish Parliament and 60 Welsh Assembly Members. Additionally, a summary was created for use by the EU, and was sent to all 751 Members of the European Parliament, as well as all government chief veterinary

officers for every EU member state. We urged members of the public to write to their MPs to help stop puppy smuggling, and as a result, around 9,000 people contacted their MP by the close of the year.

'Canine Welfare Grants Committee'

This committee exists to administer funds for veterinary professionals, academics and post-graduate students so that they may further our understanding of dog health and welfare. We do not support any project which requires a Home Office licence. Last year, the committee received 54 applications for research grants, and awarded 13 new grants. In addition, we are currently funding 33 ongoing research projects, and 7 projects were completed and made their final reports to the committee in 2018. 'Vet Compass' was one of the projects to submit their final report last year, and this aims to identify trends in canine health using data gathered from 1,803 vet practices around the UK.

Vet team overseas

The head office vet team, together with rehoming centre vet nurses, play a large part in scrutinising day-to-day projects, including surgical neutering practices, overseas projects on behalf of our subsidiary charity, Dogs Trust Worldwide, and also Dogs Trust's work in Bosnia. Last year, some of the team visited projects in Thailand, Bosnia and India. Our veterinary director delivered workshops on shelter medicine and overseas rehoming to over 271 delegates at our International Companion Animal Welfare Conference, as well as giving talks to welfare organisations, vets and police forces in Hong Kong.

Top: Smuggled Bernese Mountain dog puppies in quarantine kennels, Kent
Bottom: Maria Eagle MP supporting our anti-puppy smuggling campaign, Oct 2018



EU Dog & Cat Alliance

Sadly, at present there is very little EU legislation to protect dog welfare. The EU Dog & Cat Alliance, chaired by Suzie Carley, Executive Director of Dogs Trust Ireland, aims to engage with EU policy makers in order to build a better Europe for pets – with one of its focuses on the online sale of pets.

Research shows that on any given day there are around 400,000 dogs for sale on classified websites in Europe. Regulation is much needed, as buying a dog, worryingly, is so fast and easy.

At the International Companion Animal Welfare Conference (see page 29), the Alliance and its member Blue Cross ran a workshop to help delegates learn how to create their own national Pet Advertising Advisory Groups (PAAG). These newly created PAAGs aim to bring together animal welfare organisations, trade associations and veterinary bodies, in order to promote self-regulation among the classified website in Europe. By the end of the year, regulatory groups had been set up in five countries.

We also hosted two events within the European Parliament to engage with EU policy makers, including our regular annual reception, and a further joint event with Blue Cross and the European Commission aimed at promoting the regulation of online sales of pets.

Communications

Last year our communications team expanded to include the digital team, resulting in more joined-up exposure in support of all aspects of the charity's activities, promoting everything from our rehoming work, training and behaviour advice, dog care and top tips on how best to buy a dog.

The team also played a vital role in supporting the veterinary and public affairs teams in their anti-puppy smuggling campaign, resulting in widespread media coverage, support from 50 celebrities and over 11,000 supporters writing to their MP urging them to read our latest report and support our recommendations to government. In the run up to Christmas, we actively promote our 'A dog is for life, not just for Christmas' message, and last year was no exception. Our 2018 campaign included the release of a short film, shown on social media and in cinemas, which used a light-hearted touch to spread the message that 'presents aren't dogs – and dogs aren't presents.' The film was viewed by 3 million people in cinemas and had achieved 5 million online views by the end of the year.

Veterinary campaigns

Stray dog survey, UK and Ireland

As our mission statement explains, we are working towards the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction; and it's our annual stray dog survey among the UK's local authorities which provides us with one of the clearest indicators of the extent of the problem, and helps us plan what we can do to solve it.

In 1997, when we first began measuring the scale of the stray population, there were around 136,500 stray dogs collected in the UK. Of these, 21,840 had been put to sleep by local authorities at their dog pounds. In 2018, our latest survey revealed that there were 56,043 strays – representing a reduction of 59%. Of these, just 1,462 were destroyed by local authorities - a reduction of 93%. Year on year, the survey shows a steady reduction; in 2017 there had been 66,277 stray dogs, of which, 1,819 had been put to sleep by local authorities in the UK.

Dogs Trust Ireland, which has been up and running since 2005, is Ireland's largest dog welfare charity. With a state-of-the-art rehoming centre in Dublin and five transfer hubs nationwide, the charity has found loving homes for more than 8,000 dogs to date. Although legislation governing the collection and management of stray dogs differs to that of the UK, we are nevertheless highly active in trying to humanely reduce the stray population in Ireland, using the same range of preventative activities as in the UK. The most recent dog control statistics released by the Irish government showed that the number of dogs entering Irish pounds had reduced by 8% - in 2017 there had been 11,744 dogs entering local authority pounds, compared to 12,833 the previous year. Destruction rates are on their way down too, with 966 dogs having been put to sleep in 2017, compared to 1,674 in 2016 – a reduction of 40%.



1GM Tuesday, October 16, 2018 Sun 19

BATTLE TO END SOFT LAWS ON ANIMAL SMUGGLING

MISERY ... the pups in their own mess, under car seat

HELPLESS ... pups after their rescue from cruel smugglers

TINY ... hand feeding to help them survive

ILLEGAL PUPPY TRADE WORTH £100M A YEAR

FRENCH BULLDOGS COST A FEW £100s... BUT SELL FOR £4,000 IN BRITAIN

CHEEKY ... nine of the pups made full recovery

EXCLUSIVE by EMMA PIETRAS

'MAXIMUM SENTENCE IS JUST 3 MONTHS IN PRISON. IT'S SEVEN YEARS FOR CIGARETTE SMUGGLING'

'The penalties are absolutely paltry'

Scandal of the puppy passports

DO'S AND DONT'S

BUYERS looking for a dog should:

- Ask to see mum and pup together.
- Ask the breeder lots of questions.
- Expect a breeder to quiz you, too.
- Walk your new pup more than once.
- Get all your pup's paperwork before you take him or her home.
- Walk away if you have doubts or feel pressure to buy.
- Report suspicious online sellers or breeders to Trading Standards.
- Meet someone that isn't the pup's home.
- Buy from anyone who is selling multiple breeds of dog.
- Buy a small or underweight pup.

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'Chip, collar and tag'

Helping dog owners to be the best owners they can be is the ethos behind each of our campaigns. Besides showing the size of the stray population, last year's stray dog survey also showed that 75% of those stray dogs which were microchipped but not returned to their owners, were not reunited simply because their contact details were out of date or incorrect. We plan to address this issue in 2019. Last year we also launched our own range of Dogs Trust-branded engravable dog tags.

Community events

Working together with local authorities and social housing providers, we have been running free events for dog owners for around ten years. These community events offer the chance for dogs to have a free health check from a qualified veterinary nurse, plus plenty of advice about neutering operations for dogs, training and tenancy agreements for dog owners. In 2018, we ran 434 free health check events, at which one of our veterinary nurses carried out basic health checks for 7,982 dogs, including checking eyes, ears, teeth and weight, to make sure dogs are happy and healthy. We also provided vouchers entitling the holder's dog to a free or subsidised neutering operation. In 2018 we enabled 14,920 dogs in the UK, and 3,208 dogs in Ireland, to be neutered.

'Woof, Waggle, Waistline'

Launched in April 2017, our 'Woof, Waggle, Waistline' campaign aims to tackle the problem of canine obesity in the north of England. The campaign began in response to the campaigns team spotting an increasing number of overweight dogs arriving at the free health check events in the area. 'Woof, Waggle, Waistline' aims to improve both owner and dog's health by encouraging healthy eating and an increase in the amount of exercise they take. The campaign launched in partnership with Durham County Council, Walk4Life and NHS Wellbeing for Life, and has since been rolled out across the whole of the north of England.

Not only has our campaigns team given out advice about healthy lifestyles for dogs at our community events, but local health authorities have also offered guidance and free blood pressure tests to dog owners. Any dogs that were identified as being overweight received a free 'Woof, Waggle, Waistline' campaign pack, including tips for owners to continue to use at home.



Outreach projects - Highlights

'Freedom Project'

2018 saw the continuing expansion of the Freedom Project into new areas of the country, with the inclusion of Scotland, Surrey, Sussex and Kent into the range of areas covered by the project. Sadly, many domestic abuse victims stay trapped in a violent home, as many hostels don't allow dogs. This means people and their dogs are at risk of continued violence. Under the project, a Dogs Trust member of staff collects a dog from the person needing to flee a violent partner, taking them to one of our volunteer foster carers, and the dog will stay in the foster home for as long as it takes for their owner to get back on their feet. Dogs Trust pays for all food, and any veterinary bills during the placement, and the foster carer regularly writes notes or send photos, which are delivered via the member of staff. Meanwhile, the foster carer is assured complete anonymity, and the owner will receive regular updates as to how their dog is getting along.

