

THE MAYHEW HOME
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

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

THE MAYHEW HOME

FOR THE YEAR ENDED 31 DECEMBER 2015

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THE MAYHEW HOME

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2015

TRUSTEES

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B Dasgupta
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D McFarland
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**COMPANY REGISTRATION
CHARITY REGISTRATION**

03837732 (England and Wales)
1077588

AUDITOR

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THE MAYHEW HOME

TRUSTEES' REPORT (including the strategic report)

FOR THE YEAR ENDED 31 DECEMBER 2015

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 2015.

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 21 to 24 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and 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 United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

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.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

STRATEGIC REPORT (continued)

OBJECTIVES AND ACTIVITIES (continued)

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 most serious threats and strategies in place to deal with them are considered to be:

Item	Risk	Risk Management Strategy
1	Loss of and / or decline in fundraising income/operational revenues	Short term and longer term fundraising strategies and business plans are in place, which ensure a diverse range of revenue streams. Regular reviews of income and performance. Succession planning for key Fundraising and Marketing personnel. Regular review of reserves policy.
2	Loss of reputation	All staff and volunteers receive thorough inductions and are made aware of animal welfare position statements, operational protocols, data protection and compliance issues. Employee and Volunteer Handbooks are in place. All veterinary bodies requiring compliance are adhered to. Regular training and updates are provided to staff and volunteers. Comprehensive insurance is in place together with media and crisis management protocols.
3	Serious outbreak of disease in animals and or personnel	Operational protocols on infection control and transmission form part of the Employee and Volunteer Handbook and form part of the induction process. Emergency management plans are in place in case of incident.

The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems and strategies and by examining the operational and business risks faced by the charity on a regular bases, 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 facilities in Trenmar Gardens, northwest London from where our rescue and rehoming work operates. These facilities also include our Community Veterinary Clinic, our Community Animal Welfare team and are a base for our Education programmes and International work.

The Home at Trenmar Gardens

In 2015 the basic objectives of our organisation were:

- ◆ To grow and develop our core Community-based care, education and welfare programmes, becoming the “go-to” organisation for animal welfare issues in the local area;
- ◆ To rescue and re-home animals in accordance with the prevailing high standards of the organisation, ensuring animals receive excellent care and rehabilitation whilst with us on site and expand offsite adoption & foster programmes;
- ◆ To continue to provide the local community with preventative animal health and welfare provision through the services of our Community Veterinary Clinic;
- ◆ To expand our veterinary clinic facilities, paving the way to be recognised as a Centre of Excellence for training and clinical standards; and
- ◆ To alleviate the suffering of animals abroad by sharing best practice solution, providing access to training and empowering local populations.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

Community outreach

The work of our Animal Welfare Officers is the core of The Mayhew. Helping animals and their carers to prevent circumstances escalating into severe neglect or cruelty encapsulates our belief that animal welfare issues need to be addressed by working with carers and owners where possible and changing attitudes. The message is one of responsible and caring ownership, educating all on animal behaviour, requirements and interaction.

In 2015 our Animal Welfare Officer team was augmented by our first Animal Welfare Officer student, completing a QCF Level 3 qualification for this role. The team responded to 680 requests for help from members of the public and dealt with more than 1,325 animals in the community which constituted a 35% increase in the volume of response to the previous year.

We were able to double the amount of Pick 'n' Snip clients in 2015 and extend the service to dogs as well. Following on from the pilot programme in 2014, which targeted cat owners that have difficulty accessing preventative veterinary care due to ill-health, mobility issues and language barriers, but also reaching out to a target audience that would not otherwise neuter their pets and breed indiscriminately, this project provides a service to collect cats and dogs, bring them to The Mayhew Community Veterinary Clinic for neutering, vaccinations, chipping, flea and worm treatments etc. and then deliver them back to owner. 88 cats, 13 dogs and their owners were helped in 2015. We were also most grateful for the donation of a vehicle of International Cat Care to help with this project.



