

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED
31ST DECEMBER 2018
FOR
CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA

Spain Brothers & Co
Chartered Accountants
Westgate House
87 St Dunstons Street
Canterbury
Kent
CT2 8AE

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

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FOR THE YEAR ENDED 31ST DECEMBER 2018**

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CANTERBURY AND DISTRICT BRANCH OF THE RSPCA
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST DECEMBER 2018

The Trustees of the Royal Society for the Protection of Animals (RSPCA) Canterbury & District Branch (the Branch) present their Annual Report and the financial statements of the charity for the year ending 31st December 2018.

The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities (FRS102)” in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with accounting policies set out in notes to the financial statements and comply with the charity’s governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS102) published on 16 July 2014 (as amended by Update Bulletin 1 published on 2 February 2016).

OBJECTIVES AND ACTIVITIES

The overall mission of the Branch is to promote the work and objectives of the National Society of the RSPCA - by lawful means to seek to prevent cruelty, promote kindness and alleviate suffering of animals – in accordance with the policies of the Society. The Branch aims to fulfil this mission within our District through education, encouragement and communication.

The Branch’s key aims are to provide suitable homes for as many animals as possible, to provide proper care and rehabilitation for abandoned or mistreated animals and to promote animal welfare across our District.

Animals in the care of the Branch receive veterinary health checks, treatment, vaccination, neutering and microchipping and are assessed for suitable homing.

Public Benefit Statement

The Trustees have reviewed the outcomes and achievements of the Branch in relation to their objectives and activities for the year to ensure they remain focused on the charitable aims and to continue to deliver benefits to the public, as prescribed by the Charity Commission’s general guidance on public benefit. This can be illustrated by the following activities:-

- RSPCA Canterbury & District Branch supports the local Inspectors by taking in, free of charge, mistreated or abandoned animals, including pets whose owners have suffered ill health, financial difficulties, or have passed away.

- The Branch raises awareness of and provides free education, information and advice on animal care, benefiting the public by promoting compassionate human sentiments towards animals via social media, telephone, information leaflets and face-to-face at regular events and workshops.

- The Branch provides subsidised veterinary treatment for animals which are sick or injured and belong to local people on low incomes. In Dover and Sittingbourne there are specific areas where subsidised treatment is needed for the benefit of domestic animals. Provision is met through an assessment procedure using a clearly defined policy for owners who are eligible.

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- The Branch offers subsidised neutering and micro-chipping services. This helps to control pet populations and promotes responsible pet ownership.
- The Branch invites tenders for veterinary services every 2-3 years to seek the best value for money for the Branch. The selected Veterinary Practice provides the main support for the Branch at the animal centre with weekly visits, while other veterinary practices are used in other areas, such as Dover and Sittingbourne, if more convenient.
- The Branch offers volunteering opportunities and work experience through alliances with schools, colleges and employment organisations as part of a development programme and stepping stones towards employment and vocational development. Volunteering experiences have provided the background for several people who have gained employment elsewhere from this route.
- The Branch positively supports and encourages ongoing training programmes for all staff, volunteers and Trustees to improve knowledge, experience and confidence in their work.
- The Branch also fosters links with other RSPCA Branches and other local animal welfare organisations committed to the same objectives to share information and make the most efficient use of resources.

The Branch generates income from operating fundraising shops, receiving donations, running fundraising projects and events and from other sources where available. Its income is subsequently spent on various activities to achieve its objectives, including the operation of Canterbury & District Animal Centre (CADAC) which provides facilities for the Branch (and other local Branches) to provide the necessary services to assist animals in need.

Cat Friendly Homing Pilot

During January-September 2018, the Branch took part in a pilot scheme in conjunction with International Cat Care and with approval from the National Society, to trial different ways of rehabilitating and homing cats with different backgrounds and therefore very different needs. The Cat Friendly Homing (CFH) initiative involved 6 months of training for managers, staff and volunteers, followed by 3 months implementing key principles, requiring the introduction of new working processes and record-keeping at the Branch. This required:-