Typically, a foster placement lasts around seven months. In the majority of cases, the dog is reunited with their owner eventually, and if the owner can't take their dog back for whatever reason, we promise to rehome the dog via one of rehoming centres. Last year, the Freedom Project found foster homes for 182 dogs, helping 101 families. (In 2017, we fostered 92 dogs and helped 61 families.)

'Hope Project'

The Hope Project enables dogs belonging to homeless people, or those in housing crisis, to have free preventative and emergency veterinary care. Working closely with homelessness organisations and hostels, we distribute our veterinary entitlement card to homeless dog owners, and last year we helped 467 dogs to have 1,597 veterinary consultations (in 2017, we helped 495 dogs have 1,665 consultations.) We are only able to offer this service thanks to the generosity of those vets who often lower their regular fees for Hope Project clients. Last year, we worked with 136 veterinary practices in 112 towns and cities in the UK. Furthermore, we also distributed doggy gift parcels at Christmas, using toys, treats and coats generously donated by our supporters. We also distributed around 1,500 Christmas gift parcels to dogs belonging to homeless people.

'Lets With Pets'

Our 'Lets With Pets' programme had a good year. This aims to encourage social housing providers and private landlords to accept dogs in their properties, while giving dog-owning tenants useful tips on how to make sure their dog is well-behaved in rental accommodation, had a good year. Last year, around 1,355 people downloaded our advice booklets from the website. Plans are being made to expand and relaunch this programme in 2019.



Top: Gemma with Dusty, who was fostered via the Freedom Project, while Gemma escaped her violent partner. 'It was really upsetting saying goodbye to Dusty, but the updates from the Freedom Project were fantastic and so reassuring. I was sent photos of him every month, and I turned them into a canvas while I was at the refuge.'

Bottom: Karl with his dog Ben, who live together in a hostel in Cornwall. Ben needed urgent surgery when he developed a large lump on his chin. Thanks to the Hope Project, Ben was able to have the lump removed, and is fully recovered. Karl says, 'Ben and I are eternally grateful to Dogs Trust for helping with his care.'

3.



Canine behaviour and research – Highlights

Post-adoption support

In April we launched a scheme to provide extra behavioural support for people adopting our dogs, with the aim of significantly reducing the number of dogs which are returned to our care due to behavioural reasons. New owners are contacted to offer support two days, two weeks and four months following the dog's adoption, and those needing further advice called back by one of a team of six specially trained behaviourists. In this way, we hope to be able to address any problems an owner may be experiencing with their new dog's behaviour or training, and ultimately prevent the dog being brought back to the rehoming centre.

Luckily, the majority of problems can be resolved over the phone, but some cases are more complicated, and we are also able to offer one-to-one consultations with one of our clinical behaviourists. We are the only animal welfare organisation offering such a service, and since its launch in April until the end of 2018, we made 29,681 calls to new adopters of our dogs; 5,680 call backs from specialist teams to offer additional support; and made 201 house visits for consultations with a clinical behaviourist. The post-adoption support team sit within the canine behaviour and research department.



Dog School

By the end of 2018, we had 29 Dog Schools up and running around the UK, and our coaches had trained over 13,500 dogs. Dogs Trust Dog Schools aim to ensure every dog and their owners have a strong bond of friendship – and are ready to face life together. Dog School was created in 2016 with the goal of reducing the number of dogs which are relinquished, or put to sleep, because their owner is unable to cope with their behaviour. While we would be thrilled if every dog owner in the country would attend a Dog School class, we realise it's simply not possible, which is why 2018 saw us developing a series of short, fun training films, aimed at helping owners to really understand their dogs. These films are available on our website and Youtube. The Dog School classes cost just £50 for six lessons, and we run specially tailored classes for puppies, adults, adolescents and rescue dogs. We have plans to open five more Dog Schools in 2019.

Generation Pup

This unique 'cradle to grave' research project has over 2,200 puppy owners signed up by the end of 2018. Originally started at Bristol University with funding from Dogs Trust in 2015, it has now been brought entirely in-house at Dogs Trust. This ground-breaking project follows puppies, who must be 16 weeks or under when they join the project, throughout their entire lives. It will look at factors influencing the health, welfare, training and behaviour, and represents a huge opportunity for us to learn so much about canine welfare.

A team of five researchers are in regular contact with the puppy owners, collating information about the pups' health, training, behaviour, socialisation, environment and exercise at clearly defined stages of the pups' lives, as well as examining biological samples where possible. The samples are collected by the owners, gathered using non-invasive methods.

Behaviour team

Our central behaviour team create training and behaviour information resources for all departments around Dogs Trust, as well as providing support for all other teams and responding to behaviour related enquiries from members of the public.

Research team

The 18-strong team is responsible for conducting long-term research projects, such as the UK Dog Population survey, which examines the source, quantity and lifespan of dogs in the UK, and of course, Generation Pup, as described above. They also provide evidence-based material to underpin the working practices of the organisation, helping ensure everything we do has the best outcome for dogs. This team also looks at the ways in which human behaviour is affected by various Dogs Trust projects, including our youth education work (page 22).



Training and Behaviour Advisors (TBA)

At the rehoming centres it's our training and behaviour teams who ensure each dog has everything they need to feel secure and comfortable in their new surroundings. Not only will they assess every dog to make sure their behavioural needs are met during the duration of their stay, the TBA will also help the new owner to understand their dog's likes, dislikes, worries and quirks, and be available every step of the way. As the canine behaviour and research team is very much at the heart of Dogs Trust activities, we held a training conference for rehoming centre and head office staff to ensure everyone is up to date with the latest developments in canine behaviour. Subjects covered included recognising different emotional states in dogs and best practice for introducing dogs to each other in kennels. Over 100 members of specialist staff attended our second ever behaviour conference.

Specialist Rehabilitation Units (SRU)

We have a range of facilities specifically designed to help rehabilitate those dogs which don't settle easily into life in kennels while they await their forever homes, including our 'Specialist Rehabilitation Units' (SRU) facilities.

Both our Salisbury and Loughborough rehoming centres have SRU areas, where those dogs which enjoy canine company can live together in groups, while specialist staff work on their behaviour and training programmes.

Additionally, our centres in Evesham, Loughborough, Salisbury, Basildon, Newbury, Shoreham and Shrewsbury each have a separate kennel block with extra facilities, where our training and behavioural staff can give their full attention to those dogs which would really benefit from extra care. When complete, our rebuilt Darlington centre will include another SRU. Each of these innovations spring directly from our promise to never destroy a healthy dog, and the belief that while a dog is in our centres, no matter how long, they must receive the very best in care.



Left: It's a family affair - Dog School welcomes dogs and owners of all ages!
Right: Our late chief executive, Adrian Burder, with Salisbury centre manager, Jacinta Lye, at the reopening of their special rehabilitation unit last summer.



4.

Education - Highlights

Education

2018 saw the education team undertake a large-scale research project to evaluate the impact of our 'Be Dog Smart' and 'Responsible Dog Ownership' workshops, devised in conjunction with the canine behaviour and research team (see above.) Using a sample of 4,500 children aged 7 - 11 years in a randomised control trial, researchers found our school workshops are making a notable positive impact on children's attitudes towards dogs.

For around ten years we've been focusing our educational efforts on two key aims; creating a new generation of responsible dog owners, while simultaneously reducing the number of injuries to children caused by dogs. We achieve the latter through helping children recognise how to behave safely and respectfully around dogs.

Now, as a result of the research, our education teams have adjusted their lesson and workshop plans, to make sure they have maximum impact, with further evaluation work planned for late 2019. Last year, our education team delivered 7,730 workshops and assemblies in schools and alternative education establishments, speaking with a total of 368,350 children and young people.

'Taking the Lead'

Our the 'Taking the Lead' programme aims to help adult and young offenders (or those deemed at risk of offending) to respect and understand dogs. Our seven education and outreach officers worked with 1,616 learners in secure institutions. The learners are recommended for the programme by their key worker, and while the participants do not have to have committed a crime relating to dogs to take part, they do have to have an interest in dogs, have owned a dog or expressed the desire to do so in the future. A typical 'Taking the Lead' programme will last for 6 - 8 sessions, covering subjects such as communication, welfare, dog law, nutrition, budgeting, training and responsibility for self and others.



5.

Property – Highlights

Darlington

The rebuild of our Darlington centre – one of the oldest centres in our network - commenced in the summer. Once complete, the new-look Darlington will have modern kennelling areas, complete with underfloor heating, a hydro and physiotherapy suite, two 'Special Training and Rehabilitation' units, two blocks for new intake dogs (designed to stand separately from the rest of the centre, in order to limit the spread of disease), a new rehoming building and new puppy and mother rooms.

The current 'parasol' style kennels are outdated, and allow the dogs to face each other, which creates a noisy atmosphere and can cause some dogs to become stressed. They will be replaced with glass-fronted kennels, positioned to avoid direct lines of sight, and with a low wall placed in front of them – all of which will help create a calmer, quieter environment and reduce anxiety. This style of kennelling is now used in each of our modern and/ or refurbished rehoming centres. The estimated cost is around £11 million, and when the project comes to an end in 2020, will ensure that Darlington is our most modern rehoming centre. The team at this centre continue to work hard finding great new homes for our dogs, despite tricky conditions caused by the construction work.