Pick n Snip vehicle donated by ICC



Mayhew vet team check over a dog at Crisis for Christmas

Working with the dog-owning homeless population of London, The Mayhew now works with 12 sites across London including 8 centres run by Broadway St Mungo's, Thames Reach and the Spitalfields Crypt Trust, helping 65 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.

We were also able to provide help through our Pet Refuge project to 13 pet owners. Their pets are provided with temporary foster care whilst the owner is in crisis or needs assistance and until they are back on their feet. The type of cases helped most frequently in 2015 were elderly people being hospitalised for treatment, owners going into rehabilitation and victims of domestic violence. Whilst the animals are in the temporary care of The Mayhew, they are thoroughly checked, neutered and microchipped and brought up-to-date with vaccinations and parasite control.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS AND PERFORMANCE
(continued)

Community outreach (continued)

With the increased number of officers, we were able to develop our work with the Travellers communities in London and through building up relations of trust we were able to help more than 97 dogs that were living in less than ideal circumstances on these sites. The story of Emily and Buddy was a memorable case: Both dogs had been living outside with no real shelter and had never received any veterinary care. Emily was only 5 years old but had already had 9 litters of puppies. She had been pregnant or feeding throughout the majority of her life. The physical strain was evident and the mental stress this had caused was obvious by her very nervous disposition. . Buddy had been left to fend for himself from a very early age. Living outside with other dogs and surviving on scraps, 5-year-old terrier mix Buddy was not used to humans and was very frightened. Once at The

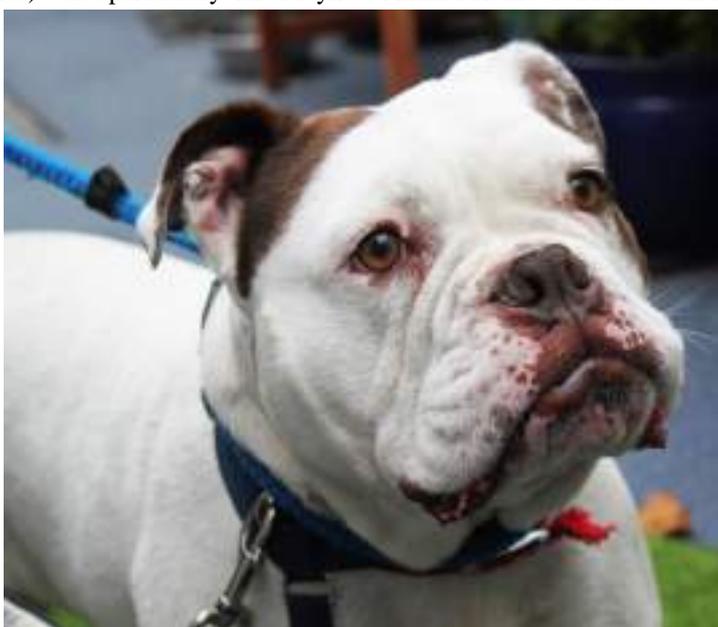


Buddy & Emily with Mayhew Animal Welfare Officers

Mayhew both dogs were given extensive vet checks, were neutered and vaccinated and our kennels team have been working hard to socialise them and increase their self-confidence before putting them up for adoption.

The Mayhew continues to be the reception centre for stray dogs found within the London Borough of Brent and out of 124 dogs admitted we were able to reunite 63 of them with their families.

During 2015 BARK (Brent Action for Responsible K9s) was operated by The Mayhew Animal Home & Brent Council only and the team handled 26 cases in the year. One such case was Pippa. Pippa was being kept in very poor conditions, forced to live outside in an enclosed, paved backyard with no proper shelter. Her owner was breeding bulldogs and planned to use Pippa as part of his money-making scheme. She received no love, affection or veterinary care whatsoever and was clearly a sad and neglected girl. The owner thought a scar on her tummy was from a neutering operation and therefore she was of no use to him for breeding and let our Animal Welfare Officers take her without much resistance.



Pippa

Upon investigation the scar on her tummy was from a previous caesarean and she was actually unneutered. Pippa had a very lucky escape as her life could have been very different. We neutered and vaccinated her and gave her lots of TLC. We placed her in a foster home and Pippa has now been adopted and found her forever, loving home.

