

THE MAYHEW HOME
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014

Registered Company No: 03837732 (England and Wales)
Charity No: 1077588

THE MAYHEW HOME

FOR THE YEAR ENDED 31 DECEMBER 2014

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THE MAYHEW HOME

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2014

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THE MAYHEW HOME

TRUSTEES' REPORT (including the strategic report)

FOR THE YEAR ENDED 31 DECEMBER 2014

The trustees present their trustees' report (including the strategic report) together with the financial statements of The Mayhew Home for the year ended 31 December 2014.

The report has been prepared in accordance with the provisions of the Charities Act 2011, but serves as a report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 19 to 20 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of Statement of Recommended Practice on "Accounting and Reporting by Charities" (SORP 2005).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Mayhew Home was incorporated in England and Wales on 8 September 1999 as a company limited by guarantee and not having a share capital (Company Registration Number 03837732). It has also been registered as a charity (Charity Registration Number 1077588) and is permitted to exclude the word "limited" from its name under Section 60 of the Companies Act 2006.

The Mayhew Animal Home Trust (Charity Registration No. 1077588-1) (the "Trust") is registered by the Charity Commission as a subsidiary charity of The Mayhew Home. The Trust is governed by a Scheme of the Charity Commissioners for England and Wales dated 10 October 2004. Under this Scheme, the trustee holds on trust the land and buildings known as Mayhew House, Trenmar Gardens, Kensal Green, London NW10 for the Trust. These land and buildings are included within the attached financial statements and are represented by special trust funds as described in note 17 to the financial statements.

Trustees

At any point in time, there must be at least three trustees although there is no maximum number. New trustees may be appointed by the trustees.

The names of trustees who served during the year are set out as part of the legal and administrative details on page 1.

No trustee received any remuneration for services as a trustee during the year. No trustee had any beneficial interest in any contract with the charity during the year.

Trustee recruitment, selection and induction

The recruitment process for new trustees is formal including advertising and a formal interview process conducted by a sub group of the trustees.

With the recommendation of the sub group the final selection and induction programme is through the attendance of three meetings to enable potential trustees to participate in the discussions, learn about The Mayhew and engage with the trustees. Following the third meeting, a vote is taken to determine if the potential trustee is selected. A pack of information is provided from the outset including general publicly available information and, on selection, more detailed information is provided including minutes of meetings, strategic information, budgets and forecasts and the charity's statutory documents.

The Board receives periodic formal training on trustees' responsibilities and current sector developments and receives training information which highlights both Mayhew specific matters and Charity Commission pronouncements. Bi-monthly Board meetings facilitate more in depth discussions of sector wide issues identified by trustees and advisors.

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TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of The Mayhew Home for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Employees

The Mayhew Home strives to be an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are reviewed to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees are given equal opportunity and, where appropriate and possible, special training to enable them to progress both within and outside the organisation. The Mayhew Animal Home is committed to a programme of action to make this policy effective, and brings it to the attention of all employees.

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TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Volunteers

The charity receives support from a number of individuals who volunteer their time and services, assisting the charity in a number of ways. Without the kindness and generosity of these individuals, the charity's work would be severely curtailed.

As always, the trustees acknowledge the professionalism and dedication of the staff and the huge contribution of The Mayhew volunteers over 2014.

STRATEGIC REPORT

OBJECTIVES AND ACTIVITIES

The Mayhew Home was established in 1886 "for the benefit of the lost and starving dogs and cats of London so that they should have sanctuary from the cold inhumanity they are being dealt outside". The expansion of our operations both locally and around the globe has led to greater demands being made on the work of The Mayhew. Crucially, however, our core values remain unchanged and The Mayhew is now one of the busiest and most effective animal welfare organisations in London, rescuing and helping thousands of animals from a life of cruelty and neglect every year.

Mission

The mission of The Mayhew Animal Home is to prevent and alleviate the suffering of, and cruelty to, animals by tackling the present companion animal welfare crisis from every possible angle. We believe that animals, as living creatures, are entitled to legal protection, moral and ethical consideration and have a value beyond economic measure.

Principal objectives

The mission is supported by the principal objectives of the charity, which are to:

- ◆ develop a comprehensive education plan covering all aspects of responsible pet ownership and animal welfare in order to reduce the overpopulation, misuse and mistreatment of companion animals;
- ◆ continue to rescue and, where possible, rehabilitate companion animals and re-home them with responsible, caring owners;
- ◆ develop the resources and expand the provision of services of the Community Veterinary Clinic from both a clinical and educational perspective, both on and offsite; and to
- ◆ alleviate the suffering of animals abroad by sharing best practice solutions and empowering the local populations.

Wherever possible, the trustees must give preference to cats and dogs.

Public benefit

The trustees of The Mayhew Animal Home are aware of the Charity Commission guidance on public benefit and have had regard to it in their administration of the charity. The trustees are of the view that the core mission of the charity together with the activities which underpin this mission are for the public benefit in the following ways:

- ◆ by promoting and educating the public on animal welfare issues, demonstrable benefits to the public are achieved;
- ◆ by sharing best practice in animal welfare, both locally and internationally, improvements to practices help communities address the issues they face; and
- ◆ by following best practice in the Home in areas such as re-homing, neutering and veterinary care, animals are rehomed responsibly ensuring maximum benefits to the family and the animal.

These areas are further reported on in the following sections of this report.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charity, they have established effective systems to mitigate those risks.

ACHIEVEMENTS AND PERFORMANCE

The core activity of the charity is the “prevention of and alleviation of suffering of, and cruelty to, animals”. This is achieved in a number of ways, although the trustees believe that the principal way is from the hub of the organisation, which are the rescue and rehoming facilities in Trenmar Gardens in northwest London including our Community Veterinary Clinic, Community Animal Care programmes, Education programmes and International work.

The Home at Trenmar Gardens

In 2014 the basic objectives of our organisation were:

- ◆ To strengthen current community outreach programmes advocating responsible pet ownership, assisting vulnerable pet owners and their animals and expanding on initiatives which explore the human-animal bond;
- ◆ To rescue and rehome animals in accordance with the prevailing high standards of the organisation, ensuring animals receive excellent care and rehabilitation whilst with us;
- ◆ To continue to provide the local community with preventative animal health and welfare provision through the services of our Community Veterinary Clinic;
- ◆ To develop the organisation as a training centre for those wanting a career in animal care or the veterinary profession; and
- ◆ To alleviate the suffering of animals abroad by sharing best practice solution, providing access to training and empowering local populations.

Community outreach

At the forefront of dealing with urban animal welfare issues is our team of Animal Welfare Officers who live and breathe the strapline of our charity – helping animals and their carers – which encapsulates our belief that animal welfare issues cannot be disassociated from social welfare issues.