Canterbury

One of our smaller centres, Canterbury, was in need of modernisation, and last year had a major refurbishment. The 'new intake' and 'booked dogs awaiting collection' blocks were replaced, and work continues through 2019 to create a new building for our staff to carry out training and behaviour work with our dogs.

Cardiff

At the very end of 2017 we were granted planning permission to create a brand-new rehoming centre near Cardiff's city centre. During 2018 we worked with architects to plan this major construction project, and we will begin to lay the foundations in April 2019. When complete, by mid-2021, this new centre will be a world-class rehoming centre, with the capacity to care for around 1,000 stray, abandoned and relinquished dogs per year, and will vastly improve the welfare of dogs in South Wales. We also plan for this centre to host Dog School Cardiff classes too.

Salisbury

As part of our promise to never destroy a healthy dog, we provide specially designed facilities tailored to cater for our long-term residents' needs. Salisbury's 'Stepping Stones' area, which provides kennelling and plenty of outdoor space for those dogs which prefer not to have human company, was refurbished and reopened in the autumn. This centre also saw the refurbishment of the training and behaviour blocks and the modernisation of existing kennelling.

Newbury

The total rebuilding of our Newbury centre was completed in summer 2018, the result of an 18-month construction project. The centre now combines modern kennelling facilities and outdoor exercise areas, with an attractive rural appearance and setting.

Bridgend

An all-weather training hall was constructed during 2018, being completed in January 2019. The building allows our dogs to get their essential exercise, whatever the weather.



6.



International – Highlights

Our sister organisation, Dogs Trust Worldwide, exists to improve dogs' lives around the world. Operating with precisely the same mission as Dogs Trust - the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction - Dogs Trust Worldwide has expanded in 2018.

Dogs Trust Bosnia

Based in Sarajevo, Dogs Trust Bosnia is our long-term programme designed to improve the health and welfare of dogs in Bosnia and Herzegovina. Based on the lessons learnt from working in the UK, Malta and Romania, but tailored to address local needs, the programme combines subsidised neutering (including publicity thereof), free microchipping, lobbying, education about responsible dog ownership and Dog School Bosnia to help improve welfare.

Additionally, we also work very closely with the national and regional governments, and the University of Sarajevo, to provide training for vets and vet nurses in surgical neutering skills and anaesthesia. Excitingly, 2018 saw us expanding our work further into the country, with the introduction of training for vets, as well as neutering and education work, in the Banja Luka region.

2018 saw us launching a fostering programme for the first time, because while we do not yet operate a rehoming centre, there is clearly a need for a system of rehoming stray and abandoned dogs. Last year we placed eight dogs in temporary foster homes, with three subsequently finding their forever homes, and we have plans to increase the number of foster carers in the coming year. The fostering and adoption of stray dogs is a new concept in Bosnia, and as such we have invested in a TV, radio and print advertising campaign to encourage people to consider becoming involved.

In Sarajevo, the Dogs Trust Bosnia education team, together with two Dogs Trust education officers from the UK, were invited to run workshops for delegates to the annual Bosnian education conference; which was well received. Last year also saw the launch of our dog population management manual, a step-by-step guide aimed at local government officials. The guide, which gives practical advice on implementing a humane dog population management programme, is designed to work in conjunction with our vet training scheme. It enables us to train a specific region's vets to perform high quality neutering operations, and then ask their local authority to implement the stray management system.

Dogs Trust Bosnia in a nutshell:



18,897 dogs neutered



86,474 school children attended workshops



265 dogs graduated from Dog School



60 vets and vet nurses trained in neutering skills



The International Companion Animal Welfare Conference (ICAWC)

A large element of our overseas work run by Dogs Trust Worldwide involves sharing our knowledge with others, as well as providing a forum - via ICAWC - so that people who work or volunteer in animal welfare around the world feel able to share their ideas, experiences and to know they are not alone.

Last year's conference (our 20th) was held in Krakow, Poland, and played host to 271 delegates from 39 countries. The two-day programme of workshops covered subjects ranging from 'challenges of a new clinic from building to fundraising', 'making the most of your volunteers' and 'changing your country, one dog at a time,' among others. One of the indicators of ICAWC's success is when conference delegates then join us for other training courses course during the rest of the year. During 2018, we had 32 delegates train through our International Training Programme, 27 delegates trained through our Overseas Education Workshops, 84 delegates trained through Overseas Behaviour Workshops and 26 delegates trained in dog-catching in Thailand.

International Training Programme

Our intensive programme to provide practical guidance on all aspects of shelter management and dog population management takes place twice a year, based at our London office and one of our rehoming centres. Last year, 32 people from 27 countries attended our four-day training courses. Dogs Trust covers all UK-related costs for each delegate to attend the programme, which includes sessions on shelter design and management, humane dog-catching techniques, fundraising, education, dog training and behaviour and veterinary matters.

Overseas Workshops

In addition to our UK-based training, we also offer tailor-made training for animal welfare practitioners in their own countries. Our workshops focus either on the practicalities of designing and running education programmes, and/or examining canine behaviour. Last year, our UK education officers ran education workshops in Slovakia and Russia, sharing their knowledge with 27 people. Additionally, our specialist training and behaviour staff ran workshops in Poland, Bulgaria, Spain and Zimbabwe, training 84 people in the most up to date theories and practices regarding canine behaviour. Finally, our training and behaviour staff, together with an external consultant, trained 26 delegates in the art of humane dog-catching, in Thailand, in relation to operating a capture/vaccinate/neuter/return (CNVR) programme.

The Grants Programme

Last year, our staff assessed 156 new grant applications, awarding a total of 43 grants for various projects around the world. Through our grants programme we enable smaller animal welfare organisations to implement a wide range of dog welfare projects, including their own capture/vaccinate/neuter/return programmes; building veterinary clinics; and helping educate communities about responsible dog ownership. We carry out a thorough assessment of each application we receive, and once a grant is agreed, we may carry out monitoring visits to ensure the award is being used to maximum efficacy.

In 2018 we awarded a total of £3.1 million in grants for medium and long-term projects overseas. One of our major grant recipients is 'Mission Rabies', which runs mass vaccination programmes designed to eradicate rabies. We have supported 'Mission Rabies' since 2014. In the areas of India and Malawi where we work with Mission Rabies there were zero recorded human deaths from rabies in 2018, which is a huge achievement.

Emergency Relief

In 2018 we provided funding for emergency relief for dogs in need in disaster-stricken areas. We awarded £2,000 to 'Bali Animal Welfare Association' in the wake of the Sulawesi earthquake, in order to help a group of volunteers continue to feed the dogs which were left behind after people had fled the region. We also awarded £2,000 to the 'Protect Animals Greece' group, to provide first aid treatment for dogs caught in the wildfires which swept the country during the summer. Finally, we awarded £3,488 to 'the Federation of Indian Animal Protection Organisations' (FIAPO), to provide food and veterinary supplies to those dogs affected by floods in the Kerala region.



We funded volunteers to provide food and first aid to dogs affected by the floods in Kerala, India.

FINANCIAL REVIEW

We are delighted to report an increase in income of £4.7 million to £111.1 million in 2018 (2017: £106.4m). This includes a total of £100.2 million from donations and legacies.

Our charitable expenditure has increased by 12% to £80.4m (2017: £71.4m), as we continue to invest in our rehoming activity (£63.0m in 2018 compared to £55.3m in 2017) including the expansion of our research work and dog schools.

Work on refurbishing our Newbury and Salisbury centres was completed in summer and autumn 2018 respectively and work on our Canterbury centre completed in February 2019. Work on our Darlington centre continues into 2019 and the construction of our new rehoming centre in Cardiff will commence in April 2019. Total spend on these capital projects during 2018 was £12.5 million.

Where our income came from

We receive no direct government funding. It would not be possible to carry out the work we do without the generosity of our supporters; over 650,000 people donated in 2018. In order to continue our mission, we work hard to increase and diversify our sources of funding. Our income of £111m comes from the following:



- Donations (£60.4m)
- Legacies (£39m)
- Trading income (£7.4m)
- Adoption fees (£1.8m)
- Investment income (£1.8m)
- Membership fees (£0.8m)
- Other (£0.03m)

Where the money is spent

Our total expenditure for the year was £108.6m. These costs are split between charitable activities and expenditure to enable us to generate income.



- Rehoming centres (£63m)
- Generating voluntary income (£22.4m)
- International work (£7.3m)
- Preventative work (£6.4m)
- Trading (£5.6m)
- Publicity and information (£3.6m)
- Other costs (£0.2m)

Rehoming centres - includes staff, premises, maintenance, veterinary costs and vehicle costs.

Preventative work - includes education, microchipping, neutering, community and outreach work.

International work - includes our long-term programme in Bosnia, as well as grants to support approved overseas projects. Most of this activity is carried out by Dogs Trust Worldwide.