13 Responsible Dog Ownership Events were held throughout the year in local parks, providing advice to dog owners and free microchipping. We were also very pleased to grow our education programme providing presentations on a number of animal welfare issues to local schools, colleges and community groups both on and off site.

THE MAYHEW HOME

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS AND PERFORMANCE (continued)

Community outreach (continued)

We were once again able to continue our “Trap, Neuter, Release” programme for the feral cats of our capital reaching 238 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.

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

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;
- ◆ 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.

Our human animal bond project - TheraPaws® continued to grow and we had the name officially trademark registered. 504 visits to different venues were carried out and 6,960 individual interactions between the dogs and people were recorded. The core client group for the programme remained the elderly but the reach extended to hospices and arrangements with two London hospitals – UCLH and Chelsea & Westminster Hospital. We have also been collaborating with branches of Age UK on joint local initiatives.

Feedback from the venues we visit is an important part of evaluating the project.

“We love the TheraPaws® visits here at Ernest Dene, all of us, residents and staff! It is great to see our canine visitor at the front door, we all look forward to it. Word will quickly spread that our guests have arrived, and everyone tries to say hello as they move about the building, visiting residents in their rooms, and in the lounges.

The dog is a friendly, focal point for conversation and creates a wonderful atmosphere in the care home. It is a complete break from any usual routine, and very different to other events. The visit of the TheraPaws® dog has a positive impact on our residents, and that can only be good.



TheraPaws & Mayhew adopted dog Lola working her magic

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

Community outreach (continued)

All of our service users love to interact with a friendly TheraPaws[®] dog; it makes them happy and brings a lightness and joy to their day. Our residents interact in different ways, but always positively, whether talking to, stroking or tickling the dog. Unfortunately many residents suffer from progressive dementia related diseases, the stage the disease is at will dictate their overall abilities, but the presence of the TheraPaws[®] dog always elicits a recognition and smile from them, And whether this is the unlocking of a memory or just happiness at the present, then that is fine with us, so long as they are happy.” Centre Manager Ernest Dene.

We were delighted to have TheraPaws[®] nominated as the charity project of the year by NOAH – the National Office of Animal Health. We remain most grateful to the City Bridge Trust and Petplan Charitable Trust for having funded the development of our TheraPaws[®] programme in the first 3 years of its existence.

Rescue and re-homing

◆ 90 dogs and 452 cats rehomed in 2015;

The Mayhew continues to address those companion animal welfare issues that arise in an urban environment and remain very aware of the need to provide our services as a rescue and re-homing centre for a constant number of unwanted, abandoned, neglected and abused animals. However, rehoming has become an increasingly challenging area as we battle against other sources of animals so readily available to the public nowadays.

During the year we actively recruited foster carers for some of our dogs and cats, ending the year with 19 active dog foster carers and 37 active cat foster carers. These foster carers are an invaluable help to those animals that struggle in the shelter environment and they are an important element of helping the animals adapt to family life. The Mayhew operates a thorough vetting process of potential adopters to ensure we match the right animal with the right family and this is vindicated by a low average return rate on our adoptions – presently around 4% on average.

Simultaneously we record the number of owned pet dogs that are no longer wanted and where there is a wish to give them up to The Mayhew. In 2015 of the 498 calls regarding unwanted pet dogs, we were able to take 37 into our facility and help a further 31 via our Home from Home project, which allows the dog to remain in its home until a new one is found. The original source of the calls about unwanted owned pets was recorded with 48% of the dogs bought from breeders, 26% from friends and family and 21% bought off Internet trading sites.

124 dogs came in from the stray contract with the London Borough of Brent of which 63 were reunited with their owners and we took in 21 dogs on welfare grounds. Gordon came to us as a stray in November 2014. It soon became apparent that Gordon was deaf so The Mayhew team set about teaching him sign language which he soon got the knack of. Because of his “speciality” Gordon was with us for almost 10 months but then found a fantastic family who have given him a life full of love and adventures.