- a reduction in intake numbers in order to assess optimum capacity & enable concentration on rehoming longer stay cats and those with special requirements
- home visits prior to intake/working more closely with Inspectors in order to gain maximum information to enable a more qualitative assessment of cat needs, rather than automatically taking in all types of cat – requiring a lot more community interventions/engagement and recruitment of alternative lifestyle homes such as smallholdings etc., as well as foster homes for those cats who do not cope well in a shelter environment
- making adjustments to the set-up of cat accommodation and cleaning processes in order to reduce stress and tailor pods to the individual needs of cats in our care
- adopting principles of positive social interaction (PSI) with cats and traffic light assessment (TLA) to determine status and changes over time (Red = daily review, Amber = every 4 days and Green every 7 days). This led to individual care plans being developed for each cat taking physical and behavioural needs into account – from minimal contact to interacting several times per day in different ways.

The pilot was deemed successful in terms of both impact and outcomes for cat welfare with increased homing numbers, reduced lengths of stay and improved types of care evident during the trial period vs baseline data. The CFH principles have therefore been adopted full-time and other RSPCA Branches/cat charities are now also interested in trialling.

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ACHIEVEMENTS & PERFORMANCE

During 2018, 236 cats (+ 7 reclaimed), 5 rabbits, 5 guinea pigs and 1 dog were re-homed via the Centre. The following statistics are taken from the annual return to RSPCA SUMMARY OF ANIMAL WELFARE ACTIVITIES for RSPCA Canterbury & District Branch:-

IN Entry Route

Animals in need – Inspectorate	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	Total
Inspectorate case animals	0	3	3	0	6
Inspectorate welfare concern	1	116	0	0	117
Inspectorate – networked from PBE/society hospital	0	21	0	0	21
Branch welfare concern	1	67	1	0	69
Welfare concern via NCC	0	4	0	0	4
Pet Retreat, Home for Life & born in Branch care	0	7	0	0	7
Transfers IN – other RSPCA centres	0	10	1	0	11
Returns	1	11	0	0	12
Total IN – welfare reasons	3	239	5	0	247

OUT Reason for Leaving

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	Total
Rehomed	2	236	5	5	248
Died	0	1	0	0	1
Transfers OUT – other RSPCA	1	0	0	0	1
Transfers OUT – non-RSPCA	0	0	0	0	0
Other	0	7	0	0	7
PTS	0	16	0	0	16
Total out	3	260	5	5	273

Home Visiting

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	Total
Pre-home visits	2	83	3	2	90
Post-home visits	0	130	5	1	136

Neutering

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	Total
Branch animals	0	136	2	0	138
Other RSPCA animals	0	1	0	0	1
Public/other owned - clinic	0	14	0	0	14
Public/other owned - other	2	29	0	0	31
Total	2	180	2	0	184

Welfare Assistance (veterinary care)

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	Total
Other RSPCA animals (non-Branch)	0	1	0	0	1
Public/other owned - clinic	0	0	0	0	0
Public/other owned - other	8	12	0	0	20
Sub-Total	8	13	0	0	21
PTS at owner's insistence	3	0	0	0	3

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Micro-Chipping

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	<i>Total</i>
Branch animals	0	176	4	0	180
Other RSPCA animals	0	0	0	0	0
Public/other owned - clinic	0	0	0	0	0
Public/other owned - other	0	2	0	0	2
Total	0	178	4	0	182

Financial Support for animal welfare activities

Total £

RSPCA regional schemes	0
Other RSPCA branches	0
Other animal welfare charities	0

Feral Cats

Feral Cats Neutered and Released	8
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Wildlife Information

Accepted	0
Released	0
Transfers OUT – other RSPCA	0
Transfers OUT – non-RSPCA	0
Died	0
PTS	0

Length of Stay in Care

	<i>Dog</i>	<i>Cat</i>	<i>Rabbit</i>	<i>Misc</i>	<i>Total</i>
No. of non-Case animals					
0-3 months	0	27	1	0	28
4-6 months	0	0	0	0	0
Over 6 months	0	1	2	2	5
Total	0	28	3	2	33

Cost Management

In August 2018, the Branch elected to close the smaller of the two Herne Bay shops, rather than renewing the lease with a new landlord and replacing the Manager, who was leaving at the same time. We therefore merged the contents of this shop into our other shop a few doors down and recruited a Deputy for the larger shop, which now sells clothes and bric-a-brac in addition to furniture. Although there are costs involved in closing down a shop, we estimate the longer-term cost savings to far outweigh these and the ongoing running costs of a second shop in this location, without the loss of sales of these goods, thereby hoping to improve efficiency in cost saving for the Branch.