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

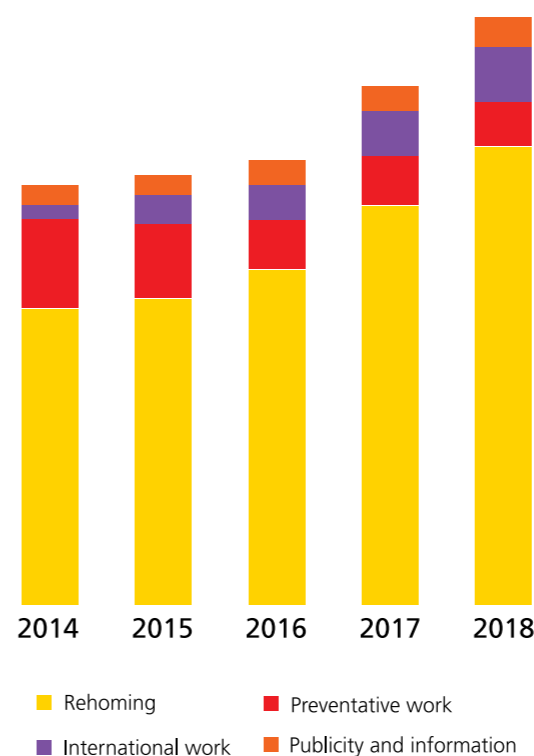
Trading - includes the cost of running our charity shop network, catalogues and raffles.

Generating voluntary income - We continue to invest in a variety of areas in order to fund our work. In 2018 this work led to an increase in donations and legacies of 5%.

Other costs - This is the cost of managing our investments.

Total spend on charitable activities (£80.4m)

The chart below shows how spending on charitable activities has increased by 39% over the last five years (since 2014).



Fundraising contribution

£000s	2018		2018	2017
	Voluntary	Trading	Total	Total
Income	100,200	7,364	107,564	102,752
Costs	22,399	5,609	28,008	27,888
Net contribution from fundraising	77,801	1,755	79,556	74,864

Income from fundraising increased by 5%. Our main source of income continues to be regular giving. Legacies grew by 12% in the year to £39m compared to £34.9m in 2017.

Our targets

The success of our prevention and cure approach is assessed by measuring the key statistics below:

Target	2018	2018	2019
	Achieved	Target	Target
Dogs rehomed by our Rehoming Centres	12,622	13,357	13,635
Dogs neutered by our Campaigns team	40,048	38,941	32,619
Dogs trained through Dog Schools	13,500	13,100	25,300
Children attending education workshops	524,500	500,000	550,700

Although our Canterbury and Darlington centres were being rebuilt in 2018, we were still able to come within 5% of our rehoming target for the year. We have set a higher rehoming target in 2019.

Our neutering campaign exceeded target in 2018, but following our hugely successful neutering campaign over many years we have set a more modest total for 2019.

The expansion of our Dog Schools continued throughout 2018 and into 2019; there are plans to open five additional dog schools in 2019 and we are targeting an almost 100% increase in the number of dogs we will train.

Our Education programme reached over 524,500 school children during 2018.

Capital expenditure

Work on refurbishing our Newbury and Salisbury centres was completed in summer and autumn 2018 respectively, and work on our Canterbury centre completed in February 2019. Work on our Darlington rehoming centre will continue into 2019 and the construction of our new rehoming centre in Cardiff started in April 2019. Total spend on these capital projects during 2018 was £12.5 million.

Financial position at year end

Net assets are now £168.1 million compared to £168.8 million in 2017: see the reserves policy below for details of how we plan to use these funds. Tangible fixed assets increased by £6.6 million to £75.4 million (2017: £68.7 million) as a result of capital expenditure (see above) offset in part against depreciation for the year. £6 million of cash was drawn down from investments to fund the capital works, alongside unrealised losses this reduced investments to £78.7 million (2017: £89.8 million) at year end but increased cash at bank to £6.5 million (2017: £1.1 million). Other movements in the financial position arose from temporary timing differences.

Performance of subsidiaries

See page 34 for details of Dogs Trust's subsidiaries. Both Dogs Trust Limited and Dogs Trust Promotions Limited had successful years, whilst Dogs Trust Worldwide has expanded its grant-giving activities. Dogs Trust Promotions Limited's total turnover and other income was £1.6 million (2017: £1.4 million). Dogs Trust Limited received a grant of £2.7 million (2017: £1.0m) from the Charity in support of its ongoing work, in addition to £4.7 million (2017: £5.1 million) of donations and other income. Dogs Trust Worldwide received a grant of £3.9 million (2017: £3.7 million) from the Charity. Further detail on subsidiaries is shown in note 1 to the accounts.

Reserves Policy

The consolidated total funds are £168.1 million (2017: £168.8 million), of which £2.5 million (2017: £1.6 million) is restricted or endowed, and £3.2 million (2017: £5.6 million) is a revaluation reserve showing the cumulative uplift in the value of investments.

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

Rehoming Centre Development Fund

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

This fund is set aside for future capital expenditure on the Charity's operations (as approved by Council for the next five years). This stood at £58.3 million at 31st December 2018 (see note 16 of the accounts).

Fund for Tangible Fixed Assets

This represents the land, buildings, motor vehicles and equipment owned and used by the Charity to run its centres and administer the organisation. At 31 December 2018 this totalled £75.3 million (2017: £68.7 million) (see note 8 of the accounts).

Grants Fund

This is set aside for expected future grant payments to partner organisations, agreed with the partner in principle but subject to our satisfactory monitoring of the funds released to date. At 31 December 2018 this totalled £1.3 million (see note 15 of the accounts).

Free reserves – Rehoming Centre base fund

The majority of the Charity's income comes from legacies and fundraising, which being uncertain sources of revenue may not always provide the necessary funds to cover essential costs. The Charity's policy is to maintain funds ("the free reserves") to cover up to a maximum of the next two years' planned Rehoming Centre running costs. As at 31st December 2018 the Charity had free reserves of £27.6 million representing the next nine months' planned running costs of rehoming centres. This amount is within the permitted range of the reserves policy.

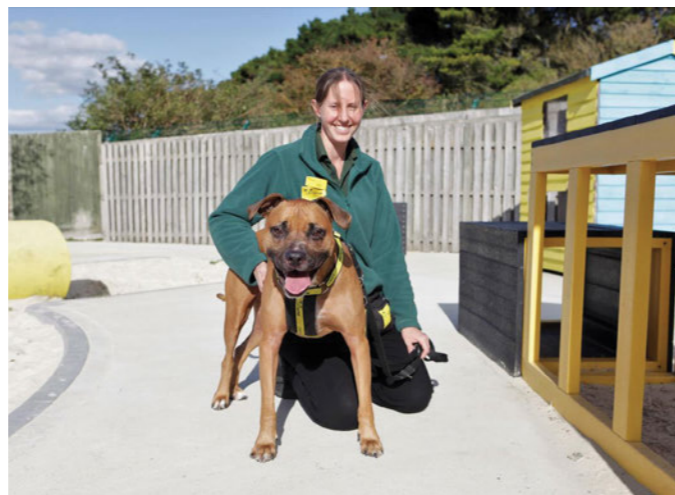
Investment Policy

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

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



Jim Monteith
Interim Chief Executive



GOVERNANCE

Public Benefit

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

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

Governance

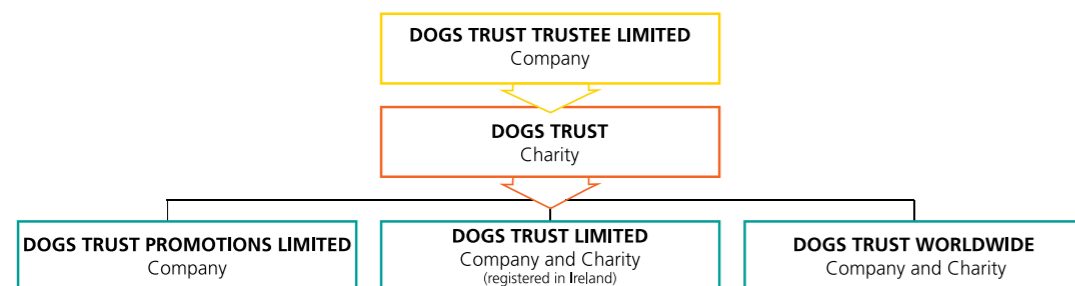
The charity is an unincorporated registered charity in England and Wales (number 227523) and Scotland (number SC037843), governed by a constitution embodying its rules and principles ("Charity").

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

These consolidated accounts incorporate the results of:

- The Charity;
- Dogs Trust Limited, a charitable company registered in Ireland (charity number 20057978, company number 396919);
- Dogs Trust Worldwide, a charitable company registered in England and Wales (charity number 1167663, company number 09365971); and
- Dogs Trust Promotions Limited, a company registered in England and Wales (company number 00963277).

Further detail on the objects and performance of the Charity's three subsidiaries is shown in note 1 to the accounts.