In 2014 Mayhew Animal Welfare Officers were able to respond to more than 500 help requests and assisted 947 animals and their carers in the community. The message is one of responsible pet ownership and educating all on animal behaviour, requirements and interaction. This manifested itself through a variety of projects during the year:

- ◆ Pick ‘n’ Snip was initiated as a trial in 2014, targeting cat owners that have difficulty accessing preventative veterinary care due to ill-health, mobility issues, language barriers, but also to reach a target audience that would not otherwise neuter their pets and breed indiscriminately. This project provides a service to collect cats, bring them to The Mayhew Community Veterinary Clinic for neutering, vaccinations, chipping, flea and worm treatments etc. 56 cats and their owners were helped in 2014 and the scheme has been working well with positive feedback.
- ◆ BARK – Brent/Borough Action for Responsible K9s. During 2014 BARK was operated by The Mayhew Animal Home & Brent Council only and the team handled 24 cases in the year. 7 Responsible Dog Ownership Events were held throughout the year in local parks, providing advice to dog owners and free microchipping.
- ◆ Working with the dog-owning homeless population of London, The Mayhew worked with 9 sites across London including those run by Broadway St Mungo’s, helping 45 dogs and their carers with neutering, vaccination and flea and worming treatment, as well as providing basic veterinary health and welfare checks at CRISIS over the Christmas period. One St Mungo’s hostel also adopted a cat for the benefit of the residents and one homeless client participated in The Mayhew Sponsored Dog Walk in June at Hyde BARK.



Mayhew Animal Welfare Officer with a homeless client

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TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

ACHIEVEMENTS & PERFORMANCE (continued)

- ◆ Pet Refuge, a temporary foster care scheme for owners in crisis, whose lifeline is more often than not their much loved animal. While they recover from the effects of domestic violence, rehab, hospitalisation etc., The Mayhew cares for their pets with a team of volunteer foster carers. 6 cases were helped under this scheme in 2014.
- ◆ Dealing with hoarding cases, where owners are overwhelmed with the numbers of animals they are looking after letting them breed indiscriminately. In 2014 our Animal Welfare Officers worked on a very challenging case with many cats, several of which were unfortunately very sick.
- ◆ Working with travellers' sites to ensure their animals are receiving proper care and attention. Here it is vital to build up relationships with the people, establishing a level of trust so that there is cooperation, where often other enforcement agencies cannot gain access without difficulty. This is a very challenging part of our work and in 2014 we worked with 4 sites in London and assisted 28 animals.
- ◆ Working to resolve Animal Phobias. A programme set up to assist clients that have a fear and/or phobia of cats, dogs, animals in general. These cases are referred to us by educational psychologists and we had 3 clients in 2014.
- ◆ Educational Talks. In 2014, 11 educational visits were organised with local schools and community groups, either visiting The Mayhew or our staff going offsite. Topics included cat and rabbit welfare, behaviour around dogs, responsible pet ownership and the benefits of neutering.

The Mayhew continued to be deeply involved in recent, topical discussions of various aspects of animal welfare legislation, and are represented on various forums alongside other organisations debating these issues.



Educational visit to a local school

The Mayhew wishes to see:

- ◆ A repeal of breed specific legislation;
- ◆ An owner registration package, which includes the animal being neutered, micro-chipped, vaccinated, regularly health and welfare checked and insured;
- ◆ Tighter regulations on breeding and the trade in pets, with priority given to addressing “backstreet” breeders and the general overpopulation of animals; and
- ◆ Government, both local and national, investing in designated personnel to deal with animal welfare issues and backing the promotion of neutering as the most humane way of dealing with the overpopulation of companion animals in our society, subsidising neutering programmes which many animal welfare organisations strive to fund themselves with limited resources.

We were once again able to continue our “Trap, Neuter, Release” programme for the feral cats of our capital reaching 252 cats during the year. The majority of the ferals were released back to their colonies once neutered and vet-checked. Feral kittens, young enough for adaptation were taken in for socialising and then re-homing and some long-term strays were rehabilitated and returned to their original owner or rehomed.



Trapping feral cats

ACHIEVEMENTS & PERFORMANCE (continued)



TheraPaws continued to grow in 2014 visiting 20 different venues with animals. The centres comprised residential care homes for the elderly, with some 80% of clients living with dementia and Alzheimer's and others recovering from strokes or other debilitating conditions, sheltered housing facilities, day centres and a homeless hostel. The TheraPaws team welcomed 94 volunteers on board, who carried out 375 visits with a range of animals – dogs, kittens, rabbits & guinea pigs. A total of 3,740 1:1 engagements were recorded for the year. An additional 4 outreach events were organised with partner organisations and we were thrilled to be mentioned in the comedy series "Derek" on TV. The service users, care workers and TheraPaws volunteers all agree it is wonderful to see the calming and comforting effect touching and stroking an animal can have, and all find it most rewarding.



Sky, adopted from The Mayhew, on a TheraPaws visit
(Photo – Olivia Hemingway)

TheraPaws has extended its range of service users, branching out into palliative care centres, in Harrow and Kensington & Chelsea.

We remain most grateful to the City Bridge Trust and Petplan Charitable Trust for the funding and development of our TheraPaws programme.

Rescue and re-homing

- ◆ 113 dogs, 484 cats and 12 rabbits & guinea pigs were rescued and rehomed in 2014;
- ◆ 123 stray dogs were admitted to the Home, 63 being reunited with their owners; and
- ◆ Via our cat Trap, Neuter & Return programme, 41 feral kittens were trapped and were young enough to be socialised and rehomed as domestic pets.

The Mayhew continues to address those companion animal welfare issues that arise in an urban environment and we were very aware of the need to provide our services as a rescue and re-homing centre for an ever increasing number of unwanted, abandoned, neglected and abused animals. During the year we noted the number of owned animals being given up was not showing any signs of reducing significantly. On average 75 calls a month were taken from dog owners wanting to give up their animals for a variety of reasons, but mainly because of landlords not allowing pets, a change in people's circumstances meaning they were no longer able to care responsibly for their pets, to ill-health, or sadly, simply not being able to cope with their dogs because animals were obtained on a whim from a pet shop, a breeder or via the Internet without any real thought about the animal's requirements or the chance of unwanted litters. During the year we were able to respond to and help 92 owned dogs looking for a new home.

The Mayhew had its first very own Adoption advert "Unconditional Love" amazingly written, produced and funded for us by Dominic Goldman and the team at Moxie Pictures. We were thrilled with the result which promoted the comfort and joy that having a dog to come home to can bring.

We developed outlets for our dogs with organisations that train assistance dogs and we saw two of our dogs pass their assessments for further training: Charlie, now a fully-fledged search and rescue dog with South East London Search & Rescue, and Jake who is presently training to be an Explosives Detection Dog.