Gordon

THE MAYHEW HOME

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

For cats the majority of our intake stems from our Animal Welfare Officer cases in the community – 210 cases came into our cattery from this source in 2015. We were able to admit 47 cats from the 461 calls regarding unwanted cats with a further 80 being left in our reception or outside our doors.



Holly and Robin recovering at The Mayhew

Most unwanted cats stemmed from accidental litters of kittens, cats taken on from friends and family and strays. One memorable case dealt with in November 2015 was that of Holly & Robin, 6-week-old kittens found by a caretaker on the roof of a building. They were tied together by string round their necks and had been dumped on the roof, left to fend for themselves. As soon as we received the call, our Animal Welfare team immediately went to collect them and bring them to the safety of The Mayhew. They were starving, bedraggled and were so riddled with fleas that they were flea anaemic – a condition which can prove fatal for kittens if not treated. Thankfully, they responded well to treatment and we soon found new homes once back to full health, neutered, vaccinated and chipped.

During the year four students completed their QCF Level 2 qualification in Animal Care at The Mayhew and seven new students were recruited. Two students completed their QCF Level 3 qualification in Animal Care and both went on to get jobs in the animal welfare sector. At year end we had three students signed up for the Level 3 qualification which is an 18 month paid role at The Mayhew.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

Community Veterinary Clinic

2015 was an important one for our Community Veterinary Clinic as thanks to the generosity of our supporters and grants from the Marchig Animal Welfare Trust, Shuman Animal Welfare Trust and Support Adoption for Pets, we were able to realise our plan to refurbish the present clinic facilities and build an extension to enable our community outreach projects and preventative veterinary services to expand and better address the demand. And importantly the increased capacity is a move towards fulfilling our strategy of becoming a training centre for veterinary professionals in both the UK and overseas.

The actual building work began in the final quarter of 2015 and has been completed in April 2016. During the construction phase the Community Veterinary Clinic worked at a reduced capacity , so we saw a slight drop in the number of neutering operations carried out : 2,062 (2,371 in 2014) . However, this was counterbalanced by offering more vaccination clinics, including regular monthly evening ones. Consequently we saw an 11% increase in attendance at these clinics over the year: 2,132 (1,925 in 2014).

Whilst capacity was reduced, we focussed our veterinary provision on our Community Outreach cases; the Pick & Snip programme, C4 cat neutering scheme and our TNR of the feral cat population and those animals going through our rescue and rehoming services.

Despite restricted space, the veterinary team were still able to respond to emergency cases such as Phoebe. We received a call from a local veterinary practice asking if we would take in Phoebe, an 8 month old lurcher that had been in a traffic accident. She had been pulled along the road which had removed all the skin and a lot of muscle on one hind leg. She was in unbelievable pain.

The owner, who had only had Phoebe a couple days after buying her on the Internet site Gumtree, had not wanted to pay for treatment and requested she be put down. Instead Phoebe came to The Mayhew where she underwent a long course of treatment clean and debride her leg wound. Next our vet team closed the wound using a technique where the excess skin is pulled across the open wound using tagging sutures or stitches and then closed using staples. This was successful for Phoebe and after spending a month on our hospital ward; her wound began to heal well.



Phoebe recovering from surgery at The Mayhew



Phoebe ready for her new home

THE MAYHEW HOME

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

The Mayhew participated in World Spay Day on 24 February 2015, concentrating on cats as part of our collaboration with the Cat Population Control Study Group and the same month saw us hold our first CPD Evening for local vets and vet nurses on “Timely Neutering in Cats”, which was well attended.

Two of our night staff successfully completed their Animal Nursing Assistant courses.

In July 2015, we welcomed Dr Ashwin from the International Training Centre in Ooty, India who spent 3 weeks in our Clinic on the International Vet Training Programme. Dr Ashwin was the only participant in 2015 due to the planned building works for the clinic.

MAYHEW INTERNATIONAL

In 2015 Mayhew International concentrated on developing our projects in Afghanistan, Russia, Georgia and India, which aim to improve veterinary standards and provide sustainable solutions to animal overpopulation issues and rabies control.