The Charity has three other dormant subsidiaries:

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

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

Trustee and Council members

Dogs Trust Trustee Limited has a board of 18 unpaid directors, listed below, who are either elected by the Council or nominated to the board. All directors are also Council members.

The Council meets four times a year and acts as the agent of the Charity in the management of its affairs and has powers to delegate management to officers of the Charity. Eligibility for membership of the Council is open to any duly nominated member of the Charity. Prospective Council members must be paid-up members of the Charity nominated and seconded by other Charity members and sponsored by a member of the Council. New Council members receive an induction course covering all the operations and activities of Dogs Trust and may attend seminars and training courses on relevant subjects.

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

Directors of Dogs Trust Trustee Limited

Mr G Robertson #* (chairman)
 Mr E Chandler BVetMB MRCVS # (vice president)
 Miss R McIlrath BA MVB MRCVS # (vice president) (retired – 21 February 2019)
 Mrs B Woodall (vice president) (retired – 13 September 2018)
 Mr P Daubeny * (vice chairman)
 Mr S Langton FCA * (honorary treasurer and chairman of the FGPC)
 Prof D Argyle BVMA PhD DECVIM-CA MRCVS # (chairman of the CWGC)
 Mrs C Baldwin CBE
 Mr J Beveridge QC
 Mr K Butt MA VetMB MRCVS # (died 03 April 2019)
 Mrs V Carbone
 Mr R Colvill *
 Mrs S Murphy BVM&S MSc DECVIM-CA MRCVS #
 Mr T Pearey MA ACMA *
 Mr M Radford LLB OBE
 Mr I Rose LLB *
 Mrs N Canavan
 Mrs L. Allum

*member of the Finance and General Purposes Committee (FGPC)
 #member of the Canine Welfare Grants Committee (CWGC)

Mr G Robertson is due to retire by rotation and is eligible to stand for re-election as Chairman at the Annual General Meeting to be held on 27 June 2019.

Mr J Beveridge, Mr R Colvill, Mr T Pearey and Mr M Radford are due to retire by rotation and are eligible to stand for re-election at the Annual General Meeting to be held on 27 June 2019.

Day to day management of the Charity is delegated to the Executive team, as defined on page 37.

The Council members have taken note of the Governance Code for charities. As a result, it was agreed at the 21 February 2019 Council meeting that no new Council members are to be appointed until there are 12 or fewer members (four of whom will be officers) and that the Council members shall serve a maximum three terms from the next Annual General Meeting in June 2019.

The Trustee's responsibilities regarding the accounts

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity and group will continue in business.

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

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

Risk Management

The Trustee is responsible for ensuring there are appropriate risk management and internal control systems in place to manage the major risks to which the Charity is exposed. The Charity maintains a risk management policy. This is in place to enable the management, as opposed to the elimination, of risks. The policy is designed to enhance the ability of the Charity to achieve its objectives.

The risk management policy includes the following processes and controls:

- A comprehensive risk register developed and enacted at departmental level and subject to top down review by the Executive team;
- Review and assessment of key risks by directors, with regular feedback to and from the Executive team; and
- Annual review of the risk register, and the accompanying statements, by Council.

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

Risk	Management
Compromised dog welfare at centres	Staff are vetted and trained to ensure that all the dogs in our centres receive the best possible care. The health and welfare of individual animals is regularly monitored.
Rehomed dog causes death or other serious injury to a person or other dog	Procedures in place for assessing and rehabilitating dogs before being rehomed.
Adopters not provided with post-adoption support and advice.	Emphasis placed on campaigns to maintain and increase awareness and engage with new and existing supporters. Innovation around fundraising activities. Monitor competition. Regular financial planning, annual budget and 5 year business plan.
Increased competition for voluntary income	Emphasis placed on campaigns to maintain and increase awareness and engage with new and existing supporters.
Innovation around fundraising activities.	Senior (Trustee and Council) engagement in monitoring, with professional advice on significant issues.
Competitive activity	Policies in place to ensure compliance with best practice. External, professional advice and audits are sought as required. Training procedures to ensure staff are equipped. Business critical data is now backed up and held by a 3 rd party.
Regular financial planning, annual budget and 5 year business plan.	Documented policies and procedures (including a Counter-Fraud Policy and Fraud Response Plan) coupled with management review.
Loss of key fundraising supplier	Focus on fundraising diversification.
Emergency contingency plans in place for in-house fundraising should a key fundraiser be lost.	Business continuity planning has been updated. Crisis plan in place and crisis simulation exercise undertaken.
Events that could impact upon our reputation	Senior (Trustee and Council) engagement in monitoring, and where appropriate obtaining professional advice on significant issues.
Data security	Policies in place to ensure compliance with best practice. External professional advice and audits are sought as required. Training procedures to ensure staff are equipped. Business critical data is backed up and held offsite by a 3 rd party.
Fraud and misappropriation of funds	Documented policies and procedures (including a Counter-Fraud Policy and Fraud Response Plan) coupled with management review.
Financial risks. The value of the Charity's principal financial assets are subject to market movements. The Charity's activities also expose it to foreign exchange fluctuations	Detailed annual budget and five year business plan, monthly comparison of actual results with budget, previous years and forecasts. An Investment policy focussed on capital preservation and liquidity. Foreign exchange exposures are monitored and forward exchange contracts used where appropriate.
Service continuity	Business continuity planning has been updated. Crisis plan in place and crisis simulation exercise undertaken.

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

Policies

Remuneration policy

Governance of pay at Dogs Trust

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

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

Dogs Trust pay policy

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

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

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

Key principles applicable to all levels of pay at Dogs Trust

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

Executive team in 2018

Name	Role
Adrian Burder	Chief Executive (died 31 October 2018)
Jim Monteith	Finance Director and Deputy Chief Executive (until 31 October 2018), Interim Chief Executive (from 1 November 2018)
Paula Boyden	Veterinary Director
Suzie Carley	Executive Director of Dogs Trust Ireland
Rachel Casey	Director of Canine Behaviour and Research
Adam Clowes	Operations Director (appointed 5 March 2018)
Jeremy Cooper	Operations Director (resigned 15 February 2018)
Nick Daniel	Marketing Director
Brett Llewellyn	Interim Finance Director (appointed 3 December 2018)
Karen Reed	Executive Director of Dogs Trust Worldwide
Emma Sheppard	Communications Director

Grant expenditure policy

We award grants to other organisations ("partner organisations") for specific projects as part of delivering our charitable activities. We undertake a formal appraisal of each project and partner organisation before making a grant. Each grant is subject to a specific grant agreement. We monitor and evaluate progress and if we are not satisfied that the grant is being managed according to the agreement, we can delay or discontinue it. In 2018 we spent £3.1m (2017: £2.9m) in grants to partner organisations in relation to our international work, and £4.5m (2017: £2.9m) in relation to our veterinary and other work. Further detail is shown at note 6 to the accounts.

How We Ensure We Fundraise Responsibly

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

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

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

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

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

Our staff carry out these activities but we also work with external organisations whose expertise allows us to talk to a wider audience in a more cost-effective manner. When working with these external organisations, we ensure that contracts are in place to ensure that they meet our customer service expectations and that they adhere to all the appropriate legislation and regulations, including but not limited to the Fundraising Regulator's Code of Practice, Safeguarding Vulnerable Groups Act and the Data Protection Act. Full details of our privacy policy can be found on our website www.dogstrust.org.uk.

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

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

In addition to these controls, a complaints log is maintained and monitored, and we keep a close eye on the pattern of complaints so improvements to our services can be made. In 2018, we received a total of 58 complaints about our fundraising. This represents 1 complaint for every 537,000 supporter dealings but we are always striving to reduce these numbers further. During 2018, none of these complaints required any action by the Fundraising Regulator.

Signed on behalf of the Trustee by:



Graeme Robertson
Chairman
Date: 25 April 2019



Independent Auditor's Report to Trustees of Dogs Trust

Opinion

We have audited the financial statements of Dogs Trust ("the Parent Charity") and its subsidiaries ("the Group") for the year ended 31 December 2018 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charity's affairs as at 31 December 2018 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 & 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

Basis for opinion

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

Conclusions related to going concern

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

- the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group or the Parent Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Trustee's Annual Report, other than the financial statements and our auditor's report thereon. The Trustee is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustees

As explained more fully in the Trustee's responsibilities statement, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee is responsible for assessing the Group's and the Parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intends to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Use of our report

This report is made solely to the Charity's trustee, as a body, in accordance with the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Don Bawtree (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
Gatwick
30 April 2019

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

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

Dogs Trust

Consolidated Statement of Financial Activities

for the year ended 31st December 2018

	Notes	2018 £000's	2017 £000's
Income from:			
Donations and legacies	2	100,200	95,841
Other trading activities	3	7,364	6,911
Investments	4	1,731	1,848
Charitable activities			
Adoption fees		1,762	1,684
Other		30	162
Total income		111,087	106,446
Expenditure on:			
Raising funds			
Donations and legacies	6	22,399	22,789
Other trading activities	6	5,609	5,099
Investments	6	212	202
		28,220	28,090
Charitable activities			
Rehoming centres	6	63,076	55,286
Preventative work	6	6,358	6,541
International	6	7,320	6,455
Publicity and information	6	3,624	3,152
		80,378	71,434
Total expenditure	6	108,598	99,524
Net income before gains on investments and exceptional income			
		2,489	6,922
Net realised gains on investments	9	677	3,725
Net unrealised (losses) / gains on investments	9	(3,806)	735
Net (expenditure) / income		(640)	11,382
Other recognised (losses) / gains		(1)	12
Net movement in funds		(641)	11,394
Funds brought forward 1 January	12	168,772	157,378
Funds carried forward 31 December	12	168,131	168,772

£7,878,000 (2017: £6,611,000) of donations and legacies income related to restricted funds. £7,027,000 (2017: £5,602,000) of rehoming centre expenditure related to restricted funds. See note 12 for a breakdown of restricted funds.