Charlie, now a Search & Rescue Dog

ACHIEVEMENTS & PERFORMANCE (continued)

Under our external contract with the London Borough of Brent for dealing with stray dogs, 123 strays were admitted into the Home, 64 of which we were able to re-unite with their owners.

And, of course, there were the welfare cases that touched us all:

Bunny was given up to us because of a chronic skin condition, which hadn't been treated. Her tummy was red raw and she had hair loss on her legs and paws. Bunny was kept under observation with us for several weeks while the nature of her condition was determined. Thankfully, Bunny improved greatly during her time at The Mayhew and once given a clean bill of health was quickly adopted.



And Grace, one of the most distressing stories we have experienced over recent years. Grace was admitted to us in a critical state – extremely underweight she looked quite the opposite because of fluid retention. She was covered in urine stains, had chronic diarrhoea, poor skin and fur and had obviously had several litters of pups – Grace was in a desperate way though all too ready to give us a lick of gratitude. Checked out straight away by The Mayhew vet team – nearly 3 litres of fluid were drained off and she was placed on a drip. Following various tests Grace was diagnosed with a rare lymphatic disorder which is incurable but can be managed if treated in a timely manner. Unfortunately, because her condition had been neglected, it was chronic and despite getting third party specialist advice and pursuing a range of treatments, Grace neither put on weight nor was able to retain food and water. A loving little thing her condition was distressing for her as well and, sadly, the decision was taken to humanely end her suffering. Grace will live on in hearts and memories for some time.

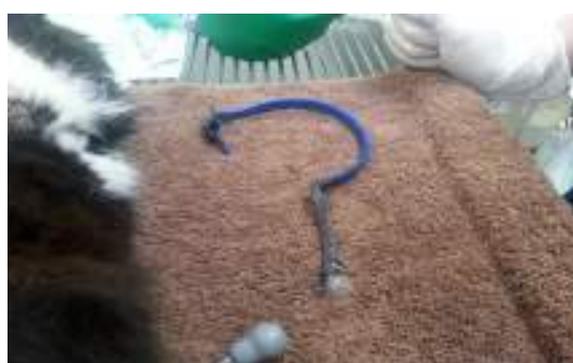
2014 was a bumper year for cat rehoming at The Mayhew, but we had some challenging issues all the same. We saw many more elderly cats being given up for a variety of reasons, and also the number of cats being admitted rose as private veterinary care was too costly. Many of these cats required extensive treatment by our Clinic team before they were ready for rehoming again. There were several characters who became very well loved by staff, students and volunteers alike during their time recuperating with us.

Perry was a stray that came in with a horrific injury caused by a cat collar. Perry had got one of his front legs caught in the stretch rubber collar which, not being quick-release, meant that his leg was stuck and the collar became more and more embedded into the flesh as he struggled on. The wound became very infected and would have been extremely painful. After assessment the vet team carried out a series of operations to repair the wound. This involved a highly advanced technique known as omentalisation in which tissue from inside Perry's abdomen was used to heal the wound under his arm – similar to an internal tissue graft. Perry was on the road to a full recovery by the end of the year.



Left:
Perry, recovering post-op.

Right:
The collar removed from Perry's underarm



THE MAYHEW HOME

TRUSTEES' REPORT (including the strategic report) (continued)

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ACHIEVEMENTS & PERFORMANCE (continued)

We also experienced a massive influx of unwanted kitten litters brought into our centre or even left in cardboard boxes and plastic bags outside.



We also had 53 of the dogs and 156 of the cats out in foster homes whilst waiting for their forever homes - an arrangement hugely beneficial to the animals and rewarding for the foster carers, all of whom do it on a voluntary basis and whom we would like to thank very much.

Community Veterinary Clinic

- ◆ 2,371 neutering operations carried out in total; (2013 – 2,288)
- ◆ 1,263 neutering operations free of charge; (2013 – 875) and
- ◆ 330 cats neutered free of charge under the London-wide C4 scheme (2013 – 265).

In 2014, our total neutering statistics were up once again by 3.5% on the previous year, totalling 2,371 neutering operations for the year. Of these, 1,263 neutering operations were carried out at no cost to the client and/or adopter.



The Mayhew ensures that no animal is adopted without being neutered and actively promotes neutering as a mark of responsible pet ownership.

Pet owners can receive free neutering under our Free Bull Breed neutering scheme and the London wide C4 scheme for cats run in collaboration with other charities. A further 206 feral cats were neutered and released back to their colonies under our Trap, Neuter, Release programme.

As part of our advocacy of neutering as the most humane method to curb overpopulation of companion animals, The Mayhew Community Veterinary Clinic participated in World Spay Day on February 24 and neutered an incredible 37 dogs and cats during the day.

ACHIEVEMENTS & PERFORMANCE (continued)

Our other low-cost preventative clinics saw an increase in attendance during 2014, with 1,925 clients attending our low-cost vaccination clinics, which also provided flea and worm treatments and microchipping. And our Wednesday afternoon Nurses Clinic, where clients can bring their animals for a general health and weight check, dietary advice, dental checks, nail-clipping, micro-chipping and de-matting, welcomed 210 clients throughout the year.

Throughout the year the veterinary team welcomed vet students, volunteer and international vets to our clinic. Three UK student vets carried out their EMS placement with us, and we hosted a further four vets from abroad under our International Vet Training programme – three from India and one from Georgia. And in conjunction with the College of Animal Welfare, Huntingdon, we provided a placement for a student vet nurse from the final quarter of 2014.

With regard to our objective of developing The Mayhew as a training & development centre for staff and for those wishing to have a career in animal care and/or the veterinary profession, we continued to offer a variety of courses at our facilities:

- ◆ 7 students completed their studies for the Level 2 Animal Care qualification during 2014;
- ◆ 5 students were recruited and started the 14 month Level 2 Animal Care qualification during 2014;
- ◆ 3 students were recruited and started the 18 month Level 3 Animal Care qualification during 2014;
- ◆ 1 vet nurse qualified as a Clinical Coach during 2014;
- ◆ 1 vet nurse student placement from College of Animal Welfare taken on in the final quarter 2014;
- ◆ 2 Vet Clinic Reception Apprentices taken on in 2014; and
- ◆ 4 vets from abroad joined us on our International Vet Training Programme.



International

- ◆ 7,500 dogs and cats neutered around the world;
- ◆ 11,800 dogs vaccinated against rabies in India; and
- ◆ 83 vets, paravets, vet students and shelter workers in developing countries received access to training.

In 2014 Mayhew International continued its efforts on working more closely with local activists on the ground in the countries where we support animal welfare initiatives. The focal points were veterinary training and support and sponsorship of animal birth control and rabies vaccination programmes.