In line with the recommendation of the National RSPCA and other animal charities' best practice, we review our veterinary services supplier every 2-3 years, in order to ensure that we are providing the best value-for-money with the public money raised by the Branch and to best serve the animals in our care. The Branch conducted the latest review in October 2018, appointing Vets4Pets in Sturry as our "veterinary practice of choice" in December 2018.

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Fundraising Initiatives

In addition to the usual shop sales, the shops also held seasonal tombolas, raffles and attended weekend events/fairs, as well as holding a summer fashion show in Whitstable. The Branch also held a murder mystery evening to generate additional income for the animal centre. Unfortunately fundraising initiatives at CADAC were severely limited during 2018 due to the Cat Friendly Homing pilot, so were limited mainly to supermarket/car park collections. These activities raised £1,831 in total (£1,073 in 2017) or £1,305 less costs.

The Trustees would like to thank all the staff and volunteers working in the fundraising shops, at the Animal Centre, conducting home checks and taking part in other fundraising activity.

FINANCIAL REVIEW

The Branch generated income of £526,662 in 2018 (£506,624 in 2017) and incurred expenses of £553,052 (£561,013 in 2017), giving a deficit before recognised gains and losses on investments of (£26,391) (was (£54,390) in 2017). The income for the year included legacies of £31,520 (£13,355 in 2017). Overall shop income increased by £1,744 year-on-year to £375,326, giving a net surplus of £99,910 (£76,546 in 2017).

Unfortunately, as the branch has grown and new legislation is introduced, it has been necessary to buy in more services, such as payroll and pensions administration, in place of trustees/volunteers providing services free of charge. Despite a good performance from our shop staff against targets set for sales and % Gift Aid, competition is ever fiercer on the High Street from other low-cost retailers and charity shops and we constantly seek to research and embrace new ways of promoting and making sales, such as social media and online sales sites, for the future.

CADAC: overall operating costs of £227,706 (£263,977 in 2017) reflects the decrease in the number of animals cared for. Wages costs for the CADAC were £125,143 (£110,208 in 2017), reflecting maternity leave/cover increase in pay.

Senior management pay is reviewed annually in line with performance, annual Consumer Price Index (CPI) rate at year end and what the Branch can afford. Staff salaries are linked to National Living Wage (NLW) and National Minimum Wage (NMW) rates.

All Trustees are unpaid and provide their time on a regular basis helping the Branch in its strategic direction and implementation of operational activities.

Reserves Policy

It is Branch policy to maintain free reserves (unrestricted funds not held as tangible assets) of the Branch at a level equal to six months' unrestricted expenditure. As the Branch relies heavily on donations and legacies, both of which can fluctuate enormously from year to year, it is felt prudent to maintain reserves at this level in order to fund the running of the animal centre and other animal welfare work across the District. Trustees are of the opinion that the existing level of reserves is sufficient to meet any reduction in incoming resources during the next six months.

Restricted Funds

The Branch had no restricted funds during 2018.

Investment Policy

The investment policy remains unchanged, with the Branch holding £63,017 (100% of investments) in a fixed interest savings account.

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FUTURE PLANS

Our strategic plan for 2019 and beyond is summarised below:-

Mission & Guiding Principles

As per the mission statement of the National RSPCA, the Branch will by lawful means seek to prevent cruelty, promote kindness and alleviate suffering of animals. Further, as guiding principles the Branch aims to fulfil this mission within our district through education, encouragement and communication.

Vision

The RSPCA vision is of a caring world where all animals are respected and treated with compassion. The Branch will aspire to this vision within our District area and beyond.

Values

The Branch will operate with compassion, integrity, vision and commitment.

Core Strategies

To promote and progress our aims our core strategies are....