All amounts relate to continuing activities.

The notes on pages 45 to 58 form part of the financial statements.

Dogs Trust

Balance Sheets

as at 31st December 2018

	Notes	Consolidated		Charity	
		2018 £000's	2017 £000's	2018 £000's	2017 £000's
Fixed Assets					
Tangible fixed assets	8	75,350	68,743	69,461	62,298
Investments	9	78,721	89,786	78,721	89,786
		154,071	158,529	148,182	152,084
Current Assets					
Stock		503	545	502	540
Debtors	10	24,844	22,340	30,171	28,197
Cash at bank and in hand		6,467	1,123	5,865	830
		31,814	24,008	36,538	29,567
Creditors: amounts falling due within one year	11	(17,754)	(13,765)	(17,484)	(13,567)
Net Current Assets		14,060	10,243	19,054	16,000
Net Assets		168,131	168,772	167,236	168,084
The Funds of the Charity					
Unrestricted funds					
Revaluation reserve	12	3,216	5,572	3,216	5,572
Designated reserves	12	134,886	127,071	134,886	127,071
Free reserves - Rehoming Centre base fund	12	27,575	34,526	26,680	33,838
Total unrestricted funds		165,677	167,169	164,782	166,481
Restricted income funds	12	1,542	1,361	1,542	1,361
Endowment funds	12	912	242	912	242
Total Charity Funds		168,131	168,772	167,236	168,084

The financial statements were approved by the Council members and authorised for issue on 25th April 2019:



G. Robertson
Chairman of the Council



S. Langton
Honorary Treasurer

The notes on pages 45 to 58 form part of the financial statements.

Dogs Trust

Consolidated Cashflow Statement

for the year ended 31st December 2018

	2018		2017	
	£000's	£000's	£000's	£000's
Net cash provided by operating activities		10,844		6,710
Cash flow from investing activities				
Dividends, interest and rents from investments	1,731		1,848	
Purchase of property, plant and equipment	(15,196)		(21,928)	
Proceeds from the sale of property, plant and equipment	30		162	
Purchase of investments	(9,827)		(33,433)	
Proceeds from sale of investments	17,763		41,848	
Net cash used in investing activities		(5,499)		(11,503)
Change in cash and cash equivalents in the reporting period		5,345		(4,793)
Cash and cash equivalents at the beginning of the reporting period		1,123		5,904
Change in cash and cash equivalents due to exchange rate movements		(1)		12
Cash and cash equivalents at the end of the reporting period		6,467		1,123

All amounts relate to continuing activities.

The notes on pages 45 to 58 form part of the financial statements.

Reconciliation of net income to net cash flow from operating activities

	2018		2017	
	£000's	£000's	£000's	£000's
Net income for the reporting period (as per the statement of financial activities)		(640)		11,382
Adjustments for:				
Depreciation charges	8,240		7,604	
Loss on disposal of fixed assets	349		-	
Impairment charge	-		925	
Impairment write back	-		(1,231)	
Losses/ (Gains) on investments	3,129		(4,460)	
Dividends, interest and rents from investments	(1,731)		(1,848)	
Profit on sale of fixed assets	(30)		(162)	
Decrease/(Increase) in stocks	42		(105)	
Increase in debtors	(2,504)		(8,883)	
Increase in creditors	3,989		3,488	
Net cash flow from operating activities		10,844		6,710

Analysis of cash and cash equivalents

	2018	2017
	£000's	£000's
Cash in hand	6,467	1,123
Total cash and cash equivalents	6,467	1,123

NOTES TO THE ACCOUNTS

Accounting Policies

Accounting basis

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

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

Group Financial Statements

The Statement of Financial Activities ("SOFA") and balance sheet consolidate the financial statements of the Charity and its subsidiaries, Dogs Trust Promotions Limited, Dogs Trust Limited and Dogs Trust Worldwide (collectively "the Group"). The results of the subsidiaries are consolidated on a line by line basis. The Charity's gross income was £105 million (2017: £101 million) and deficit was £0.8 million (2017: surplus of £11 million).

Dogs Trust Limited and Dogs Trust Promotions Limited are each deemed to be a subsidiary company because all the directors are Council members or senior managers of Dogs Trust and therefore the Charity retains a dominant influence.

Dogs Trust Worldwide is deemed a subsidiary company because the majority of its Board has been appointed by Dogs Trust and therefore the Charity retains a dominant influence.

The sole trustee of Dogs Trust is Dogs Trust Trustee Limited (company number 08996564), a non-trading company ("the Trustee").

Critical accounting estimates and judgements

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

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

Income

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

Donations and legacies

Legacy income is recognised when it satisfies the following criteria:

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

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

Other trading activities

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

Investments

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

Adoption fees

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

Expenditure

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

Grant expenditure

Grants payable are accounted for as expenditure in the year in which a binding commitment to make payment is entered into with the recipient. Non-binding commitments made with recipients are disclosed in note 15.

Irrecoverable VAT

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

Tangible fixed assets

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

Depreciation is provided on the following basis:

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

Freehold Buildings - Over fifteen years straight line

Motor Vehicles - Over three years straight line

Equipment & fittings - Over four years straight line

Investments

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

Stocks

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

Operating leases

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

Foreign Currency

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

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

Pension costs

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

Taxation

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

Funds

Endowment funds

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

Restricted funds

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

Designated funds

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

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

Grants Fund: This is set aside for expected future grant payments to partner organisations, agreed with the partner in principle but subject to our monitoring of the satisfactory use of the funds released to date.

Free reserves – Rehoming Centre base fund

The majority of the Charity's income comes from legacies and fundraising, which being uncertain sources of revenue, may not always provide the funds to cover these essential costs. The Trustee's policy is to maintain funds to cover up to a maximum of the next two years' planned Rehoming Centre running costs.

1. Results from trading activities of subsidiaries

The Charity has three operating subsidiary companies. Dogs Trust Promotions Limited (Company number 00963277) is incorporated in the UK and its primary activity is to sell gifts and Christmas cards. Dogs Trust Limited is a charity incorporated in Ireland (Charity number 20057978, Company number 396919) and its primary activity is to reduce and, ultimately, see the end of homeless dogs in Ireland. Dogs Trust Worldwide is a charitable company incorporated in the UK (Charity number 1167663, Company number 09365971), its primary activity is to protect dogs from maltreatment, cruelty and suffering outside of the UK. A summary of their trading results is shown below (the figures include intercompany trading).

	Dogs Trust Limited		Dogs Trust Promotions Limited		Dogs Trust Worldwide	
	2018 £000's	2017 £000's	2018 £000's	2017 £000's	2018 £000's	2017 £000's
Incoming resources						
Donations	3,891	3,760	-	-	-	-
Legacies	52	126	-	-	-	-
Merchandising	-	-	1,651	1,406	-	-
Grant from Dogs Trust	2,730	975	-	-	3,925	3,668
Sale of dogs and neuter income	741	1,258	-	-	-	-
Interest received	15	11	-	-	-	-
Total incoming resources	7,429	6,130	1,651	1,406	3,925	3,668
Total costs	(7,429)	(7,024)	(1,446)	(1,202)	(3,764)	(3,261)
Net movement for the year	-	(894)	205	204	161	407
Qualifying charitable contribution	-	-	(207)	(204)	-	-
Retained profit/(loss) for the year	-	(894)	(2)	-	161	407
Funds bought forward 1 January	545	1,405	28	28	113	(294)
Exchange gain on opening net assets	7	34	-	-	-	-
Funds carried forward 31 December	552	545	26	28	274	113
Total assets	9,149	6,750	363	229	460	196
Total liabilities	(8,597)	(6,205)	(337)	(201)	(186)	(83)
Total funds	552	545	26	28	274	113

2. Donations and legacies

	2018 £000's	2017 £000's
Donations	60,404	60,184
Legacies	39,038	34,919
Membership fees	758	738
	100,200	95,841

£7,878,000 (2017: £6,611,000) of the total donations and legacies income above related to restricted funds. See note 12 for a breakdown of this income.

