

REGISTERED COMPANY NUMBER: 08611294 (England and Wales)
REGISTERED CHARITY NUMBER: 1155042

Report of the Trustees and
Financial Statements for the Year Ended
31 December 2016
for
Jerry Green Dog Rescue

Jerry Green Dog Rescue

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for the Year Ended 31 December 2016**

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Jerry Green Dog Rescue

Chairman's Report **for the Year Ended 31 December 2016**

It gives me great pleasure once again to introduce Jerry Green Dog Rescue's Annual Report which sets out our achievements over the last year and our future plans.

2016 represented another year of significant progress for the charity, showing a 1.4% increase in the amount of dogs we were able to find homes for. We have seen these improvements as a result of unprecedented investment in staff training in dog behavior and welfare through our innovative External Trainer Programme. Updates to IT systems, including significant improvements to our dog database Patch, ensures our Dog Welfare staff are able to update our dog records and share information more quickly so we can be more responsive to their needs. The benefits from having instant access to up to date accurate assessments include better training and care plans for our dogs. It also means our potential adopters have received much more detailed dog profiles which create a better match through our innovative Meet&Match® process.

We continue to rely on the generosity of our individual donors and supporters - at both ends of the spectrum from our regular givers to larger donors - we could not survive without this support and we continue to work hard to ensure we raise our income and reduce our costs. I am pleased to announce that this has successfully led to a 53% increase in voluntary income through legacies and charitable donations large and small. We have also seen a 6% decrease in overall expenditure and whilst maintaining dog welfare spend we have nevertheless seen a significant decrease of our deficit.

With the employment of 5 new Fundraising & Communications Officers supporting each local dog rehoming Centre we have significantly developed our profile and reputation across the local communities we serve, engaging more than ever before with our local media. An example of our success in this area would be the 'Unwanted Campaign' launched in November which hit our social media channels featuring six of our long stay dogs to highlight their plight in finding a new home. This year we have begun to test how much interest such appeals generate and the response from the public has been marvellous. I am pleased to say that all six dogs were rehomed in our 'Unwanted Campaign' and it also succeeded in recruiting new volunteers and additional supporters showing the power of social media to 'friend-raise' as much as fund-raise.

This year we have also launched our enterprise that adds value to our core work and complement our primary objective. By opening up to the dog loving public we have made available our resources in dog care, training and grooming making full use of the expertise we have developed over the last 56 years. Our training, grooming and field exercise enterprises will also ensure we are providing vital support to our dog owning community. Looking forward to next year this is an area in which we intend to develop and grow to enable us to become renowned for providing a high standard of care to not only our current and previous rescue dogs but also to the wider community.

I should like, as ever, to thank our staff and our excellent volunteers for their outstanding dedication, effort and skill. I would also like to thank our team of Trustees, for their support and counsel. Together with the Management Team, we look forward to continuing to drive our work in the coming year.

Ian Cawsey
Chair of Trustees

Jerry Green Dog Rescue

Chief Executive's Report **for the Year Ended 31 December 2016**

This has been a year of team performance. Everyone from Dog Welfare to Fundraising, from Accounts to Centre Management - staff have worked hard to deliver on our promises to our supporters, donors and to the dogs we serve.

We've delivered against our Strategic Plan and developed projects intended to build our capacity in HR, CPD and Training, Branding and Communications, and Fundraising and Enterprise. This year we chose to invest in our wonderful workforce - paid and unpaid - ensuring that they received the training they needed to deliver not only the highest standard of dog welfare and positive training techniques for our dogs but also recognising the importance of continually improving the service we offer to our customers - from the sad time of intake, through Meet&Match® and beyond offering continued rescue based support. When we get it wrong we take seriously our efforts to put things right and learn from our mistakes, continuously striving to improve what we do for both dogs and people.

This year we reached out much further into our local communities at each Centre. Recruiting new Fundraising & Communications Officers for each of our five Centres and investing in a fundraising plan over the next 5 years. We have built up our army of valued volunteers and have held more community events than ever before - working with local communities, getting out and about and making new friends. We have also welcomed a new Volunteer Development Officer who has helped us to develop a new volunteer strategy which will help ensure that our existing volunteers feel more valued and appreciated as well as making sure they reap the benefits of volunteering with us.

I am immensely proud that this year staff and volunteers alike have managed to rehome almost 1,000 dogs. This is without any doubt thanks to the consistent monitoring, delivery and improvement of our innovative Meet&Match® process - we take the time to find out what our potential adopters are looking for from a new family member and work with them to find their best suited match. When we get this right and we create new well matched harmonious families, this is one of the finest jobs in the world!

In actual fact there are far too many great highlights to describe in these few short words but our website, www.jerrygreendogs.org.uk provides a wonderful opportunity to find out more.

Jerry Green Dog Rescue continues to grow and develop throughout its 56 years, we are never afraid to learn a new lesson or challenge something we know to be wrong. At the heart of this charity lie a strong set of core principles and values which remain true to Jerry Green's original vision, where dog welfare is prioritised above all else.

I am proud of Jerry Green Dog Rescue - a highly professional organisation that is now using its experience over the years to become a highly effective organisation, dedicated to ensuring a high standard of dog welfare - with all the challenges that represents. But even more than that, I am proud to be part of an organisation dedicated to learning and development ensuring that we are not only focusing on the dogs within our care, but also on educating our staff and our volunteers to work with the public on positive training techniques to ensure dogs are able to thrive and stay in their forever homes.

Jacqueline Bell
CEO

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2016. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Our Core Objectives

- For the benefit of the public, to relieve the suffering of dogs in need of care and attention and in particular to provide and maintain rescue homes or other facilities for the reception, care and treatment of such animals.
- To promote humane behaviour towards dogs by providing appropriate care, protection, treatment and security for dogs which are in need of care and attention by reason of sickness, maltreatment, poor circumstance or ill usage and to educate the public in matters pertaining to dog welfare in general and the prevention of cruelty and suffering among dogs.

Our Core Principles

When Jerry Green established our organisation back in 1961 he wanted to revolutionise the quality of life for rescue dogs in North Lincolnshire. He believed all dogs deserved a good life and a safe, loving home. He left us a legacy that has endured for more than fifty years and led to his name being established not just in North Lincolnshire but in South Lincolnshire, Nottinghamshire, East Yorkshire and North Yorkshire as well.

But Jerry Green was not only interested in dogs locally. He wanted the good practices he established to influence other dog rescue centres and set up a charity that didn't just provide a centre but was an organisation that promoted more humane treatment of all dogs, opposed vivisection and would campaign and lead public education accordingly.