1. We will actively work across the communities in our district to educate and promote responsible pet ownership and compassion and kindness towards all animals as sentient beings
2. We will seek to rehabilitate and re-home as many animals as possible on an ongoing basis, prioritising those most in need to assist the national Inspectorate
3. We will maintain a robust but nimble governance model to ensure the current and future legality, safety and financial stability of the Branch
4. We will consider and manage risk and seek to improve the quality of our business processes and procedures
5. We will always operate our activities with a commitment to legal, health & safety and environmental requirements. We are committed to people's and animals' safety.
6. We will constantly seek opportunities to improve and add to the facilities we operate within our Branch, always mindful of financial and human resources
7. We will recruit and retain a group of committed trustees, who will possess a diversity of skills to facilitate the delivery of the Branch objectives
8. We will recruit and retain a group of trained and well equipped full/part-time/zero hours' staff to reflect the needs and demands of the Branch. We will always treat our staff with respect and ensure that their working conditions are safe and conform with at least minimum regulatory requirements
9. We will recruit and retain a committed group of volunteers, recognizing that they are the life blood of the Branch
10. We will manage and maintain our assets to ensure value is retained to the benefit of the Branch
11. We will work to achieve a position of being cash neutral by the end of 2020 and be in profit by the end of 2021 through all forms of revenue generation and cost-effective operation
12. We will have a robust and transparent procurement process to ensure we extract maximum value from our vendors

These strategies will be constantly monitored and amended as appropriate but will be reviewed at least annually in January.

Short-Term Plans – 2019

Our focus will be on improving the financial position of the Branch.

Therefore to progress our strategies in 2019, we will aim to:-

- Weatherproof the dog isolation unit pending having the resources to complete and operate the project
- Recruit and train more trustees with specific required skills, clearly defined roles and responsibilities
- Constantly monitor our performance against budget and amend our activities accordingly
- We will review and work our way through the RSPCA Resilience checklist and revise our processes accordingly

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Medium and Longer-Term Plans

- Complete the dog isolation unit
- Have a portfolio of shops each generating acceptable profits.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The RSPCA Canterbury and District Branch is a separately registered and autonomous branch of the RSPCA. The Branch is constituted as an unincorporated charity governed by the deed of trust and its governing document known as the 'RSPCA Branch Rules', which was issued by the RSPCA on 18 February 2002 and amended on 2 May 2012.

Recruitment and appointment of new trustees

The Branch is governed by a Board who are appointed Trustees of the Branch. Members of the Board are appointed by vote each year at the Annual General Meeting (AGM). The Trustees can co-opt up to three additional places during the year, and the co-opted Trustees can be offered to the public membership at the following year's AGM.

Branch Trustees were granted a Certificate of Incorporation by The Charity Commission under section 251 of The Charities Act 2011 on 19 January 2018.

All trustees are briefed on their responsibilities as trustees prior to their acceptance of the role and are invited to attend any relevant induction and training in relation to their specific roles. In 2018 our working groups comprised of Animal Welfare, People, Asset Management, Project Management & Procurement and Income Generation & Marketing. The Board is kept up to date by the RSPCA Business Support Specialist, as well as via other advice communicated by the national RSPCA monthly.

Subject to the overall support of the RSPCA network, the Trustees control and monitor all fundraising and animal welfare initiatives of the Branch. The Trustees of the Branch have an individual and collective responsibility for the management of the Branch and its funds. The Trustees hold monthly meetings at which strategic decisions as to the performance and operation of the Branch are made.

The day-to-day running of the Canterbury and District Animal Centre (CADAC) is delegated to the Animal Centre Manager and Deputy Manager and the day-to-day running of the Branch's fundraising shops (Canterbury, Deal, Dover, Faversham, Herne Bay, Tankerton and Whitstable) to the Area Retail Manager and Deputy. The management is supported in the day to day operation by a team of 18 employed and c. 180 volunteer staff. The Branch also employs a part-time finance manager.

Organisational Structure

The Society for the Prevention of Cruelty to Animals (SCPA) was founded on 16 June 1824 and granted the "Royal" prefix by Queen Victoria in 1840. The current constitution of the RSPCA was created with the adoption of the Royal Society for the Prevention of Cruelty to Animals Act 1932 and its work is governed by this Act and, more recently, by the Animal Welfare Act 2006, as well as by the Rules of the Society. Membership of the RSPCA is by subscription and may be on life, annual, ex-officio or junior basis.

The RSPCA is managed by an elected Council who, subject to the rules, control the affairs, funds, property and proceedings of the Society. They are assisted in the administration and operation of their charitable activities by a central organisation, headquarters, regional networks and local branches, of which this Branch is one.