3. Other trading activities

	2018 £000's	2017 £000's
Sale of goods	6,208	5,495
Fundraising events	122	229
Raffles	1,034	1,187
	7,364	6,911

4. Investments

	2018 £000's	2017 £000's
Interest received	283	447
Dividends received	1,448	1,401
	1,731	1,848

5. Council members' remuneration and expenses

All Council members are directors of Dogs Trust Trustee Limited, the non-trading parent company. No Council member or any person connected with them received any remuneration during the year. Nine Council members were reimbursed for expenses totalling £12,481 (2017: 13 members reimbursed £8,277) covering travel, subsistence and accommodation incurred in connection with their duties as members of the Council of Dogs Trust. No allowances were paid to Council members, and no direct payments to third parties were made on their behalf.

6. Analysis of expenditure

Notes	Grants £000's	Activities undertaken directly £000's	Support Costs £000's	2018 Total £000's	2017 Total £000's	
Raising funds						
Donations and legacies	-	21,830	569	22,399	22,789	
Other trading activities	-	5,115	494	5,609	5,099	
Investments	-	212	-	212	202	
	-	27,158	1,063	28,220	28,090	
Charitable activities						
Rehoming centres	6 (b)	4,547	52,018	6,511	63,076	55,286
Preventative work		-	5,804	554	6,358	6,541
International	6 (a)	3,127	4,029	164	7,320	6,455
Publicity		-	3,513	111	3,624	3,152
		7,674	65,364	7,340	80,378	71,434
Total	7,674	92,521	8,403	108,598	99,524	

Support costs totalling £8,403,000 (2017 - £7,367,000) have been allocated across the activities. These include costs associated with IT, HR, finance, property and other central services. The costs have been allocated based on headcount.

Of the total expenditure above £7,027,000 (2017: £5,602,000) related to restricted funds. See note 12 for a breakdown of this expenditure.

Included within support costs are governance costs of £503,000 (2017: £524,000), these include the following amounts:

	2018 £000's	2017 £000's
Group auditor's remuneration		
Audit	68	64
Other assurance services	7	8
Tax and advisory	5	4
	80	76

Total irrecoverable VAT was £2,387,000 (2017: £2,091,000).

6. Analysis of expenditure continued

Net income is stated after charging rent payable under operating leases of £913,000 (2017: £806,000).

A grant of £2,730,000 (2017: £975,000) was made to Dogs Trust Limited during the year.

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

6 (a) International projects:

Grants were made to the following organisations detailed below:

Organisation/Project	Delivery country (Unless UK)	2018 £000's	2017 £000's
WVS - Mission Rabies	India	1,067	870
Soi Dog Foundation	Thailand	369	-
WVS- International Training Centre	India	250	282
WVS	Thailand	162	100
SPCA Malta	Malta	150	109
Dogs Trust USA*	USA	128	-
Fido Fixers (SNAP)	USA	121	-
Mayhew Animal Home	Afghanistan	95	50
BAWA	Indonesia	64	36
Blue Paw Trust	Sri Lanka	60	70
NSPCA	South Africa	60	-
FIAPO	India	58	-
Animal Refuge Kansai	Japan	53	75
Cook Islands SPCA	Cook Islands	52	-
Obhoyaronno Bangladesh Animal Welfare Foundation	North Dhaka	46	-
PACT for Animals	USA	36	-
Aware Trust	Zimbabwe	36	204
PIF	Ukraine	31	-
ARPOL	Lithuania	27	16
FOMAW	Mexico	25	-
Animal Nepal	Nepal	22	-
Galpos del Sol	Spain	20	-
Coco's Animal Welfare	Mexico	20	-
Project Humane Nepal	Nepal	20	-
Transkei Animal Welfare Initiative	South Africa	17	-
LAPA	Russia	16	-
Kentucky Humane Society	USA	15	-
Rifugio Fata	Italy	13	-
GAAP	Chile	12	-
Alliance of Animals and People (AAP)	India	12	-
Helping Animals in Russia	Russia	11	-
The Pets Second Home	Latvia	4	80
Dogstar Foundation	Sri Lanka	-	398
Forgotten Animals	Russia	-	101
Save the Dogs	Romania	-	59
Other International grants		55	489
Total international grants		3,127	2,940

* Dogs Trust USA is a non-profit entity (a registered 501 (c)(3) in the USA), which draws on expertise and experience from Dogs Trust in the UK to help as many dogs as possible in the United States through its grant program (see note 19).

6. Analysis of expenditure continued

6(b) Rehoming centre grants:

	2018 £000's	2017 £000's
Research grants:		
Grants were made to individuals at the following institutions to support research work:		
University of Edinburgh	316	125
University of Liverpool	213	16
Animal Health Trust	103	29
University of Bristol	70	316
Royal School of Veterinary	46	-
University of Lincoln	20	19
Royal Veterinary College	8	92
University of Cambridge	-	109
University of Nottingham	-	27
	776	733
Other grants:		
Shared adoption scheme grants (i)	3,714	2,180
Emergency help grants (ii)	57	45
	3,771	2,225
Total rehoming centres grants	4,547	2,958

(i) Under the shared adoption scheme, dogs rehomed with specific medical conditions have their future veterinary costs covered for those conditions for the rest of the dog's life. The estimated associated future costs have been recognised in Accruals (see note 11). These are all grants made to individuals.

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

7. Staff numbers and emoluments

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

	2018 number	2017 number
Rehoming centres	867	808
Fundraising, campaigns and publicity	275	242
Management and administration	68	60
	1,210	1,110

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

	2018 number	2017 number
Rehoming centres	963	897
Fundraising, campaigns and publicity	308	273
Management and administration	68	61
	1,339	1,231

	2018 £000's	2017 £000's
The aggregate employee emoluments were as follows:		
Wages and salaries	32,865	27,678
Social security costs	2,719	2,383
Pension costs	3,119	2,062
	38,703	32,123

	2018	2017
Number of employees of the group who earned from:		
£60,001 to £70,000	6	4
£70,001 to £80,000	8	6
£80,001 to £90,000	5	2
£90,001 to £100,000	1	2
£100,001 to £110,000	-	-
£110,001 to £120,000	2	2
£120,001 to £130,000	1	-
£130,001 to £140,000	-	-
£140,001 to £150,000 (*)	2	1
£150,001 to £160,000 (**)	-	1
	25	18

(*) this band contains the earnings of the Chief Executive in 2018, and (**) in 2017.
All the employees above received pension contributions

	2018 £000's	2017 £000's
Employer pension contributions for all above employees	306	189

Key management employees, defined as the Executive team in the Report of the Trustee, received salary and benefits of £967,000 (2017: £1,090,000) and pension contributions of £132,000 (2017: £108,000) in the year.

8. Tangible fixed assets

Group	Freehold Land & Buildings £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
Cost				
Balance at 1 January 2018	124,803	5,324	6,410	136,537
Additions	12,522	1,349	1,255	15,126
Disposals	(2,623)	(883)	(556)	(4,062)
Foreign exchange movement	124	3	2	129
Balance at 31 December 2018	134,826	5,793	7,111	147,730
Accumulated depreciation				
Balance at 1 January 2018	59,214	3,932	4,648	67,794
Depreciation charge for year	6,381	1,031	828	8,240
Disposals	(2,276)	(881)	(556)	(3,713)
Foreign exchange rate movement	55	3	1	59
Balance at 31 December 2018	63,374	4,085	4,921	72,380
Net book value at 31 December 2018	71,452	1,708	2,190	75,350
Net book value at 31 December 2017	65,589	1,392	1,762	68,743

Freehold land and buildings includes freehold land of £18.9 million (2017: £18.9 million), and assets under construction of £5.7 million that is not depreciated.

Charity	Freehold Land & Buildings £000's	Motor Vehicles £000's	Equipment & Fittings £000's	Total £000's
Cost				
Balance at 1 January 2018	113,378	5,060	6,107	124,545
Additions	12,522	1,288	1,242	15,052
Disposals	(2,623)	(826)	(556)	(4,005)
Balance at 31 December 2018	123,277	5,522	6,793	135,592
Accumulated depreciation				
Balance at 1 January 2018	54,121	3,709	4,417	62,247
Depreciation charge for year	5,761	982	797	7,540
Disposals	(2,276)	(824)	(556)	(3,656)
Balance at 31 December 2018	57,606	3,867	4,658	66,131
Net book value at 31 December 2018	65,671	1,655	2,135	69,461
Net book value at 31 December 2017	59,257	1,351	1,690	62,298

Freehold land and buildings includes freehold land of £17.2 million (2017: £17.2 million), and assets under construction of £5.7 million that is not depreciated.

9. Fixed asset investments

	2018 £000's	2017 £000's
Market value at 1 January 2018	50,260	40,859
Investment cash at 1 January 2018	39,526	52,883
	89,786	93,742
Less: Disposals at market value	(11,849)	(30,950)
Add: Acquisitions at cost	9,827	33,433
Less: Investment cash	(5,914)	(10,899)
Net realised gains/ (losses)	677	3,725
Net unrealised gains/ (losses)	(3,806)	735
Market value at 31 December 2018	78,721	89,786

Investments at market value comprised:

	2018 £000's	2017 £000's
UK fixed interest securities	7,029	7,079
UK equities	35,233	36,247
Other investments	4,311	6,934
Cash	32,148	39,526
	78,721	89,786
The historical cost of investment held at 31 December 2018 was	75,505	84,209

No individual investment held at 31 December 2018 or 31 December 2017 had a market value that was material to the Group.