Afghanistan

- ◆ Mayhew International carried out two field trips to Afghanistan during the year. These comprised vet training workshops and seminars for Kabul University Veterinary Faculty, for local vets employed at the Nowzad shelter, and those assisting the Afghan Stray Animal League and a meeting with Kabul Zoo.
- ◆ Advice was given on neutering procedures for companion animals and also how to improve basic hygiene, sterility, use of gas anaesthesia equipment and handling techniques both in the clinic and shelter environments. The Mayhew's Dr Mohammadzai DVM also carried out some more complex surgeries for Nowzad and the Afghan Stray Animal League.



Dr Mohammadzai DVM teaching young Afghan vets at Nowzad. Kabul

ACHIEVEMENTS & PERFORMANCE (continued)



◆ Discussions also took place with Kabul City authorities, Afghan ministries and other international aid organisations with regard to controlling and containing street animal populations and rabies. Permission was granted to carry out a survey of the street dog population in Kabul for 2015.

Dogs on the streets of Kabul

Georgia

- ◆ Mayhew International carried out its second field trip to Tbilisi at the end of May 2014 to monitor if recommendations from the previous year's visit had been acted upon. It was noted that some recommendations had been implemented. The Mayhew's Chief Vet held theoretical and practical training workshops at the University for students, vets and local authority representatives, training for the vets working at the municipal shelter as well as other local animal welfare groups and meetings with Tbilisi City Council and governmental departments. The main focus was practical training in small animal reproductive surgery but instruction was also given on cat welfare in the shelter environment, and trapping and releasing of feral cats.
- ◆ A Stakeholder Group was set up with representatives from various groups, including Tbilisi Municipal Shelter, local charitable organisations, Tbilisi University Veterinary Clinic and Mayhew International to address street and shelter animal welfare issues and to work to better collaboration between all the parties.
- ◆ Mayhew International was asked to participate in a forum addressing the issue of Rabies in Georgia lead by the Georgian National Food Agency and Chief Veterinary Officer in October 2014. It was noted that further work on the management of the dog population was required and Mayhew International were asked to be an active part of this with Tbilisi City Council.



Top left & above: The Mayhew vet team teaching the vets at Tbilisi Municipal Shelter

Russia

- ◆ Mayhew International concentrated its work in Moscow and the Greater Moscow regions, working with 2 local charities there, funding spay/neuter programmes. With one organisation the focus is neutering of dogs and cats in private apartment shelters, hoarding cases and for those struggling to care for their pets on low incomes. In 2014 285 neutering operations were carried out, predominantly on cats.
- ◆ With the second local charity the focus has been on semi-feral and feral cats, incorporating a Trap, Neuter, Release programme in conjunction with the Russian Allotment Association and neutering of strays that are monitored by feeders. 421 cats were neutered in the second six months of 2014.

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TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

ACHIEVEMENTS & PERFORMANCE (continued)

- ◆ Mirroring The Mayhew's TheraPaws programme, Mayhew International is helping to fund a similar project "Not Just a Dog" in Moscow. Following research and a training visit to The Mayhew in 2013, a programme was initiated in Moscow using adopted shelter dogs. To help promote the image and encourage adoption of shelter dogs, Mayhew International is sponsoring a "foster apartment" in Moscow, where suitable dogs chosen from local shelters are given a health check, bathed and groomed and socialized before visiting care homes for the elderly, the sick and the disabled, where they bring much comfort and stimulation.



A former Moscow shelter dog on a visit with the "Not Just a Dog" project in Moscow

India

- ◆ Mayhew International continued to work with HOPE & Animal Trust in Ranchi, northern India, sponsoring the Animal Birth Control programme and an Education Officer, who works with the local community to raise awareness about rabies, the source of the street animals, the benefits of neutering and how to behave around them. We neutered and vaccinated against rabies 6,797 dogs and the Education Officer visited 75 schools in Ranchi, reaching out to more than 49,000 school children as well as meeting with 85 community groups in the area, reaching 18,500 local residents.

- ◆ For the second year Mayhew International collaborated with Mission Rabies in India. Ranchi and HOPE & Animal Trust was chosen as one of the focal points of the Mission. Mayhew International sponsored the month in Ranchi which comprises two weeks of training in neutering and animal handling for local Indian vets and then two weeks of an intensive Rabies vaccination drive. The Mayhew's Chief Vet Ursula Goetz MRCVS GP Cert (SAS) led the veterinary training and Dr Mohammadzai DVM and one of our dog team, Josh Keegan, were in Ranchi for the second two weeks helping to catch and vaccinate the dogs and carry out surgeries and training where necessary. At the end of the month Mission Rabies in Ranchi reached its target, vaccinating some 5,000 dogs in Ranchi.



Indian school children in Ranchi benefiting from the Education programme



Vaccinating the 5,000th dog against rabies in Ranchi

- ◆ Continuing our collaboration with Worldwide Veterinary Services and the International Training Center in Ooty, India, Mayhew veterinary personnel carried out teaching for vets and vet students in canine reproductive surgery, anaesthetic monitoring and humane handling.

- ◆ In the tourist city of Varanasi, on the Ganges, there is little animal welfare provision for the street animals. In conjunction with FIAP (Federation of Indian Animal Protection Organisations) and Dogs of the Ganges, a trial Education programme has been set up to research and collate data on welfare issues, community volunteers, veterinary provision and training and animal first aid. Mayhew International has funded the Education Coordinator for the project.

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TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

ACHIEVEMENTS & PERFORMANCE (continued)

International Vet Training Programme

- ◆ We provided training for 4 vets from abroad at The Mayhew Community Vet Clinic in 2014. Three vets came from India, two chosen by WVS International Training Centre in Ooty, and one vet who had won the training as a prize for writing a proposal for dealing with animal overpopulation in their local area. The fourth vet was from Georgia and had been chosen because of the commitment to animal welfare shown in her work and volunteering in Tbilisi. All candidates received intensive training in cat and dog neutering, anaesthetics, shelter medicine and humane handling and restraint. Contact with all participants are maintained on their return to their home countries to ensure what they have learnt is being put into practice.



We also welcomed visitors from several countries to see our facilities and show how The Mayhew operates an urban rescue and rehoming centre with a charitable veterinary clinic and community based services for the general public. They came from as far afield as Afghanistan, South Korea, Georgia, Israel, Portugal, Denmark, Russia and the USA.

Other activities

In accordance with the organisation's Maintenance programme, further refurbishment work was carried out at the Home's facilities in northwest London:

- ◆ New windows were installed on the second floor of the property and replaced in the ground floor meeting room. This was to improve the working environment for staff and to provide better insulation thereby helping with energy costs longer term;
- ◆ A full electrical survey of the property was carried out and recommendations for upgrading where necessary duly completed;
- ◆ A storage room was given a makeover and is now an Intake Room, where clients can sit in some privacy when giving up their animal;
- ◆ Due to water ingress from part of the roof, some emergency repairs works were implemented and improvements to coving made; and
- ◆ The first stage of the Clinic Expansion was completed by refurbishing part of the main Cattery. This newly refurbished area will be the new Kitten Block and the old one will be replaced with the planned Clinic extension.