Representatives of the branches, regional and national organisations meet on an annual basis to consider all issues affecting animal welfare and to develop policies for the future pursuit of common aims.

CANTERBURY AND DISTRICT BRANCH OF THE RSPCA
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Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Branch has maintained its strategy to identify any risks that might be experienced by the Branch and the steps necessary to mitigate them.

The major risks identified by the Branch are as follows:

- Insufficient number of suitably skilled Trustees to run the Branch efficiently and effectively
- Insufficient number of volunteers to support staff in carrying out activities
- Loss of income due to current High St. conditions, lower donations
- Loss of reputation due to adverse publicity/public complaint
- Failure to deal correctly with employment or other legislative requirements

It is the opinion of the Trustees that the Branch policies, procedures and controls are adequate to mitigate the above risks and to maintain the future viability of the Branch.

Related Party Transactions

The Branch constitution is approved by the national RSPCA umbrella body, charity no. 219099, which is considered a related party for accounting purposes. During the financial year, the Branch received a total of £105,637 in grant funding from the national RSPCA for the Branch's purposes - £80,997 in door-to-door share and £24,640 regional grant to enable animal welfare/H&S improvement works in the cattery in line with Field Officer recommendations. The Branch also receives a number of umbrella body services, including legacy administration under the Branch Legacy Scheme, membership administration and practical guidance and assistance from a Branch Support Specialist employed by the national Society. The Branch paid the national society £105 as a Branch Annual Contribution.

Additionally, Waivers are in place in accordance with RSPCA Branch Rule 7.4 to allow Natalie Archer to serve as a Trustee of Canterbury & District Branch despite (i) Natalie having been employed previously by the National Society and (ii) being the daughter of Lynne Archer - one of the Branch zero-hour contracted Animal Care Assistants. There is no direct link between these two parties relating to any pay or performance management issue and any potential conflict of interest is further managed by Natalie being excluded from any discussion involving staff and/or pay, either in general or specifically relating to this individual.

CANTERBURY AND DISTRICT BRANCH OF THE RSPCA
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FOR THE YEAR ENDED 31ST DECEMBER 2018

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number: 210743

Principal Address: Canterbury and District Animal Centre
Haseden Farm
Island Road
Hersden, Canterbury
Kent CT3 4JD

Trustees:

Deborah Condor (Chair)
Peter Little (Secretary – 16.11.2017-20.09.2018, Treasurer – from 21.09.2018)
Natalie Archer (Secretary – from 21 September 2018).
Debbie Hawkes
Barrie Seton-Thomas
Jonathan Mansfield – co-opted 22 March 2018
Kate Allberry – replaced a trustee who resigned in Oct 2017 on 22 March 2018
Michael Staff – resigned 20.09.2018
Helen Scopes – resigned 20.09.2018

Senior Staff:

Phil Browning (Branch Finance Manager – appointed August 2018)
Beth Hixson (Animal Centre Manager),
Tara Luxford (Deputy Manager – on maternity leave from 11. 05.2018)
Ashen Oleander appointed Animal Care Supervisor from 01.06.2018)
Denise Johnson-Rogers (Area Retail Manager)
Sarah Miles (Deputy Area Retail Manager)

Independent Examiner:

Paul A Flood
Spain Bros & Co. Chartered Accountants
Westgate House
87 St. Dunstan's Street
Canterbury
Kent CT2 8AE

Approved by order of the board of trustees on 16 May 2019 and signed on its behalf by:-

Deborah Condor (Chair) - Trustee

Peter Little (Treasurer) - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

Independent examiner's report to the trustees of CANTERBURY AND DISTRICT BRANCH OF THE RSPCA

I report to the charity trustees on my examination of the accounts of the CANTERBURY AND DISTRICT BRANCH OF THE RSPCA (the Trust) for the year ended 31st December 2018.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of the ICAEW which is one of the listed bodies

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I confirm that there are no other matters to which your attention should be drawn to enable a proper understanding of the accounts to be reached.