Over the years there have been many steps in this journey and a few dead ends along the way. So as we build an organisation that is fit for the 21st century we acknowledge that society has moved on and we know more about dogs and other animals in terms of their sentience and welfare needs, so we have reiterated the values of Jerry Green and endeavor to place them in a modern setting.

Core Principles Vision

Jerry Green Dog Rescue exists to provide a safe place for homeless dogs and to seek new loving places for them to live. We pioneer and provide the highest standards of welfare for the dogs in our care.

A Jerry Green Dog is always a Jerry Green Dog and we stand ready to provide support and care for all our dogs throughout their lives. We are a family that shares and enjoys the good times with our dogs and their adopters and we are there through sadder times when our dogs and our adopters need us most.

We articulate and campaign for the humane treatment of dogs everywhere.

Statement of Principles

- Every dog that enters a Jerry Green Dog Rescue Centre will receive the highest standard of care and welfare.
- Our dogs will be found loving homes appropriate to their needs through high welfare Meet&Match® processes.
- No dog will be put to sleep except when it is the only humane option.
- We will retain the ownership of all our dogs and will recover them if their welfare is at risk.
- We will support all our adopters and fosterers so they can always be confident the best advice and assistance is always available to them.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

OBJECTIVES AND ACTIVITIES

Traditional Values in a Modern Setting

1. We will raise public awareness of the benefits and responsibilities of giving a loving home to a dog.
2. We will not allow our dogs to be used in activities that put their welfare, or the welfare of other animals, at risk. (This includes, but not exclusively, racing, fighting, hunting, shooting, circuses or other forms of public entertainment that involves unnatural dog behaviour).
3. We do not support cosmetic surgical procedures, including tail docking.
4. No dog chooses to be born. Every puppy bred or farmed for profit means there is one home fewer for a dog awaiting adoption at our centres. Society has a duty to be responsible about the number of dogs bred and to limit numbers to those who can be properly homed and cared for. We will raise public awareness that thousands of dogs are in rescue centres whilst breeders continue to add to an already oversized dog population.
5. We will raise public awareness of the welfare consequences of irresponsible breeding and puppy farms.
6. We do not support the breeding of dogs with known genetic deformities.
7. We will not participate in, or allow our dogs to participate in formal dog shows that involve breeds with known genetic deformities.
8. We support the full implementation of the RSPCA roadmap to improve the genetics of pedigree breeding.
9. We respect and continue to support Jerry Green's anti-vivisection beliefs especially relating to the use of dogs in experimentation.
10. We will not engage with, or invest in, organisations or individuals who compromise the welfare of animals or engage in activities contrary to these core principles.

STRATEGIC REPORT

Achievement and performance

The Difference we made to the Dogs in our care:

	2015	2016	
Dogs In	831	868	4.4% increase
Dogs Out	979	993	1.4% increase

Due to an improvement in our open door policy, treating all dogs as equals, we have seen a rise in dogs sadly suffering longer term medical conditions or exhibiting more challenging behaviours through our doors. Any decision we make about euthanasia will always put the dog at the heart of the decision and is always in consultation with our vets; dogs would only be put to sleep due to welfare, medical or risk concerns.

Strategic Priority 1: Our People

WHAT WE SAID WE WOULD DO

1. Create a well-trained, confident and resilient work force
2. Re-establish our Army of volunteers
3. Provide training, education and support to dog owners.

WHAT WE DID

Key to dog welfare is our commitment to building confident capable staff; by working with a pool of dedicated external dog behaviour specialists we have been able to utilise their skills experience and knowledge to train our Trainers as well as work with our welfare staff to improve our dog knowledge exponentially covering positive training methods, dog welfare and dog behaviour.

"The South Lincs. team are like thirsty sponges and soak it all in and put it into practice. I love working with this team and look forward to training days with them."

Shelley Heading, The Dog House Academy

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Achievement and performance

We've also delivered bespoke training for all our paid staff to begin to improve our customer service, our approach to sales as well as work on our team work skills. Offering 121 coaching to all staff initially that focus the coaching on each individual's specific needs to ensure they have an outlet outside our work, we have also established an innovative Reflective Practice Group for our Centre Managers where they can work together in a safe and supportive environment to talk and improve on practice, discuss knotty issues, and consider areas for progress and performance. By supporting and working in a safe and confidential environment, techniques and approaches can be explored bringing new awareness and insights to their working practice.

On top of this, we've invested in Leadership Coaching training for managers so they can begin to adopt these techniques to improve staff wellbeing and impact on performance.

We hired 5 Fundraising and Communications Officers for each centre and 1 Volunteer Development Officer so that we could improve our output. We have put together a Volunteer Development Programme which has created new roles and opportunities for volunteers across the charity. We have gathered feedback from our existing volunteer army to discover how to best support them and ensure they receive a positive volunteering experience.

THE DIFFERENCE WE MADE

- Thanks to training and the improvement in implementing our innovative Meet&Match® approach more dogs are staying in their forever homes.
- Our volunteer army increased to 95 volunteers allowing our dogs to get out and exercised more. Our volunteers took on new roles across the charity, such as fundraising.
- Our Volunteer fundraisers raised nearly £10,000 towards the care of our dogs.

Strategic Priority 2: Our Places

WHAT WE SAID WE WOULD DO

1. Create warm, welcoming and stress free environments for our dogs and visitors
2. Create quality facilities for the dogs to receive the highest standard of care
3. Ensure our facilities are safe and fit for purpose.

WHAT WE DID

We have worked hard with limited resources to create warm, comfortable and welcoming spaces at each of our five centres for our dogs and visitors to enjoy.

These spaces are safe, calm, quiet and have supported 995 successful adoptions through our Meet&Match® process in 2016. We kept our dog numbers low in our Centres at approximately 20 dogs per centre at any one time. This meant we had happier dogs who received more time with our dog welfare staff and volunteer team and they were rehomed more quickly with an average resident staying with us for 20 days!

We hosted 35 local events which over 10,290 people attended!

THE DIFFERENCE WE MADE

- Keeping dogs calm, relaxed and happy with lots of one-to one time with our trained staff has enabled us to assess, train and re-home our dogs on average between 20 and 30 days
- The few dogs that have been in our care for any longer have had the benefit of our improved home rooms, Zen rooms and improved off lead areas.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Achievement and performance

- Staff and visitors have benefited from nicer places to work and visit too - all our Centres have been spruced up with a paint job and sort out and we've made the Centres more welcoming by replacing and repositioning some of our fences and potted up some plants and flowers too - you'll even find all the staff on new Meet the Team displays in our receptions as well. For staff and volunteers created nicer spaces for them to take a break and relax as well as staying up to date by simply introducing notice boards and thank you boards too!