In 2014 both a Volunteer Survey and Staff Survey were carried out.

FINANCIAL REVIEW

Financial position

A summary of the results for the year can be found on page 18 of this annual report and financial statements.

Total incoming resources for the year amounted to £2,436,754 (2013 - £3,525,536). Despite the current economic climate the charity's incoming resources included legacies and donations totalling over £2,072,955 (2013 - £3,166,991). It is only through the generosity of the Home's supporters that the charity's essential work can continue and develop.

Expenditure during the year totalled £2,418,748 (2013 - £2,253,961). The main reasons for the increase were additional animal welfare and fundraising personnel resulting in staff costs increasing from £1,194,003 to £1,354,684.

The final net movement in funds for the year was a decrease of £18,292 (2013 increase of: £1,288,720).

THE MAYHEW HOME

TRUSTEES' REPORT (including the strategic report) (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

FINANCIAL REVIEW (continued)

Investments

Shares received from a legacy in 2011 were held by The Mayhew and monitored by the trustees. With good reserves in place, appropriate advice will be sought regarding the trustees' long term investment strategy.

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements.

Reserves policy

The charity's work of rescuing and rehoming animals, together with its outreach work and the need to continue to refurbish the older facilities within the Home requires significant ongoing financial commitment and investment. The trustees regularly review the charity's requirement for free reserves i.e. those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees have agreed that the level of free reserves held should be equivalent to 6-12 months expenditure on unrestricted funds. The trustees are of the opinion that this provides sufficient flexibility to cover temporary shortfalls in incoming resources due to timing differences in income flows, adequate working capital to cover core costs, and will allow the charity to cope and respond to unforeseen emergencies whilst specific action plans are implemented.

At 31 December 2014 total funds and reserves amounted to £3,952,431 (2013: £3,970,723).

Special trust funds at 31 December 2014, representing the net book value of the land and buildings comprising Mayhew House, Trenmar Gardens, Kensal Green, London NW10, amounted to £542,500 (2013: £556,500). As described above under "Constitution", the charity holds these assets in a trustee capacity. Special trust funds are not applicable for the general purposes of the Home and should properly be regarded as a fixed, illiquid asset without which The Mayhew's activities would no longer be tenable.

Restricted funds, being monies held for use towards specific projects at the request of the donor, amounted to £533,341 at 31 December 2013 (2013: £561,438).

Free reserves, or general funds, excluding the net book value of the charity's tangible fixed assets which are essential to its smooth operation and other designated funds, equate to £1,350,509. As a proportion of unrestricted expenditure this is broadly equivalent to last year representing 7 months of unrestricted expenditure. This is within the reserves policy level and the trustees continue to believe that the policy level will be appropriate over the next few years and that the current reserves level will be sufficient to deliver the charity's strategic plans focusing on prevention and education. The planned expansion of our onsite Community Veterinary Clinic begins in 2015. The Clinic's preventative animal health and welfare services have seen a great increase in demand over recent years. Investment in both the physical capacity of the clinic and the subsequent increase in veterinary personnel and resources to facilitate this will enable The Mayhew to rescue and rehabilitate more animals coming from our community outreach programmes, assist more owners to prevent more unwanted animals, litters and accidental pregnancies and allow us to develop as a training centre for preventative health care, high-volume spay and neuter and shelter medicine for vet and vet students both from the UK and overseas. Ultimately the trustees would hope to replace many of the designated fund balances invested in earlier years in improved facilities although this is likely to be a longer term objective.

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements.

FUTURE PLANS

The Mayhew will continue to work within the four main strategic areas of Community Outreach & Education, Rescue & Re-homing, the Community Veterinary Clinic and our support of animal welfare initiatives abroad through Mayhew International. A three year strategy has been developed with the aim to accomplish the following:

FUTURE PLANS (continued)

Education & Community Outreach

- *To grow and develop our core Community-based care, education and welfare programmes and become the “go-to” organisation for animal welfare issues in the local area:*
 - o By developing the team of Animal Welfare Officers (AWO's) and offer placements for a student AWO to gain accreditation;
 - o By developing relations with our immediate local Councils, working on initiatives to address animal welfare issues in tenancy agreements, with community-based faith groups, youth groups; and
 - o By expanding on programmes which promote and safeguard the human-animal bond: the Pet Refuge foster care initiative and TheraPaws.

Rescue and rehoming

- *To refurbish our dog and cat accommodation and increase the rehoming turnover, ensuring a minimum stay in the shelter environment, developed rehabilitation and enrichment provision and expanded offsite adoption & foster programmes:*
 - o By developing offsite adoption initiatives and outlets for assistance & working dogs;
 - o By scheduling a programme of upkeep & maintenance of animal accommodation;
 - o By construction of a kitten garden and Wall of Remembrance;
 - o By investment in rehabilitation & enrichment programmes; and
 - o By ensuring training and development of Animal Care staff.

Community Veterinary Clinic

- *To increase capacity for preventative veterinary provision and training, aiming to be fully staffed to provide onsite veterinary care 24/7 and be recognised as a Centre of Excellence for training and clinical standards:*
 - o By extending & refurbishing the Clinic facilities onsite with additional operating theatres, pre and post-operative care space and recruiting & developing relevant personnel;
 - o By getting accreditation as an ICC Cat Friendly Clinic under the RCVS Practice Standard Scheme; and
 - o By collaborating with other UK and international organisations providing veterinary care & training.

International

- *To have successfully implemented programmes addressing dog & cat population issues and empowered local veterinary professionals to find sustainable solutions in the countries where we work around the globe:*
 - o By providing access to training, information and materials for national veterinary associations, foreign delegations, veterinary training establishments, local NGOs and individual vets;
 - o By sharing best practice in street and community animal population control and management; and
 - o By collaborating with other peer charities, both UK and international, on projects abroad.

Approved by the Board and signed on their behalf

A Halsey
Chair of the board of trustees

Date: 20 June 2015

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE MAYHEW HOME

FOR THE YEAR ENDED 31 DECEMBER 2014

Independent auditor's report to the members of The Mayhew Home

We have audited the financial statements of The Mayhew Home for the year ended 31 December 2014 which comprise the statement of financial activities, the balance sheet, the cashflow statement, the principal accounting policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's 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 charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

The trustees are also the directors of the charitable company for the purposes of company law. As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 (APB'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 trustees' annual report (including the strategic report) 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 2014 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; 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 trustees' report (including the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements.

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.