PAUL A FLOOD FCA
the ICAEW
Spain Brothers & Co
Chartered Accountants
Westgate House
87 St Dunstons Street
Canterbury
Kent
CT2 8AE

Date:

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2018**

	Note	Unrestricted funds £	Restricted fund £	Total funds £	2018 Total funds £	2017 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	2	147,217	-	147,217		130,091
Charitable activities	5					
General		18,373	-	18,373		19,056
Other trading activities	3	361,074	-	361,074		357,479
Investment income	4	97	-	97		343
Total		526,761	-	526,761		506,969
EXPENDITURE ON						
Raising funds		278,022	-	278,022		276,334
Charitable activities	6					
General		245,526	-	245,526		258,569
Other		29,604	-	29,604		26,468
Total		553,152	-	553,152		561,371
NET INCOME/(EXPENDITURE)		(26,391)	-	(26,391)		(54,402)
RECONCILIATION OF FUNDS						
Total funds brought forward		1,398,486	-	1,398,486		1,452,888
TOTAL FUNDS CARRIED FORWARD		<u>1,372,095</u>	<u>-</u>	<u>1,372,095</u>		<u>1,398,486</u>

The notes form part of these financial statements

**CANTERBURY AND DISTRICT BRANCH OF THE
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**BALANCE SHEET
AT 31ST DECEMBER 2018**

	Not es	2018 £	2017 £
FIXED ASSETS			
Tangible assets	10	1,066,135	1,091,244
CURRENT ASSETS			
Stocks	11	9,383	7,668
Debtors	12	17,875	40,285
Prepayments and accrued income		6,056	8,090
Cash at bank		<u>288,002</u>	<u>279,910</u>
		321,316	335,953
CREDITORS			
Amounts falling due within one year	13	<u>(15,356)</u>	<u>(28,711)</u>
NET CURRENT ASSETS		<u>305,960</u>	<u>307,242</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,372,095</u>	<u>1,398,486</u>
NET ASSETS		<u>1,372,095</u>	<u>1,398,486</u>
FUNDS	16		
Unrestricted funds		<u>1,372,095</u>	<u>1,398,486</u>
TOTAL FUNDS		<u>1,372,095</u>	<u>1,398,486</u>

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

.....
Mrs D Condor (Chair) -Trustee

.....
P Little (Secretary and Treasurer)-Trustee

The notes form part of these financial statements

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST DECEMBER 2018**

	Notes	2018 £	2017 £
Cash flows from operating activities:			
Cash generated from operations	1	10,875	24,765
Interest paid		<u>-</u>	<u>(136)</u>
Net cash provided by (used in) operating activities		<u>10,875</u>	<u>24,629</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(2,880)	(1,338)
Sale of tangible fixed assets		-	1,150
Interest received		<u>97</u>	<u>343</u>
Net cash provided by (used in) investing activities		<u>(2,783)</u>	<u>155</u>
Change in cash and cash equivalents in the reporting period		8,092	24,784
Cash and cash equivalents at the beginning of the reporting period		<u>279,910</u>	<u>255,126</u>
Cash and cash equivalents at the end of the reporting period		<u>288,002</u>	<u>279,910</u>

The notes form part of these financial statements

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST DECEMBER 2018**

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

	2018	2017
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(26,391)	(54,402)
Adjustments for:		
Depreciation charges	27,707	28,372
Loss on disposal of fixed assets	282	918
Interest received	(97)	(343)
Interest paid	-	136
Increase in stocks	(1,715)	(1,729)
Decrease in debtors	24,444	33,598
(Decrease)/increase in creditors	(13,355)	<u>18,215</u>
Net cash provided by (used in) operating activities	<u>10,875</u>	<u>24,765</u>

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2018**

1. ACCOUNTING POLICIES

General information and basis of preparing the financial statements

Canterbury and District Branch of the RSPCA is an unincorporated charity, registered at the Charity Commission in England and Wales. The principal address is shown on page 9 of these financial statements. The nature of the charity's operations and principal activities are to promote the work of the RSPCA in the branch area, namely to use all lawful means to prevent cruelty, promote kindness to and alleviate suffering for animals.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has evolved following the 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) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018

1. ACCOUNTING POLICIES - continued

Income

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Gifts donated for resale are included as income when they are sold.
Donated services and facilities are only included in incoming resources where the benefit to the Branch is reasonably quantifiable, measurable and material.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

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.