Strategic Priority 3: Our Profile and Reputation

WHAT WE SAID WE WOULD DO

1. Show our pride in our work in all of our communications
2. Raise our profile in our local communities
3. Take control of our voice

WHAT WE DID

We also increased our media support by reaching out to media contacts and securing two regular slots on local papers to help us showcase our dogs further afield.

Our Fundraising & Communication teams went out into the community to over deliver over 60 Community Talks and engaging local community groups in our work and raising awareness about the prevention of the cruelty and suffering among dogs through our positive training support.

THE DIFFERENCE WE MADE

- We re-homed 18 dogs through public appearances, events, and media coverage.
- 93 press releases were featured in the local media.
- Our video of Harvey the Staffordshire Bull terrier went viral and reached 6 million people, which helped him to find his home.

Strategic Priority 4: Pounds & Pence

WHAT WE SAID WE WOULD DO

1. Increase our income from donors, supporter's events and appeals.
2. Create a transparent budget that explains how we will spend our money
3. Make sure our existing donors and supporters feel appreciated and genuinely valued.

WHAT WE DID

Overall we have had a 35% increase in income in 2016

- Our general donations have risen by 42% since 2015, thanks to increased promotion and awareness in our communities and their invaluable support that we couldn't do without.
- Our income from regular giving supporters has also increased by 32% and our legacy income has also increased by an amazing 80%.
- Thanks to the addition of fundraisers at our Centres we have managed to attend and host more local events which have raised a total of £47,932 across 2016.
- We secured £9,193 sponsorship from companies in 2016.
- We have improved our thank you strategy ensuring that we are thanking our supporters in a timely manner so they feel valued and appreciated.
- For the first time ever we had an annual budget based on previous spend which was developed through the direct involvement of the Centre Managers, who for the first time now get monthly financial management information - an up to date accurate statement of their Centre's financial performance.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Achievement and performance

THE DIFFERENCE WE MADE

- Our Centre Management Teams are able to manage their Centre's cost much better and as a result save more money for the charity.
- Ensuring our supporters are valued has led to an increase in supporter retention allowing us to increase our income and inevitably help more dogs in need.
- An overall increase in our income helps to give our accounts stability and helps us to look at investing in future proofing.

Strategic Priority 5: Becoming More Enterprising

WHAT WE SAID WE WOULD DO

1. Research a way to become more enterprising
2. Collaborate with corporate and sector experts
3. Make the most of our assets and work to our strengths

WHAT WE DID

Our East Yorkshire, South Lincolnshire and Nottinghamshire centres pioneered the launch of our Training Enterprise. They introduced one to one training and puppy classes to members of the public. These classes have been very well received with some fantastic positive feedback.

'The facilities are brilliant with lots of completely secure spaces indoor and out to train your puppy. We discussed and practiced everything from general care of your new pup, obedience, recall to walking on the lead. Really can't recommend these classes and facilities enough!'

Natalie Crooks: Facebook review November 2016.

4 of our centres launched the field hire enterprise allowing members of the public to book our secure off lead areas for their dogs at a suggested donation per half an hour. East Yorkshire and North Lincolnshire launched our grooming enterprise which was so successful that we will be expanding this next year to 2 other Centres.

We joined the NCVO, Institute of Fundraising and have signed up to Directory of Social Change to better engage across the third sector with those organisations that can help us be truly effective as a charity as well as continue to be active members of the ADCH by attending conferences and actively participating in their forums.

We have invested in our people, to ensure that we are delivering enterprise that is based on our core work.

THE DIFFERENCE WE MADE

- We know that it is important to address the problems at their core to ensure we can create positive change for the future; by investing in promoting positive handling techniques through training classes, we have concentrated on preventing future behaviour problems in dogs that could see them brought into rescues.
- Joined national infrastructure and membership organisations ensure we stay connected, have access to the best learning and development opportunities for our staff, and access networking opportunities in the things that are important to our development like the IOF Regional Networks

Strategic Priority 6: Fit For Purpose

WHAT WE SAID WE WOULD DO

1. Involve people better in how we run and in the delivery of our targets.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Achievement and performance

2. Becoming an innovative, learning organisation, evaluating sharing and learning.
3. Lead by example both within our organisation and to champion the work we do across the sector.
4. Operate with effectiveness and efficiency at all levels.

WHAT WE DID

- We installed new IT and phone systems to ensure that our facilities would meet the requirements to deliver excellent customer service.
- We worked with our database developers to develop a new dog database, Patch, to help us monitor and access from intake through to adoption and aftercare.
- We created more project teams involving more staff from all levels than ever before, one of which is improving staff engagement which we hope to do more of next year.
- We have introduced a new performance management framework, where the teams are involved every step of the way. We now have networks that connect and share best practice for our organisation.
- We now have peer support groups for centre managers that have been so successful in sharing learning in building capacity and capability across our centre managers that we hope to roll out to other teams including deputy and fundraisers.
- We hosted the Joint Charities Operations Group at our Nottinghamshire centre for which we had good attendance from our own staff. This allowed us to showcase our new centre, our innovative Meet&Match® process and the fantastic improvements that we have made this year.

THE DIFFERENCE WE MADE

- Ensuring that our systems and databases are working to high standards allows us to pass those standards on to our customers but above all to the dogs. We were able to review and to respond to referrals much faster and share up to date and accurate information between our 5 centres with more ease.
- Facilitating liaison between our employee's ensures greater learning from across the organisation; opportunities to have a voice that is heard has helped them to feel valued and empowered, which has improved staff morale.
- Our new IT and phone systems aren't perfect - in that they can't address the lack of fast broadband in our most rural areas - but they're so much better than before when staff grappled with one or two computers per Centre, phones and more importantly our answer service didn't consistently work! We can now make calls and receive messages making us much more accessible to our customers!

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Financial review

Financial review

2016 Finance Report

The Charity moved from a deficit of £940,860 in 2015 to a much lesser deficit of £476,103.

Incomings

Overall our income £1,198,781 saw a 35% increase; the principal funding sources of income to the Charity itself were:

- Dog Adoption donations of £155,088
- General Donations of £239,200
- Fundraising of £47,932
- Legacies of £436,626
- Rents received of £140,103

Regular Giving is up by over £8,000, a 30% increase on 2015 as a result of a better understanding of staff for need to sign people up to this form of donating as one of the most sustainable ways to generate reliable income.

Dog Adoption up by nearly £35,000, another 30% increase on 2015 and our dog donations averages have increased from around £120 to £150 over the period in 2016.

General Donations up by £41,000 with a 42% increase on 2015 - raising awareness in local communities is key to this as well as more staff training helping to almost double 2015 donation figure.

Fundraising Event income is up by £23,395 as a result of our Fundraisers attending more outside events and increased attendance at Summer Shows.