Amanda Francis, Senior Statutory Auditor
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6DL

20 June 2015

THE MAYHEW HOME
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	Unrestricted Funds £	Restricted Funds		Total Funds 2014 £	Total Funds 2013 £
			Restricted Income Funds £	Special Trust Funds £		
INCOME AND EXPENDITURE						
INCOMING RESOURCES						
<i>Incoming resources from generated funds:</i>						
Voluntary income	2	1,925,707	147,248	—	2,072,955	3,166,991
Activities for generating funds	3	157,081	7,072	—	164,153	169,403
Investment income and interest receivable		38,971	—	—	38,971	33,433
<i>Incoming resources from charitable activities:</i>						
Animal Welfare	4	128,742	—	—	128,742	141,545
<i>Other incoming resources</i>		31,933	—	—	31,933	14,164
Total incoming resources		2,282,434	154,320	—	2,436,754	3,525,536
RESOURCES EXPENDED						
<i>Cost of generating funds</i>	5	591,702	12,082	—	603,784	586,857
<i>Charitable activities:</i>						
Animal Welfare						
Direct costs	6	1,088,832	166,421	14,000	1,269,253	1,264,553
Support costs	7	523,010	3,914	—	526,924	386,943
<i>Governance</i>	8	18,787	—	—	18,787	15,608
Total resources expended		2,222,331	182,417	14,000	2,418,748	2,253,961
Net incoming/(outgoing) resources for the year before investment (losses)/gains		60,103	(28,097)	(14,000)	18,006	1,271,575
Realised losses on investment assets	13	(358)	—	—	(358)	—
STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES						
Net income (expenditure)		59,745	28,097	(14,000)	17,648	1,271,575
Unrealised (losses) gains on investment assets	13	(35,940)	—	—	(35,940)	17,145
Net movement in funds	9	23,805	(28,097)	(14,000)	(18,292)	1,288,720
Fund balances brought forward at 1 January 2014		2,852,785	561,438	556,500	3,970,723	2,682,003
Fund balances carried forward at 31 December 2014		2,876,590	533,341	542,500	3,952,431	3,970,723

All of the charity's activities derived from continuing operations during the above two financial periods

The Charity's net movement in funds at historical cost is a surplus of £17,706 (2013: £1,271,575). Details of this are given in the notes to the accounts (note 23).

THE MAYHEW HOME**BALANCE SHEET****AS AT 31 DECEMBER 2014**

	Notes	£	2014 £	£	2013 £
FIXED ASSETS					
Tangible fixed assets	12		818,581		845,759
Investments	13		169,704		209,617
			<u>988,285</u>		<u>1,055,376</u>
CURRENT ASSETS					
Debtors	14	71,132		26,126	
Cash at bank and in hand		3,000,287		3,059,369	
		<u>3,071,419</u>		<u>3,085,495</u>	
CREDITORS: Amounts falling due within one year	15	(107,273)		(170,148)	
NET CURRENT ASSETS			<u>2,964,146</u>		<u>2,915,347</u>
TOTAL NET ASSETS			<u><u>3,952,431</u></u>		<u><u>3,970,723</u></u>
Represented by:					
FUNDS AND RESERVES					
<i>Income funds</i>					
Restricted Funds					
Restricted income funds	16		533,341		561,438
Special trust funds	17		542,500		556,500
Unrestricted Funds					
General fund			1,350,509		1,313,526
Designated funds	18		1,526,081		1,539,259
			<u>3,952,431</u>		<u>3,970,723</u>

The financial statements of The Mayhew Home, Company Registration Number 03837732 (England and Wales) were approved and authorised for issue by the trustees on 20 June 2015 and signed on their behalf, by:

A Halsey
Chair of the board of trustees

THE MAYHEW HOME

CASHFLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	2014 £	2013 £
Cash inflow from operating activities	A	3,613	1,428,631
Returns on investments and servicing of finance	B	38,971	33,433
Capital expenditure and financial investment	B	(101,666)	(13,266)
(Decrease) / increase in cash in the year	C	<u>(59,082)</u>	<u>1,448,798</u>

A Adjustment of incoming resources for the year before investment (losses) gains to net cash inflow from operating activities

	2014 £	2013 £
Net incoming resources for the year before investment (losses) gains	18,006	1,271,575
Depreciation	132,459	131,460
Investment income receivable	(38,971)	(33,433)
(Increase) decrease in debtors	(45,006)	6,966
(Decrease) increase in creditors	(62,875)	52,063
Net cash inflow from operating activities	<u>3,613</u>	<u>1,428,631</u>

B Gross cash flows

	2014 £	2013 £
Returns on investment and servicing of finance		
Interest received	31,869	33,433
Investment income received	7,102	—
	<u>38,971</u>	<u>33,433</u>

Capital expenditure and financial investment

Capital expenditure

Payments to acquire tangible fixed assets	<u>(105,281)</u>	<u>(3,268)</u>
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Financial investment receipts (expenditure)

Receipt from disposal of investments	3,615	—
Payments to acquire investments	—	(9,998)
	<u>3,615</u>	<u>(9,998)</u>
	<u>(101,666)</u>	<u>(13,266)</u>

C Analysis of changes in net funds

	At 1 January 2014 £	Cash flows £	At 31 December 2014 £
Cash at bank and in hand	3,059,369	(59,082)	<u>3,000,287</u>

1. PRINCIPAL ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of certain freehold land and buildings at a valuation, and in accordance with the requirements of the Companies Act 2006. Applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) have been followed in these financial statements.

Incoming resources

Incoming resources are recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Legacies are included in the statement of financial activities when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified.

Resources expended and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT which cannot be recovered.

Resources expended comprise the following:

- a. The cost of generating funds includes the salaries, direct costs and overheads associated with generating donations, legacies and similar income.
- b. Charitable expenditure comprises expenditure on the charity's primary charitable purposes as described in the trustees' report. It includes the direct cost of providing shelter or a home for lost or stray, unwanted or abandoned animals and, where possible, finding good homes for such animals. It also includes support costs which represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of financial procedures, provision of office services and equipment and a suitable working environment.
- c. Governance costs comprise the costs which are directly attributable to the necessary legal and auditing procedures for compliance with statutory requirements together with costs incurred in strategic planning exercises undertaken by the charity.

The majority of costs are directly attributable to specific activities. Shared staff related costs are apportioned to the activities on a per capita basis.

Tangible fixed assets

All assets costing in excess of £1,000 and with an estimated useful life exceeding one year are capitalised. Freehold land and buildings are included in the financial statements at a valuation determined by the trustees as at 10 October 2004 using market value at that date as a guide for the basis of valuation.

The trustees continue to take advantage of the transitional provisions of Financial Reporting Standard 15 'Tangible fixed assets' and not to revalue tangible fixed assets held for the charity's use.

1. PRINCIPAL ACCOUNTING POLICIES (continued)

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

◆ Freehold land and building	2% on cost
◆ Reception refurbishment	10% on cost
◆ Improvements to animal accommodation	10% on cost
◆ Veterinary and animal welfare equipment	20% on cost
◆ Office equipment	20% on cost
◆ Motor vehicles	25% on cost

Investments

Listed investments are included on the balance sheet at their market value as at the balance sheet date. Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the year in which they arise.