Tangible fixed assets

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

Freehold property	- 2% on cost
Fixtures and fittings	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance

Stocks

Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell, after making due allowance for obsolete and slow-moving stock.

Taxation

The charity is exempt from tax on its charitable activities.

CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018

1. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Debtors and creditors receivable/ payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Pensions

The charity makes contributions into a defined contribution pension for employees. The annual contributions payable are charged to the statement of financial activities.

2. DONATIONS AND LEGACIES

	2018	2017
	£	£
Contributions from RSPCA Inspector	82,022	77,839
Donations, collections and other voluntary income	18,315	38,897
Gift aid	15,360	-
Legacies and bequests	31,520	13,355
	<u>147,217</u>	<u>130,091</u>

The legacies received in the year is attributed to unrestricted funds.

3. OTHER TRADING ACTIVITIES

	2018	2017
	£	£
Fundraising events	1,831	1,073
Shop income	356,337	349,131
CADC shop	2,906	7,275
	<u>361,074</u>	<u>357,479</u>

4. INVESTMENT INCOME

	2018	2017
	£	£
Deposit account interest	97	343

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018**

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2018	2017
		£	£
Subscriptions	General	118	101
Re-homing and treatment income	General	18,255	18,955
		<u>18,373</u>	<u>19,056</u>

6. CHARITABLE ACTIVITIES COSTS

Charitable expenditure	2018	2017
	£	£
Animal home costs	208,552	208,275
Establishment costs	28,993	37,547
Support costs	25,998	35,617
Governance costs	13,189	3,598
	<u>276,732</u>	<u>285,037</u>

Analysis of total resources expended

	Staff costs	Other costs	Depreciation	2018	2017
	£	£	£	£	£
Cost of generating funds					
- Shop costs	123,775	150,483	-	274,258	275,391
- Fundraising costs	-	963	-	963	398
- Purchases of goods	-	2,801	-	2,801	545
	<u>123,775</u>	<u>154,247</u>	-	<u>278,022</u>	<u>276,334</u>
Charitable activities					
-see above	<u>135,555</u>	<u>113,092</u>	27,985	<u>276,632</u>	<u>285,037</u>
	<u>259,330</u>	<u>267,339</u>	27,985	<u>554,654</u>	<u>561,371</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st December 2018 nor for the year ended 31st December 2017.

Trustees' expenses

3 trustees received payments totalling £521 (2017 - £255) during the year ended 31st December 2018, for reimbursements of administrative expenses paid.

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018**

8. STAFF COSTS

Staff costs

	2018 £	2017 £
Wages and salaries	249,713	236,244
Social security costs	7,899	7,931
Pension costs	1,732	829
	<u>259,344</u>	<u>245,004</u>

**Employee
information**

	2018 No	2017 No
The average no. of persons employed during the year was:	<u>22</u>	<u>21</u>

No employee earned remuneration above £60,000 per annum (2017 :none).

9. INDEPENDENT EXAMINERS REMUNERATION

The independent examiners remuneration amounts to an independent examination fee of £550 (2017 £550) and other services of £2,019 (2017 £1,814).

10. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1st January 2018	1,215,715	22,927	20,084	1,258,726
Additions	-	2,880	-	2,880
Disposals	-	(2,139)	-	(2,139)
At 31st December 2018	<u>1,215,715</u>	<u>23,668</u>	<u>20,084</u>	<u>1,259,467</u>
DEPRECIATION				
At 1st January 2018	140,466	15,269	11,747	167,482
Charge for year	24,312	1,314	2,081	27,707
Eliminated on disposal	-	(1,857)	-	(1,857)
At 31st December 2018	<u>164,778</u>	<u>14,726</u>	<u>13,828</u>	<u>193,332</u>
NET BOOK VALUE				
At 31st December 2018	<u>1,050,937</u>	<u>8,942</u>	<u>6,256</u>	<u>1,066,135</u>
At 31st December 2017	<u>1,075,249</u>	<u>7,658</u>	<u>8,337</u>	<u>1,091,244</u>

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018**

11. STOCKS

	2018	2017
	£	£
Stocks	<u>9,383</u>	<u>7,668</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	2017
	£	£
Other debtors	<u>17,875</u>	<u>40,285</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	2017
	£	£
Taxation and social security	2,191	2,489
Other creditors	<u>13,165</u>	<u>26,222</u>
	<u>15,356</u>	<u>28,711</u>

14. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2018	2017
	£	£
Within one year	41,526	63,757
Between one and five years	44,695	68,664
In more than five years	-	6,042
	<u>86,221</u>	<u>138,463</u>

The total amount of operating lease payments recognised as an expense in the year was £110,980.