We were also fortunate to benefit from very generous Legacies of £436,626, a 80% increase in last year.

Trading & Dog Food income down by £4,500 a 11% decrease so whilst sales of merchandise and new enterprises such as training and grooming have increased dog food sales have dropped dramatically as dog food is easily available elsewhere.

Outgoings

Overall Expenditure £1,659,922 almost 5% decrease accomplished; whilst wages went up by £31,347 a 3% increase this was mainly due to investment in the employment of 5 Fundraisers.

Site Costs down by £85,000 a 54% decrease as a result of careful management of utilities and stopping wasteful security costs at North Yorkshire & Nottingham Centres.

Vehicles & Travel were up by £2,000 an increase 5.5% but our elderly fleet of vans require more repairs and we have had more movement of staff between Centres for training, networking and Meet&Match®.

Better office management has driven down admin costs including our Telephone & Broadband is down by £3,700 an 18% decrease; stationery down by £8,000 careful management of supplies, bulk buying and shopping around for best price.

Whilst Repairs & Refurbishments went up by £11,000 a 19% increase as little was spent in 2014/15 with more repairs were required to keep buildings fit for purpose.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Financial review

Financial review

Significant investment in our CPD Plan meant spending on Training went up by £28,600 ultimately to increase output of staff and income of charity through sales opportunity awareness, customer care, coaching and management support and most importantly improved dog welfare.

Vet fees were down by £16,360 a 11% decrease with SLA for all vets regularly reviewed again driving down costs. Dog food was down by £26,890, a 72% decrease as we sourced a supplier much more reasonably priced than previous supplier. Dog Welfare down by £3,600, 17% decrease due to more use of donated goods etc. Trading Purchases were up by £774 a 34% increase with our Centre shops all overhauled and therefore requiring more stock.

Staffing

Staffing levels increased slightly with the recruitment of Fundraisers for each Centre taking number of staff in December 2016 to 56 compared to 51 in December 2015 a 9% increase. CO has 14 full and part time staff members made up of the CEO, Deputy CEO, Business/Office Manager, Fundraising Co-ordinator, Fundraisers (Fundraisers and Communications Officers), Volunteer Co-ordinator, Volunteer Development Officer, Finance Officer & Finance Administrators.

- North Lincolnshire have 7 full time staff: Manager, Deputy Manager, plus part time cleaner and 1 x 0 hours DWAS (Dog Welfare Assistants).
- North Yorkshire have 7 full time staff members: Manager, Deputy Manager & 5 DWAS
- Nottingham have 9 full time staff members: Manager, Deputy Manager, Centre Trainer & 6 DWAS
- East Yorkshire have 10 full and part-time staff members: Manager, Deputy Manager, 6 DWAS, Cleaner & Maintenance man
- South Lincolnshire have 8 full time staff members: Manager, Deputy Manager, Centre Trainer & 5 DWAS

The charity's trading and new enterprises of Training, Grooming, and Exercise Field Hire are also starting to show increases in income.

Transparency in budgeting and financial reporting across all Centre Management Teams mean that Centre Staff now have a much better understanding of the costs incurred from rescue to rehoming a dog and with investment in staff training they are better able to convey the expenses to adopters and therefore gain a higher donation which has already shown this year. We hope to continue to make inroads in to the shortfall between income and expenditure by generating a larger proportion of funds from each Dog Adoption Donation, as well as offer added value to our adopters through our new services.

The trustees, having regard to the liquidity requirements of operating the Dog Rescue side of the charity have kept available funds in an interest-bearing deposit account and seek to achieve a rate on deposit which matches or exceeds inflation as measured by the retail prices index.

Due to wider economic circumstances deposit rates have been depressed and so this aim was not achieved in the year.

The total dividend income generated by the equity and bond portfolio held at Casenove OUR investment broker is £117,757. This has increased despite drawing down £400,000 in £100,000 increments throughout the year to supplement income and cover expenses over the year.

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STRATEGIC REPORT

Financial review

Financial review

Reserves policy and going concern

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. The trustees consider that the ideal level of reserves as at 31 December 2016 would be 12 months running costs, £1,638,689, and this level is maintained due to investments cited above. Nevertheless our current strategy aims to bring us to a place that our annual income covers our yearly costs so that investment can build further reserves or be reinvested in vital building repairs and development.

Balance sheet remains strong with total funds of £12,645,030. Free reserves being unrestricted funds less fixed assets and investment properties amounted to £5,504,329. The trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. The trustees are of the view that the charity is a going concern.

The reserves policy is currently under review by the Trustees, in conjunction with other dog charities, to ensure that the policy is appropriate.

Jerry Green Dog Rescue

Report of the Trustees for the Year Ended 31 December 2016

STRATEGIC REPORT

Future plans

Enterprise is our main priority for 2017 and we plan to improve facilities to enable us to re-introduce Boarding and Day Care which was a good source of income in previous years.

Our primary objective remains to revolutionise the way dogs are rehomed whilst improving the quality of life for all rescue dogs in our care and ensuring they have a good life and a safe, loving home.

To achieve our overarching aim there are 5 complementary objectives, one for each of the main business disciplines we are currently developing.

A small Central Office supports local Centres to become a one stop shop for all things dogs in their local areas. We are:

1. **Creating Dog Grooming & Wellbeing Salons** that keep dogs healthy but help to keep them looking and smelling good too.
2. **Offering Dog Training & Exercise facilities** to help people learn as much as they can about their dogs and build strong positive relationships between owners and their dogs based on our values.
3. Provide the finest **Boarding & Day Care** services for our adopters and the wider dog owning community at the North Lincs Centre.
4. Researching first **Dog Cemetery** Memorial Sensory Garden for Dogs in North Lincs.
5. Aiming to create **retail charity shops** as well improve our Centre retail range.

We continue to strengthen our links with the community, and have created a fundraising plan for our Fundraisers to be more active at events both local and further afield.

In order to ensure we are constantly monitoring and improving we intend to do the following in 2017:

- Monitor, evaluate and review what we've achieved over the last year since the launch of the strategic plan and update our Strategic Action Plan accordingly
- Look at what is still to do and if we still want to do it in line with the evaluation and review
- Consider what worked, what didn't and see if there's anything we should stop doing, need to start doing or do better.

People

- An increased focus on staff satisfaction to ensure a healthy work life balance as well as an improved reward and recognition system.
- To provide clear opportunities for growth and development, through training, appraisals and feedback.
- Improved internal communications across all levels of staff.

Places

- Complete a refurbishment of our South Lincolnshire centre in order to ensure that it is fit for purpose for the dogs, staff and Enterprise.
- Research and Implement maintenance plans across all 5 centres to ensure we are making the most of our assets and planning for the future.
- Upgrade our facilities to deliver a high standard for the enterprise work.