Fund accounting

The restricted income funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor imposed conditions.

Special trust funds represent the net book value of the land and buildings comprising Mayhew House in Trenmar Gardens for which the charity has responsibility in a trustee capacity.

The designated funds are monies or assets set aside out of the general fund and designated for specific purposes by the trustees.

The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and can be applied at the discretion of the trustees.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

2. VOLUNTARY INCOME	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Donations	579,713	147,248	726,961	1,273,715
Legacies	1,345,994	—	1,345,994	1,893,276
	<u>1,925,707</u>	<u>147,248</u>	<u>2,072,955</u>	<u>3,166,991</u>
	<u><u>1,925,707</u></u>	<u><u>147,248</u></u>	<u><u>2,072,955</u></u>	<u><u>3,166,991</u></u>
3. ACTIVITIES FOR GENERATING FUNDS	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Sale of food and other animal welfare products	90,186	2,691	92,877	77,469
Fundraising events	64,945	4,381	69,326	90,196
Advertising	1,950	—	1,950	1,738
	<u>157,081</u>	<u>7,072</u>	<u>164,153</u>	<u>169,403</u>
	<u><u>157,081</u></u>	<u><u>7,072</u></u>	<u><u>164,153</u></u>	<u><u>169,403</u></u>

THE MAYHEW HOME

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

4. ANIMAL WELFARE	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Rehoming fees	48,130	—	48,130	55,237
Vaccination fees	44,533	—	44,533	38,913
Neutering fees	27,018	—	27,018	35,661
Animal boarding fees	9,061	—	9,061	11,734
	<u>128,742</u>	<u>—</u>	<u>128,742</u>	<u>141,545</u>

5. COST OF GENERATING FUNDS	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Fundraising and publicity costs				
Staff costs	229,547	12,082	241,629	217,453
Fundraising recruitment	—	—	—	4,674
Fundraising and publicity information	240,441	—	240,441	180,606
Postage and stationery	47,660	—	47,660	45,215
Legal and professional fees	6,852	—	6,852	13,566
Cost of events	21,376	—	21,376	20,363
Goods for resale	21,493	—	21,493	14,216
Office costs (rent, services and maintenance)	—	—	—	76,643
Irrecoverable value added tax	24,333	—	24,333	14,121
	<u>591,702</u>	<u>12,082</u>	<u>603,784</u>	<u>586,857</u>

6. ANIMAL WELFARE – DIRECT COSTS

	Unrestricted Funds £	Restricted Funds		Total Funds 2014 £	Total Funds 2013 £
		Restricted Income Funds £	Special Trust Funds £		
Staff costs	773,359	69,225	—	842,584	786,516
Veterinary fees and drugs	116,092	—	—	116,092	133,161
Animal feed	15,081	—	—	15,081	15,466
Animal accommodation repairs and refurbishment	39,060	—	—	39,060	69,231
Animal ambulance running costs	5,543	—	—	5,543	11,495
Depreciation	118,459	—	14,000	132,459	131,460
Waste disposal	6,508	—	—	6,508	7,684
Other costs	14,730	97,196	—	111,926	109,540
	<u>1,088,832</u>	<u>166,421</u>	<u>14,000</u>	<u>1,269,253</u>	<u>1,264,553</u>

THE MAYHEW HOME

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

7. ANIMAL WELFARE – DIRECTLY ATTRIBUTABLE SUPPORT COSTS	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Staff costs	264,381	—	264,381	184,126
Repairs and maintenance	31,701	—	31,701	33,930
Rent, rates and insurance	33,804	—	33,804	9,024
Public services	47,864	—	47,864	54,988
Recruitment, training and general staff	63,603	2,459	66,062	52,347
Irrecoverable value added tax	45,283	—	45,283	26,224
Legal and professional	12,913	—	12,913	22,936
Other office costs	23,461	1,455	24,916	3,368
	<u>523,010</u>	<u>3,914</u>	<u>526,924</u>	<u>386,943</u>

Support costs are costs of central management. These costs are apportioned to activities on a per capita basis.

8. GOVERNANCE COSTS	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Staff costs (see note below)	6,090	—	6,090	5,908
Legal and professional	12,697	—	12,697	9,700
	<u>18,787</u>	<u>—</u>	<u>18,787</u>	<u>15,608</u>

The staffing costs represent the percentage of time spent by the general manager on supporting the board of trustees and on statutory compliance matters for the charity.

9. NET MOVEMENT IN FUNDS	2014 £	2013 £
This is stated after charging:		
Staff costs (note 10)	1,354,684	1,194,003
Auditor's remuneration		
Statutory audit services		
- Current year	8,600	8,400
- Prior year	(1,100)	200
Operating leases – equipment	19,967	11,601
Operating leases – land and buildings	16,451	16,350
Depreciation	132,459	131,460
	<u>1,354,684</u>	<u>1,194,003</u>
10. STAFF COSTS AND TRUSTEES' REMUNERATION	2014 £	2013 £
Staff costs during the year were as follows:		
Wages and salaries	1,246,139	1,100,150
Social security costs	108,545	93,853
	<u>1,354,684</u>	<u>1,194,003</u>
Staff costs per function were as follows:		
Generation of funds	241,629	217,453
Animal Welfare (including support)	1,106,965	970,642
Governance	6,090	5,908
	<u>1,354,684</u>	<u>1,194,003</u>

No employee earned £60,000 per annum or more (including benefits) during the year (2013: None).

THE MAYHEW HOME

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

10. STAFF COSTS AND TRUSTEES' REMUNERATION (continued)

	2014 Number	2013 Number
The average number of employees during the year analysed by function was:		
Animal welfare (including support)	49	47
Generating funds	10	8
	<u>59</u>	<u>55</u>

None of the trustees received any remuneration in respect of their services during the year (2013: £Nil). No expenses were reimbursed to any trustee during the year (2013: £Nil).