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted fund	2018 Total funds	2017 Total funds
	£	£	£	£
Fixed assets	1,066,135	-	1,066,135	1,091,244
Current assets	321,316	-	321,316	335,953
Current liabilities	<u>(15,356)</u>	-	<u>(15,356)</u>	<u>(28,711)</u>
	<u>1,372,095</u>	-	<u>1,372,095</u>	<u>1,398,486</u>

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018**

16. MOVEMENT IN FUNDS

	At 1/1/18 £	Net movement in funds £	Transfers between funds £	At 31/12/18 £
Unrestricted funds				
General fund	322,778	72,939	(76,824)	318,893
Designated Fund - CADAC building fund	<u>1,075,708</u>	<u>(99,330)</u>	<u>76,824</u>	<u>1,053,202</u>
	<u>1,398,486</u>	<u>(26,391)</u>	-	<u>1,372,095</u>
TOTAL FUNDS	<u><u>1,398,486</u></u>	<u><u>(26,391)</u></u>	<u><u>-</u></u>	<u><u>1,372,095</u></u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	375,422	(302,483)	72,939
Designated Fund - CADAC building fund	<u>151,339</u>	<u>(250,669)</u>	<u>(99,330)</u>
	<u>526,761</u>	<u>(553,152)</u>	<u>(26,391)</u>
TOTAL FUNDS	<u><u>526,761</u></u>	<u><u>(553,152)</u></u>	<u><u>(26,391)</u></u>

Comparatives for movement in funds

	At 1/1/17 £	Net movement in funds £	Transfers between funds £	At 31/12/17 £
Unrestricted Funds				
General fund	353,327	76,546	(107,095)	322,778
Designated Fund - CADAC building fund	<u>1,099,561</u>	<u>(130,948)</u>	<u>107,095</u>	<u>1,075,708</u>
	<u>1,452,888</u>	<u>(54,402)</u>	-	<u>1,398,486</u>
TOTAL FUNDS	<u><u>1,452,888</u></u>	<u><u>(54,402)</u></u>	<u><u>-</u></u>	<u><u>1,398,486</u></u>

**CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018**

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	373,585	(297,039)	76,546
Designated Fund - CADAC building fund	<u>133,384</u>	<u>(264,332)</u>	<u>(130,948)</u>
	506,969	(561,371)	(54,402)
	-----	-----	-----
TOTAL FUNDS	<u>506,969</u>	<u>(561,371)</u>	<u>(54,402)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/17 £	Net movement in funds £	Transfers between funds £	At 31/12/18 £
Unrestricted funds				
General fund	353,327	149,485	(183,919)	318,893
Designated Fund - CADAC building fund	<u>1,099,561</u>	<u>(230,278)</u>	<u>183,919</u>	<u>1,053,202</u>
TOTAL FUNDS	<u>1,452,888</u>	<u>(80,793)</u>	<u>-</u>	<u>1,372,095</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	749,007	(599,522)	149,485
Designated Fund - CADAC building fund	<u>284,723</u>	<u>(515,001)</u>	<u>(230,278)</u>
	-----	-----	-----
	<u>1,033,730</u>	<u>(1,114,523)</u>	<u>(80,793)</u>
TOTAL FUNDS	<u>1,033,730</u>	<u>(1,114,523)</u>	<u>(80,793)</u>

17. PENSION COMMITMENTS

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £1,732 (2017 - £829).

The amount payable at the year end, was £342. (2017 - £132).

CANTERBURY AND DISTRICT BRANCH OF THE
RSPCA

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST DECEMBER 2018

18. CAPITAL COMMITMENTS

	2018	2017
	£	£
Contracted but not provided for in the financial statements	<u>-</u>	<u>-</u>

19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st December 2018.

20. VOLUNTARY HELP

The charity received voluntary help from the public for the raising of funds and also with the direct care of animals.