Profile and Reputation

- We will be better known locally, in the sector and in the wider community for being good at what we do.
- We will be clearer about our key messages and target audience.
- To ensure that we are more proactive about publically celebrating our achievements.

Pounds and Pence

- Within budget, follow on from last year's trend of higher investment and adjustment of cost.
- Increasing the trust in our staff allowing them more ownership over individual budgets.

Jerry Green Dog Rescue

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STRATEGIC REPORT

- Improving our thank you strategy to ensure we are saying thanks more often, more personally and professionally.

Enterprise

- We will be delivering on all enterprises including our planned Charity Shop launch.
- To be renowned for place you can go to, to fulfil all your dog's needs such as; training, grooming and care.
- To increase our enterprise customers to help us to generate more income and ensure that what we are delivering is of a high standard with excellent customer care and satisfaction.

Fit for Purpose

- We will run as a productive team that is well led within good governance
- We will run effective operations and efficient finance and admin. across the whole charity.
- We will ensure more collaboration on systems and processes which will result in less obstructive or purposeless systems and processes.

Supplier Support

We continue to strengthen our links with both local and national suppliers and the charity would like to acknowledge the help of them all particularly those who supply veterinary services.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, memorandum and articles, a deed of trust and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

As part of the development of our Board, Trustees embarked on a recruitment drive in January. Having identified key skills and experience gaps, Trustees targeted people who would bring operational or frontline experience to the key areas of HR, Communications and Business and Enterprise. Legal, Business & Banking was also seen as an area that would add value to the make of the Board. Scheduled plan to successfully recruit and appoint new trustees took several weeks after advertising in a wide variety of public forums as well as through word of mouth. Following three immediate secondments Kevin Peart, John Taylor and Jayne Chudley, new Trustees were interviewed by the Chairman and Vice Chair and after the necessary checks we welcomed the successful applicants to a Board meeting to experience how our Board works, following which new Trustees Paul McCartan and Lynn Hewison joined the Board following the year end.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08611294 (England and Wales)

Registered Charity number

1155042

Registered office

Jerry Green Dog Rescue
Broughton
BRIGG
North Lincolnshire
DN20 0BJ

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

Mr I A Cawsey	Charity Director	
Ms J Chudley	Trustee	- appointed 6.5.16
Mr K L Peart	Trustee	- appointed 6.5.16
Mr A P Robinson	Chartered Accountant	
Mr J Taylor	Trustee	- appointed 6.5.16 - resigned 5.5.17
Ms V A Taylor	Retired	
Dr H Wright		- resigned 1.7.16
Miss L F Hewison	Trustee	- appointed 5.9.16
Mr P McCartan	Human Resources Manager	- appointed 2.9.16

Auditors

Nicholsons
Statutory Auditors
Newland House
The Point
Weaver Road
LINCOLN
Lincolnshire
LN6 3QN

Solicitors

Gosschalks
Queens Gardens
HULL
Humberside
HU1 3DZ

Investment broker

Cazenove Capital Management
Shroder & Co Limited
12 Moorgate
LONDON
EC2R 6DA

Jerry Green Dog Rescue

Report of the Trustees **for the Year Ended 31 December 2016**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Jerry Green Dog Rescue for the purposes of company law) are 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), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, Nicholsons, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 11 September 2017 and signed on the board's behalf by:

Mr I A Cawsey - Trustee

Report of the Independent Auditors to the Members of Jerry Green Dog Rescue

We have audited the financial statements of Jerry Green Dog Rescue for the year ended 31 December 2016 on pages eighteen to thirty three. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

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

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

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Report of the Independent Auditors to the Members of
Jerry Green Dog Rescue

Matters on which we are required to report by exception

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

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

Emma Murray (Senior Statutory Auditor)
for and on behalf of Nicholsons
Statutory Auditors
Newland House
The Point
Weaver Road
LINCOLN
Lincolnshire
LN6 3QN

18 September 2017

Jerry Green Dog Rescue

Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 December 2016

	Notes	Unrestricted fund £	Restricted funds £	2016 Total funds £	2015 Total funds as restated £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	830,914	-	830,914	541,714
Charitable activities	5				
Charitable activities		49,275	236	49,511	4,420
Other trading activities	3	40,080	-	40,080	83,298
Investment income	4	258,031	-	258,031	255,801
Other income		20,245	-	20,245	-
Total		1,198,545	236	1,198,781	885,233
EXPENDITURE ON					
Raising funds	6	66,541	-	66,541	91,782
Charitable activities	7				
Charitable activities		1,593,156	225	1,593,381	1,654,080
Total		1,659,697	225	1,659,922	1,745,862
Net gains/(losses) on investments		591,197	-	591,197	(80,231)
NET INCOME/(EXPENDITURE)		130,045	11	130,056	(940,860)
Other recognised gains/(losses)					
Gains/(losses) on revaluation of fixed assets		445,684	-	445,684	-
Net movement in funds		575,729	11	575,740	(940,860)
RECONCILIATION OF FUNDS					
Total funds brought forward		11,970,832	98,458	12,069,290	13,010,150
TOTAL FUNDS CARRIED FORWARD		12,546,561	98,469	12,645,030	12,069,290

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

Jerry Green Dog Rescue

Statement of Financial Position At 31 December 2016

		2016 £	2015 as restated £
	Notes		
FIXED ASSETS			
Tangible assets	14	4,162,232	4,232,250
Investments			
Investments	15	5,379,723	5,314,154
Investment property	16	2,880,000	2,434,316
		<hr/>	<hr/>
		12,421,955	11,980,720
 CURRENT ASSETS			
Stocks	17	44,966	-
Debtors	18	85,035	200,136
Cash at bank		237,039	23,900
		<hr/>	<hr/>
		367,040	224,036
 CREDITORS			
Amounts falling due within one year	19	(143,965)	(135,466)
		<hr/>	<hr/>
NET CURRENT ASSETS		223,075	88,570
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		12,645,030	12,069,290
		<hr/>	<hr/>
NET ASSETS		12,645,030	12,069,290
		<hr/>	<hr/>
 FUNDS	21		
Unrestricted funds		12,546,561	11,970,832
Restricted funds		98,469	98,458
		<hr/>	<hr/>
TOTAL FUNDS		12,645,030	12,069,290
		<hr/>	<hr/>

The financial statements were approved by the Board of Trustees on 11 September 2017 and were signed on its behalf by:

Mr I A Cawsey -Trustee

The notes form part of these financial statements

Jerry Green Dog Rescue

Statement of Cash Flows **for the Year Ended 31 December 2016**

		2016	2015
	Notes	£	as restated £
Cash flows from operating activities:			
Cash generated from operations	1	237,687	(993,185)
Interest paid		-	(4,088)
		<hr/>	<hr/>
Net cash provided by (used in) operating activities		237,687	(997,273)
		<hr/>	<hr/>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(40,712)	(335,968)
Purchase of fixed asset investments		(915,840)	(1,753,074)
Sale of fixed asset investments		870,319	2,971,602
Movement in investment valuations		(56,243)	-
Interest received		171	1,111
Dividends received		117,757	114,593
		<hr/>	<hr/>
Net cash provided by (used in) investing activities		(24,548)	998,264
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		213,139	991
Cash and cash equivalents at the beginning of the reporting period		23,900	22,909
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		237,039	23,900
		<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

Jerry Green Dog Rescue

Notes to the Statement of Cash Flows
for the Year Ended 31 December 2016

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016	2015
	£	as restated £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	130,056	(940,860)
Adjustments for:		
Depreciation charges	110,730	105,391
Losses on investments	36,195	80,230
Interest received	(171)	(1,111)
Interest paid	-	4,088
Dividends received	(117,757)	(114,593)
Increase in stocks	(44,966)	-
Decrease/(increase) in debtors	115,101	(90,645)
Increase/(decrease) in creditors	8,499	(35,685)
Net cash provided by (used in) operating activities	<u>237,687</u>	<u>(993,185)</u>

Jerry Green Dog Rescue

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

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Donations and sundry income are brought into account once the value can be accurately ascertained, is certain to be received and the charity is entitled to it. The figures are shown gross and include material gifts in kind at their estimated valuation.

Grants are included in the Statement of Financial Activities on a receivables basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. When entitlement occurs before income is received, the income is accrued. Capital grants are recognised when receivable and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance sheet in restricted funds.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Costs relating to the running of the Central Office are classified as support costs and allocated wholly to charitable activities on the basis that this would be the most appropriate method.

Jerry Green Dog Rescue

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

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Freehold property	- 2% on cost
Improvements to property	- 10% on cost
Plant and machinery	- 25% on cost
Motor vehicles	- 25% on cost

Freehold properties are depreciated at 2% of cost after taking in to account expected residual value.

Freehold land is not depreciated.

Investment property

Investment property is shown at most recent valuation. Any aggregate surplus or deficit arising from changes in the market value is transferred to the unrestricted reserves.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax and VAT on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. The restricted income has been dedicated to improving the sites in East Yorkshire and Nottingham, with donations made towards veterinary fees, equipment, treatment for specific dogs, a memorial bench and a new van.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Operating leases

Operating lease income from investment properties is recognised in profit or loss on a straight-line basis over the period of the lease.

Subsidiary company

The subsidiary does not form part of the charities accounts as the results are deemed to be immaterial.

Jerry Green Dog Rescue

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

2. DONATIONS AND LEGACIES

	2016	2015 as restated
	£	£
Donations	394,288	299,120
Legacies	436,626	242,594
	<u>830,914</u>	<u>541,714</u>

3. OTHER TRADING ACTIVITIES

	2016	2015 as restated
	£	£
Fundraising events	-	24,537
Other income	-	58,761
Centre income	25,304	-
Training, grooming and boarding	14,776	-
	<u>40,080</u>	<u>83,298</u>

The incoming resources for 2016 have been reclassified into headings more appropriate to the activities undertaken. Insufficient analysis was available, without incurring undue cost, to reclassify the comparatives on the same basis.

4. INVESTMENT INCOME

	2016	2015 as restated
	£	£
Rents received	140,103	140,097
Fixed asset investment income	117,757	114,593
Deposit account interest	171	1,111
	<u>258,031</u>	<u>255,801</u>

5. INCOME FROM CHARITABLE ACTIVITIES

		2016	2015 as restated
	Activity	£	£
Fundraising events	Charitable activities	47,932	-
Sponsorship	Charitable activities	1,579	-
Grants	Charitable activities	-	4,420
		<u>49,511</u>	<u>4,420</u>

Jerry Green Dog Rescue

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

5. INCOME FROM CHARITABLE ACTIVITIES - continued

The incoming resources for 2016 have been reclassified into headings more appropriate to the activities undertaken. Insufficient analysis was available, without incurring undue cost, to reclassify the comparatives on the same basis.

6. RAISING FUNDS

Raising donations and legacies

	2016	2015 as restated
	£	£
Postage and stationery	4,428	8,063
Legal fees	4,236	1,546
Promotional costs	5,171	-
	<u>13,835</u>	<u>9,609</u>

Other trading activities

	2016	2015 as restated
	£	£
Purchases	3,048	2,274
Staff costs	-	23,518
Promotional and website costs	11,634	15,205
	<u>14,682</u>	<u>40,997</u>

The expenses re raising funds for 2016 have been reclassified into headings more appropriate to the activities undertaken. Insufficient analysis was available, without incurring undue cost, to reclassify the comparatives on the same basis.

Investment management costs

	2016	2015 as restated
	£	£
Portfolio management	35,601	38,009
Rent management	2,423	3,167
	<u>38,024</u>	<u>41,176</u>

Aggregate amounts	<u>66,541</u>	<u>91,782</u>
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Jerry Green Dog Rescue

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

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Support costs (See note 8)	Totals
	£	£	£
Charitable activities	<u>1,322,409</u>	<u>270,972</u>	<u>1,593,381</u>

8. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Charitable activities	<u>228,827</u>	<u>4,208</u>	<u>37,937</u>	<u>270,972</u>

The management support costs represent the cost of running the Central Office and are wholly allocated to charitable activities.

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2016	2015 as restated
	£	£
Auditors' remuneration	8,758	12,084
Depreciation - owned assets	<u>110,730</u>	<u>105,392</u>

Included within the figure above, is an amount of £21,233 (2015: £Nil) which relates to depreciation charged direct to the revaluation reserve as disclosed in note 21.

10. TRUSTEES' REMUNERATION AND BENEFITS

There was no Trustee remuneration paid for the year ended 31 December 2016 (2015: £1,150)

Trustees' expenses

Expenses reimbursed to Trustee's were:

	2016	2015
	£	£
Mr I Cawsey	-	280
Dr H Wright	-	166

Jerry Green Dog Rescue

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

11. STAFF COSTS

	2016	2015 as restated
	£	£
Wages and salaries	884,045	849,277
Social security costs	50,966	50,357
Other pension costs	(1,905)	2,125
	<hr/>	<hr/>
	933,106	901,759
	<hr/>	<hr/>

The key management personnel of the parent charity, comprise of the trustees, the Chief Executive Officer, Deputy Chief Executive Officer and the Business Manager. The total employee benefits of the key personnel of the charity were £110,000 (2015: £110,000).