11. TAXATION

The Mayhew Home is a registered charity and, therefore, is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

12. TANGIBLE FIXED ASSETS

	Freehold land and buildings £	Improvements to animal accommodation £	Building improvements £	Veterinary and animal welfare equipment £	Office equipment £	Motor Vehicles £	Total £
Cost or valuation							
At 1 January 2014	700,000	994,408	112,011	73,498	110,207	30,604	2,020,728
Additions	—	62,749	40,690	2	1,840	—	105,281
	<u>700,000</u>	<u>1,057,157</u>	<u>152,701</u>	<u>73,500</u>	<u>112,047</u>	<u>30,604</u>	<u>2,126,009</u>
At cost	—	1,057,157	152,701	73,500	112,047	30,604	1,426,009
At valuation - 2005	700,000	—	—	—	—	—	700,000
At 31 December 2014	<u>700,000</u>	<u>1,057,157</u>	<u>152,701</u>	<u>73,500</u>	<u>112,047</u>	<u>30,604</u>	<u>2,126,009</u>
Depreciation							
At 1 January 2014	143,500	779,048	56,005	67,813	103,790	24,813	1,174,969
Charge for year	14,000	96,005	15,270	1,899	2,390	2,895	132,459
At 31 December 2014	<u>157,500</u>	<u>875,053</u>	<u>71,275</u>	<u>69,712</u>	<u>106,180</u>	<u>27,708</u>	<u>1,307,428</u>
Net Book Values							
At 31 December 2014	<u>542,500</u>	<u>182,104</u>	<u>81,426</u>	<u>3,788</u>	<u>5,867</u>	<u>2,896</u>	<u>818,581</u>
At 31 December 2013	<u>556,500</u>	<u>215,360</u>	<u>56,006</u>	<u>5,685</u>	<u>6,417</u>	<u>5,791</u>	<u>845,759</u>

13. INVESTMENTS

	2014 £	2013 £
Listed investments		
Market value at 1 January 2014	209,617	182,474
Additions at cost	—	9,998
Disposals proceeds	(3,615)	—
Realised losses on disposal	(358)	—
Unrealised (losses)/gains on revaluation	(35,940)	17,145
Market value at 31 December 2014	<u>169,704</u>	<u>209,617</u>
Cost of listed investments	<u>197,127</u>	<u>201,041</u>

All investments relate to companies listed on a UK stock exchange or incorporated in the UK.

THE MAYHEW HOME

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2014

13. INVESTMENTS (continued)

	2014 £	2013 £
Listed investments held at 31 December 2014 comprised the following:		
UK fixed interest	8,730	6,907
UK equities	160,974	202,710
	<u>169,704</u>	<u>209,617</u>

At 31 December 2014, the following individual holdings had a market value in excess of 5% of the entire portfolio:

	Value £	% of portfolio
Tesco plc 5p ordinary shares	59,276	34.9%
Diageo 28 101/108 p ordinary shares	16,378	9.7%
Prudential 5p ordinary shares	9,698	5.7%
Experian 10c ordinary shares	8,998	5.3%

14. DEBTORS

	2014 £	2013 £
Other debtors	24,914	3,282
Prepayments	14,907	8,149
Accrued Income	5,310	—
Gift Aid and VAT recoverable	26,001	14,695
	<u>71,132</u>	<u>26,126</u>

15. CREDITORS: amounts falling due within one year

	2014 £	2013 £
Expense creditors	64,204	90,319
Accruals	11,539	9,500
Social security and other taxes	31,518	27,604
Other creditors	12	42,725
	<u>107,273</u>	<u>170,148</u>

16. RESTRICTED INCOME FUNDS

The income funds of the charity include the following restricted funds comprising unexpended balances of donations and grants held on trust to be applied for a specific purpose:

	At 1 January 2014 £	Incoming Resources £	Resources Expended £	At 31 December 2014 £
Animal visits programme	5,384	36,136	(32,693)	8,827
Clinic extension	270,000	20,000	—	290,000
International projects fund	286,054	87,184	(148,724)	224,514
Advertising	—	10,000	—	10,000
Care for dogs	—	1,000	(1,000)	—
	<u>561,438</u>	<u>154,320</u>	<u>(182,417)</u>	<u>533,341</u>

The purpose for which each of the funds is held is as follows:

- a. **Animal visits programme**
Money raised and applied towards animal visits to elderly homes.
- b. **Clinic extension**
Trust funding contributing towards building extension planned for 2015.
- c. **International projects fund**
Monies raised and applied towards animal welfare projects overseas.
- d. **Advertising**
Donations received to fund advertising

16. RESTRICTED INCOME FUNDS (continued)**e. Care for dogs**

Monies donated and applied specifically for the care and treatment of dogs.

17. SPECIAL TRUST FUNDS

The special trust funds represent the net book value of the land and buildings comprising Mayhew House in Trenmar Gardens. The charity holds these assets in a trustee capacity in accordance with a Scheme of the Charity Commissioners for England and Wales dated 10 October 2004.

	2014 £	2013 £
At 1 January 2014	556,500	570,500
Movements in the year	(14,000)	(14,000)
At 31 December 2014	<u>542,500</u>	<u>556,500</u>

18. DESIGNATED FUNDS

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 January 2014 £	New Designations £	Utilised/ Released £	At 31 December 2014 £
Tangible fixed assets	289,259	105,281	(118,459)	276,081
Clinic expansion fund	250,000	—	—	250,000
Major maintenance fund	1,000,000	—	—	1,000,000
	<u>1,539,259</u>	<u>105,281</u>	<u>(118,459)</u>	<u>1,526,081</u>

The purpose for which funds have been set aside are as follows:

Tangible fixed assets fund

This represents the net book value of the charity's tangible fixed assets other than those comprising part of restricted or special trust funds. Such assets are essential to the ongoing work of the charity and their net book value should not, therefore, be considered as funds available to meet everyday costs or contingencies.

Clinic expansion fund

Reserve fund for the balance between anticipated costs and already raised funds of the clinic expansion.

Major maintenance fund

To cover major maintenance projects for the continued refurbishment and upkeep of the Home's animal accommodation and facilities and potential purchase cost of additional space for personnel.

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund £	Designated funds £	Special trust funds £	Restricted income funds £	Total 2014 £	Total 2013 £
Fund balances at 31 December 2014 are represented by:						
Tangible fixed assets	—	276,081	542,500	—	818,581	845,759
Investments	169,704	—	—	—	169,704	209,617
Current assets	1,288,078	1,250,000	—	533,341	3,071,419	3,085,495
Creditors: amounts falling due within one year	(107,273)	—	—	—	(107,273)	(170,148)
Total net assets	<u>1,350,509</u>	<u>1,526,081</u>	<u>542,500</u>	<u>533,341</u>	<u>3,952,431</u>	<u>3,970,723</u>

20. LEASING COMMITMENTS**Operating leases**

At 31 December 2014 the charity had annual commitments under non-cancellable operating leases in respect of:

	Buildings		Office equipment	
	2014	2013	2014	2013
	£	£	£	£
Operating leases which expire:				
Between 2 and 5 years	<u>16,451</u>	<u>—</u>	<u>17,858</u>	<u>13,259</u>

21. CAPITAL COMMITMENTS

At 31 December 2014, the charity had no capital commitments (2013 – None).

22. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2013 – None).

23 Historical cost net movement in funds

	2014 £	2013 £
Net movement in funds (page 17)	(18,292)	1,288,720
Unrealised losses (gains) on investments	35,940	(17,145)
Difference between historical cost realised gains/losses on investments and the actual realised gains/losses calculated on the revealed amount	58	—
	<u>17,706</u>	<u>1,271,575</u>