10. Debtors' analysis

	Group		Charity	
	2018 £000's	2017 £000's	2018 £000's	2017 £000's
Trade debtors	116	52	29	20
Other debtors	1,099	892	1,095	893
VAT Claim	2,598	4,267	2,427	4,121
Amount owed by subsidiary companies	-	-	5,681	6,130
Prepayments & accrued income	21,031	17,129	20,939	17,033
Total	24,844	22,340	30,171	28,197

11. Creditors' analysis

	Group		Charity	
	2018 £000's	2017 £000's	2018 £000's	2017 £000's
Trade creditors	6,889	6,000	6,633	5,918
Other creditors	841	517	777	457
Accruals & deferred income	10,024	7,248	9,672	7,045
Amounts owed to subsidiary companies	-	-	402	147
Total	17,754	13,765	17,484	13,567

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

	Group		Charity	
	2018 £000's	2017 £000's	2018 £000's	2017 £000's
Movement in deferred income				
Balance at 1 January	331	330	331	330
Utilised in the year	(331)	(330)	(331)	(330)
Deferred income in the year	396	331	396	331
Balance at 31 December	396	331	396	331

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

12. Total funds

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

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

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

12. Total funds continued

	Movement in Funds in 2017						Balance 31 December 2017
	Balance 1 January 2017	Income	Expenditure	Exceptional item	Transfers	Gains, Revaluations	
Unrestricted funds							
Revaluation reserve	5,817	-	-	-	(245)	5,572	5,817
Designated funds							
Rehoming Centre Development Fund	56,545	-	-	-	1,783	58,328	56,545
Fund for Fixed Assets	54,112	-	-	-	14,631	68,743	54,112
Total designated funds	110,657	-	-	-	16,414	127,071	110,657
Free reserves - Rehoming Centre base fund	156,784	99,835	(93,922)	-	4,472	34,526	40,310
Total Unrestricted funds	156,784	99,835	(93,922)	-	4,472	167,169	156,784
Restricted income funds							
Freedom	-	25	(25)	-	-	-	-
Hope	-	40	(40)	-	-	-	-
Ballymena	-	514	(514)	-	-	-	-
Basildon	-	131	(131)	-	-	-	-
Bridgend	-	492	(492)	-	-	-	-
Canterbury	-	206	(206)	-	-	-	-
Darlington	-	778	(778)	-	-	-	-
Dumfries	-	-	-	-	-	-	-
Evesham	-	1,220	(657)	-	-	563	-
Glasgow	-	161	(161)	-	-	-	-
Ilfracombe	-	263	(263)	-	-	-	-
Kenilworth	-	99	(99)	-	-	-	-
Leeds	-	210	(210)	-	-	-	-
London	-	51	(51)	-	-	-	-
Loughborough	-	55	(55)	-	-	-	-
Manchester	-	43	(43)	-	-	-	-
Merseyside	-	161	(161)	-	-	-	-
Newbury	-	54	(54)	-	-	-	352
Salisbury	-	81	(81)	-	-	-	-
Shoreham	352	1,353	(907)	-	-	798	-
Shrewsbury	-	156	(156)	-	-	-	-
Snetterton	-	67	(67)	-	-	-	-
West Calder	-	368	(368)	-	-	-	-
Dog School	-	72	(72)	-	-	-	-
Other	-	11	(11)	-	-	-	-
Total Restricted income funds	352	6,611	(5,602)	-	-	1,361	352
Endowment funds							
Gertrude R Clarke	242	-	-	-	-	242	242
Total Endowment funds	242	-	-	-	-	242	242
Total Funds	157,378	106,446	(99,524)	-	4,472	168,772	157,378

13. Analysis of group net assets between funds

	Unrestricted £000's	Restricted £000's	Endowment £000's	Total £000's
Represented in 2018 by:				
Tangible fixed assets	75,350	-	-	75,350
Investments	78,051	-	670	78,721
Stock	503	-	-	503
Debtors	23,960	642	242	24,844
Cash at bank and in hand	5,567	900	-	6,467
Current liabilities	(17,754)	-	-	(17,754)
Total net assets	165,677	1,542	912	168,131
Represented in 2017 by:				
Tangible fixed assets	68,743	-	-	68,743
Investments	89,786	-	-	89,786
Stock	545	-	-	545
Debtors	20,737	1,361	242	22,340
Cash at bank and in hand	1,123	-	-	1,123
Current liabilities	(13,765)	-	-	(13,765)
Total net assets	167,169	1,361	242	168,772

14. Operating leases

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

	2018 £000's	2017 £000's
Land and Buildings		
Within one year	569	592
Between one and five years	2,005	2,057
After five years	855	1,346
	3,429	3,995

15. Grant Commitments

As at 31 December 2018, the following expected future grant payments to partner organisations are due:

	2018 £000's
Within one year	751
Between one and five years	520
	1,271

16. Capital Commitments

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

	Redevelopment of centres:				New centres:			Redevelopment: Other £000's	Total £000's
	Glasgow £000's	Darlington £000's	Canterbury £000's	West Calder £000's	Cardiff £000's	Cork £000's	Sarajevo £000's		
Authorised and contracted	-	10,317	2,185	-	-	-	-	650	13,152
Authorised not contracted	2,219	-	-	10,000	15,015	8,300	7,728	1,851	45,113
	2,219	10,317	2,185	10,000	15,015	8,300	7,728	2,501	58,265

17. Contingent liabilities

The Charity has given an indemnity to repay £2.2m (2017: £2.3m) related to legacy bequests, should the relevant estates be claimed against.

18. Forward currency contracts

The Charity had outstanding forward currency commitments of €4.4m at average rate of €1.11 to £1 as at 31st December 2018 (2017: €6.5m).

19. Related party transactions

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

The Charity was invoiced £629,000 (2017: £948,000) for rehoming services provided by Dogs Trust Limited, a subsidiary of the charity. Of this amount £40,000 (2017: £323,000) was outstanding at the year end.

During the year the Charity provided £2,730,000 (2017: £975,000) to Dogs Trust Limited to support its work. £5,370,000 (2017: £5,835,000) was owed to the Charity from Dogs Trust Limited at the year end.

The Charity invoiced £10,000 (2017: £10,000) for office services provided to Dogs Trust Promotions Limited, a subsidiary of the charity. The Charity was owed £311,457 by (2017: £182,000) Dogs Trust Promotions Limited at the the year end.

The Charity invoiced £637,000 (2017: £322,000) for office services provided to Dogs Trust Worldwide, a subsidiary of the Charity. During the year the charity provided £3,880,166 (2017: £3,668,000) to Dogs Trust Worldwide to support its work. The Charity owed £402,251 (2017: £147,000) to Dogs Trust Worldwide at the the year end.

Grants totalling £128,000 (2017: £nil) were paid to Dogs Trust USA, a non-profit entity (a registered 501 (c)(3) in the USA) whose President is the Chief Executive Officer of Dogs Trust. Of this amount £nil was outstanding at the year end (2017: £nil).

Grants totalling £1,067,000 (2017: £870,000) were paid to Mission Rabies, a Charity whose trustees include Mrs C Baldwin and Mr P Daubeny, who were directors of Dogs Trust Trustee Limited in both years. Of this amount £nil was outstanding at the year end (2017: £nil).

20. Contingent legacy income

In addition to the legacy income recognised in the SOFA, on the 31 December 2018 the Charity had been notified of 329 residuary legacies (2017: 314 residuary legacies) with a total estimated value of £18,483,000 (2017: £21,059,000). These legacies do not satisfy the criteria relating to probability and/or reliable estimate required by our accounting policy to recognise the income during the year. They are therefore disclosed here as a contingent asset.

21. Financial instruments

The Charity financial instruments comprise fixed asset investments (see note 9) measured at fair value through profit or loss and other financial assets which comprise cash, trade debtors and other debtors (see note 10) and financial liabilities which comprise trade creditors and other creditors (see note 11), measured at amortised cost.

We would like to thank:

Players of People's Postcode Lottery, staff and customers of HSBC UK, Petplan®, Radley London, Cottages.com, Hoseasons and Mint Velvet. Special thanks to the VIP Club members of Pets at Home and their Lifelines for feeding our dogs Wainwright's dry food at our 20 UK rehoming centres for the sixth consecutive year.

External advisors

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Registered charity no: 227523 (England and Wales)

SC087843 (Scotland)
20057978 (Ireland)

Where to find us:

To find opening times and directions for any of our rehoming centres, please visit www.dogstrust.org.uk/our-centres/
To find your nearest Dog School, please visit www.dogstrustdogschoo.org.uk
To find your local Dogs Trust charity shop, please visit www.dogstrust.org.uk/shopping/charityshops/



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Concept and copy:
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Your details

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