The average monthly number of employees during the year was as follows:

	2016	2015
Central office	6	10
North Lincolnshire	10	15
North Yorkshire	8	6
Nottinghamshire	8	5
East Yorkshire	11	13
South Lincolnshire	9	9
Fundraising	7	1
	<hr/>	<hr/>
	59	59
	<hr/>	<hr/>

No employees received emoluments in excess of £60,000.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds as restated
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	527,336	14,378	541,714
Charitable activities			
Charitable activities	4,420	-	4,420
Other trading activities	83,298	-	83,298
Investment income	255,801	-	255,801
	<hr/>	<hr/>	<hr/>
Total	870,855	14,378	885,233

Jerry Green Dog Rescue

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

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund	Restricted funds	Total funds as restated £
	£	£	£
EXPENDITURE ON			
Raising funds	91,667	115	91,782
Charitable activities			
Charitable activities	1,646,391	7,689	1,654,080
	<hr/>	<hr/>	<hr/>
Total	1,738,058	7,804	1,745,862
Net gains/(losses) on investments	(80,231)	-	(80,231)
	<hr/>	<hr/>	<hr/>
NET INCOME/(EXPENDITURE)	(947,434)	6,574	(940,860)
	<hr/>	<hr/>	<hr/>
RECONCILIATION OF FUNDS			
Total funds brought forward	12,918,266	91,884	13,010,150
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS CARRIED FORWARD	11,970,832	98,458	12,069,290
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

13. PRIOR YEAR ADJUSTMENT

The charity has made a prior year adjustment in relation to the freehold land and property included in fixed assets. During transition to FRS 102 in the previous year, the properties should have been transferred under the transitional provisions, electing to treat the open market value as the deemed cost as at the date of transition. In subsequent years the deemed cost will be depreciated over the useful life of the asset taking into account the expected residual value. There is no effect on the surplus in the current or previous year.

This has led to a change in the charity's accounting policy for its freehold properties included in tangible fixed assets. Previously these were not depreciated but shown at open market value. In accordance with the new accounting policy depreciation has been charged at 2% straight line.

This has resulted in a transfer of £21,233 from tangible fixed assets to the freehold property revaluation reserve, within the unrestricted funds balance.

Jerry Green Dog Rescue

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

14. TANGIBLE FIXED ASSETS

	Freehold property £	Improvements to property £	Plant and machinery £	Motor vehicles £	Totals £
COST					
At 1 January 2016	3,786,629	487,059	122,608	36,187	4,432,483
Additions	-	-	38,557	2,155	40,712
At 31 December 2016	3,786,629	487,059	161,165	38,342	4,473,195
DEPRECIATION					
At 1 January 2016	-	121,424	62,589	16,220	200,233
Charge for year	21,233	48,048	33,058	8,391	110,730
At 31 December 2016	21,233	169,472	95,647	24,611	310,963
NET BOOK VALUE					
At 31 December 2016	3,765,396	317,587	65,518	13,731	4,162,232
At 31 December 2015	3,786,629	365,635	60,019	19,967	4,232,250

The net book value of the assets held at 31 December 2016 is predominately used for charitable purposes only. The Trust's Central Office is situated in North Lincolnshire where the central management and administration takes place. A very small amount of management and administration is also conducted at every rescue centre. In both cases it is not practical or material to quantify the value connected to this function.

The freehold property comprises the rescue centres at deemed cost as follows:

	£
North Lincolnshire	640,000
North Yorkshire	310,000
Nottinghamshire	2,241,629
East Yorkshire	300,000
South Lincolnshire	295,000
Total	3,786,629
Historical cost	2,690,158

Jerry Green Dog Rescue

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

15. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 January 2016	5,314,154
Additions	915,840
Disposals at carrying value	(906,514)
Revaluations	558,832
Net cash movements	(203,130)
Reclassification/transfer	(299,459)
	<hr/>
At 31 December 2016	5,379,723
	<hr/>
NET BOOK VALUE	
At 31 December 2016	5,379,723
	<hr/>
At 31 December 2015	5,314,154
	<hr/>

The investments are both in the UK and outside of the UK.

The market value of investments outside of the UK totals £1,348,914 (2015: £1,138,961).

Investments are broken down as follows:

	2016 £	2015 £
Loan stock, Bonds, Equities and Trust Funds	5,369,109	4,800,952
Brokers account	10,613	213,743
The Jay Gee Trading Limited	1	1
Funds on deposit	-	299,459
	<hr/>	<hr/>
Total	5,379,723	5,314,154
	<hr/>	<hr/>

The company's investments at the balance sheet date in the share capital of companies include the following:

The Jay Gee Trading Limited

Nature of business: Provision of boarding facilities

	%
Class of share:	holding
Ordinary shares of £1 each	100

	2016 £	2015 £
Aggregate capital and reserves	4,269	2,961
Profit/(Loss) for the year	1,308	(4,730)

Jerry Green Dog Rescue

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

15. FIXED ASSET INVESTMENTS - continued

16. INVESTMENT PROPERTY

	£
MARKET VALUE	
At 1 January 2016	2,434,316
Revaluation	445,684
	<hr/>
At 31 December 2016	2,880,000
	<hr/>
NET BOOK VALUE	
At 31 December 2016	2,880,000
	<hr/>
At 31 December 2015	2,434,316
	<hr/>

The freehold property was revalued on 19th April 2017 by Cowling & West, Chartered Surveyors, The White House, 170 Magna Road, Canford Magna, Wimbourne, Dorset, BH21 3AP. The basis of the valuation was on a fair value.

All investment assets above are stated at fair value by the respective company except for Land in North Lincolnshire. The land in North Lincolnshire was revalued DDM Agriculture Limited, Rural and Urban Chartered Surveyors of Albert Street, Brigg, North Lincolnshire, DN20 8HS, on 21st April 2017, on the basis of an unencumbered freehold title.

Rents received from investment properties are recognised as operating lease income. Rents received for the year were £140,103 (2015: £140,097).

17. STOCKS

	2016	2015 as restated
	£	£
Stocks	44,966	-
	<hr/>	<hr/>

18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015 as restated
	£	£
Trade debtors	1,000	1,000
Other debtors	51,239	162,500
Prepayments and accrued income	32,796	36,636
	<hr/>	<hr/>
	85,035	200,136
	<hr/>	<hr/>

Jerry Green Dog Rescue

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

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015 as restated
	£	£
Trade creditors	84,974	78,708
Amounts owed to group undertakings	5,446	5,446
Social security and other taxes	15,160	14,689
Other creditors	1,792	-
Accruals and deferred income	36,593	36,623
	<u>143,965</u>	<u>135,466</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted fund	Restricted funds	2016 Total funds	2015 Total funds as restated
	£	£	£	£
Fixed assets	4,063,774	98,458	4,162,232	4,232,250
Investments	8,259,723	-	8,259,723	7,748,470
Current assets	367,029	11	367,040	224,036
Current liabilities	(143,965)	-	(143,965)	(135,466)
	<u>12,546,561</u>	<u>98,469</u>	<u>12,645,030</u>	<u>12,069,290</u>

21. MOVEMENT IN FUNDS

	At 1.1.16 £	Net movement in funds £	At 31.12.16 £
Unrestricted funds			
General fund	11,970,832	575,729	12,546,561
Restricted funds			
North Yorkshire Centre	76,530	-	76,530
East Yorkshire and Nottingham Centres	21,928	-	21,928
Centre Specific Donations	-	11	11
	<u>98,458</u>	<u>11</u>	<u>98,469</u>
TOTAL FUNDS	<u>12,069,290</u>	<u>575,740</u>	<u>12,645,030</u>

Jerry Green Dog Rescue

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

21. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,198,545	(1,659,697)	1,036,881	575,729
Restricted funds				
Centre Specific Donations	236	(225)	-	11
TOTAL FUNDS	<u>1,198,781</u>	<u>(1,659,922)</u>	<u>1,036,881</u>	<u>575,740</u>

Included within the unrestricted fund is a revaluation reserve in relation to the freehold property element of tangible fixed assets of £1,075,238 (2015: £1,096,471). The reduction is the depreciation charge for the year as disclosed in note 9.

The restricted income has been dedicated to improving the sites in North Yorkshire, East Yorkshire and Nottingham with donations made towards veterinary fees, equipment, treatment for specific dogs, a memorial bench and a new van.

22. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of the exemption in FRS102 (section 33) 'related party disclosure' not to disclose transactions with subsidiary undertakings.

Transactions on behalf of subsidiary. The Jay Gee Trading Limited were:

	2016 £	2015 £
Balance due to The Jay Gee Trading Limited	(5,446)	(5,446)

During the year £6,000 (2015: £NIL) was paid to Lydia Cawsey relating to researching and preparing a report on a proposed Retail Strategy for the charity. Lydia Cawsey is the daughter of a charity Trustee, Mr Ian Arthur Cawsey.

Also within the year, £16,052 (2015: £NIL) was paid to Fluent Coaching Limited relating to life coaching and training. Jane Chudley is a director of Fluent Coaching Limited as well as a Trustee of the charity.

23. ULTIMATE CONTROLLING PARTY

The Board of Trustees are the ultimate controlling party.

Jerry Green Dog Rescue

Detailed Statement of Financial Activities for the Year Ended 31 December 2016

	2016 £	2015 as restated £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	394,288	299,120
Legacies	436,626	242,594
	<hr/> 830,914	<hr/> 541,714
Other trading activities		
Fundraising events	-	24,537
Other income	-	58,761
Centre income	25,304	-
Training, grooming and boarding	14,776	-
	<hr/> 40,080	<hr/> 83,298
Investment income		
Rents received	140,103	140,097
Fixed asset investment income	117,757	114,593
Deposit account interest	171	1,111
	<hr/> 258,031	<hr/> 255,801
Charitable activities		
Fundraising events	47,932	-
Sponsorship	1,579	-
Grants	-	4,420
	<hr/> 49,511	<hr/> 4,420
Other income		
RPA income	1,047	-
Commission received	19,198	-
	<hr/> 20,245	<hr/> -
Total incoming resources	<hr/> 1,198,781	<hr/> 885,233
EXPENDITURE		
Raising donations and legacies		
Postage and stationery	4,428	8,063
Legal fees	4,236	1,546
Carried forward	8,664	9,609

This page does not form part of the statutory financial statements

Jerry Green Dog Rescue

Detailed Statement of Financial Activities **for the Year Ended 31 December 2016**

	2016	2015
	£	as restated £
Raising donations and legacies		
Brought forward	8,664	9,609
Promotional costs	5,171	-
	<hr/> 13,835	<hr/> 9,609
Other trading activities		
Purchases	3,048	2,274
Wages	-	21,640
Social security	-	1,878
Promotional and website costs	11,634	15,205
	<hr/> 14,682	<hr/> 40,997
Investment management costs		
Portfolio management	35,601	38,009
Rent management	2,423	3,167
	<hr/> 38,024	<hr/> 41,176
Charitable activities		
Wages	762,509	652,584
Social security	38,642	33,423
Pensions	-	157
Rates and water	14,530	26,679
Insurance	25,230	26,726
Light and heat	51,856	58,885
Telephone	13,943	13,937
Sundries	8,168	41,672
Food costs	10,367	37,257
Veterinary fees and medicines	130,129	146,489
Repairs and renewals	72,540	80,581
Protective clothing & cleaning	25,876	41,415
Motor expenses	34,533	26,207
Subscriptions	424	-
Training costs	5,828	-
Security costs	504	63,983
Dog welfare costs	7,552	-
Promotional costs	9,048	-
Freehold property	21,233	-
Depn - Improvement to property	48,048	63,900
Depn - Tools and fixtures	13,095	12,835
Depn - Motor vehicles	8,391	9,065
Depn - Computer equipment	19,963	19,591
	<hr/> 1,322,409	<hr/> 1,355,386
Support costs		

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Jerry Green Dog Rescue

Detailed Statement of Financial Activities for the Year Ended 31 December 2016

	2016	2015
	£	as restated £
Management		
Wages	121,536	175,053
Social security	12,324	15,056
Pensions	(1,905)	1,968
Rates and water	1,224	-
Insurance	8,168	5,345
Light and heat	2,123	3,082
Telephone	2,869	-
Postage and stationery	4,437	16,902
Advertising	12,362	24,894
Sundries	5,280	27,161
Repairs and renewals	13,893	-
Motor expenses	5,117	-
Travelling and subsistence	5,981	-
Subscriptions	806	-
Training costs	34,482	-
Promotional costs	130	-
Interest payable	-	4,088
	<hr/> 228,827	<hr/> 273,549
Finance		
Bank charges	4,208	-
Governance costs		
Auditors' remuneration	8,758	12,084
Accountancy fees	4,627	6,747
Legal and professional fees	24,552	6,314
	<hr/> 37,937	<hr/> 25,145
Total resources expended	<hr/> 1,659,922	<hr/> 1,745,862
Net expenditure before gains and losses	<hr/> (461,141)	<hr/> (860,629)
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	(36,195)	(80,231)
Net expenditure	<hr/> <hr/> (497,336)	<hr/> <hr/> (940,860)

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