Afghanistan

We carried out the first ever dog population survey in Kabul, an important indicator for planning any dog population management programme. Mayhew International's Dr Mohammadzai DVM trained up volunteer vets and vet students from Kabul University Veterinary Faculty and completed the survey over 2 months. The results have been scientifically analysed and documented. Mayhew International have presented this information to the newly formed Rabies Action Committee in Afghanistan, made up of the Ministry of Agriculture, the FAO, representatives from WHO and the Rabies in Asia Foundation as well as The Mayhew, and a proposal for a mass Rabies Vaccination and TNR programme for the city. Simultaneously, we have provided training in surgical techniques to Kabul University and local animal welfare organisations Nowzad and Afghan Stray Animal League and donated equipment.



Vet student finds a litter of street pups during the Dog Survey in Kabul



Donated blood machine to Kabul University Vet Faculty

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

FOR THE YEAR ENDED 31 DECEMBER 2014

ACHIEVEMENTS & PERFORMANCE (continued)

Russia

In Moscow we supported three local charities throughout the year. Two programmes providing spay/neuter services for street and shelter animals and for families and individuals in need of assistance, we saw a significant rise in the number of animals neutered: 1,069 cats (2014 - 663) and 450 dogs (2014 - 73). In addition, The Mayhew's vet team travelled to Moscow and provided training in surgical techniques and pre and post-operative care at a new charity neutering clinic with one of the organisations we support.



Russian vets receiving training in spay and neuter techniques



Dogs encouraging children to read at a Moscow library

The third project “Not Just a Dog” had a very successful year. The project selects dogs from shelters and from the street that, following assessment, are then rehabilitated, socialised and trained whilst living with a foster carer in an apartment. Once training is completed the dogs visit many venues throughout the city bringing stimulation, comfort and companionship. They visit elderly care homes and hospices, children’s homes, and schools for the disabled and also now have a scheme with local libraries to encourage children to read.

An added benefit of the programme is that many of the dogs have gone on to be adopted and many continue their therapeutic visits with their owners who have become volunteers for the whole project. The programme has attracted coverage in the Russian media and has shown the street and shelter dogs in a very positive light which previously had not been the case.

At the beginning of the year, one of the shelters where we have funded neutering of the dogs was almost entirely destroyed by fire. Mayhew supporters rallied to our emergency appeal for help and gave very generously. With the funds donated we were able to provide emergency supplies for the shelter and containers for storage. Next with utilities back online we purchased 2 large fridges for vaccines and medications for the shelter and have been able to build and equip a small vet clinic where the dogs can be checked and neutered onsite.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

Georgia

Mayhew International returned to Tbilisi, Georgia in May and July 2015. The objectives of the trips were to continue the practical veterinary training in small animal surgery and shelter medicine for the Tbilisi Municipal Shelter vets, helping



Vet training at Tbilisi Municipal Dog Shelter

the agency responsible for animal related issues in the capital city, develop a street dog management programme to include Trap, Neuter, Release, Rabies vaccination and raising the standards of the shelter facilities. Significant work at the shelter had taken place following our recommendations in 2014 which was good to see.

A meeting was held with the OIE representative at the NFA in Georgia (National Food Agency) underlining the importance of having a comprehensive rabies vaccination programme for dogs and an awareness programme for local residents on how rabies is spread and can be prevented.

In addition, we met with the Agrarian University in Tbilisi which offers the Veterinary Science degree to look at how small animal surgery and

medicine can become more evident in the curriculum as presently many students finish the course without any practical small animal experience.

We also sponsored a pilot TNVR (trap, neuter, vaccinate, release) programme for one locally registered charity – Dog Organisation Georgia (DOG). The initial target was 100 dogs but by the end of the year we had reached 145, much down to the dedication of DOG's volunteers.

We were also able to help the Municipal Shelter following the devastating floods in Tbilisi in June 2015, where much of Tbilisi Zoo and residential parts of the town were destroyed and damaged. We were able to secure donations of specialised equipment for catching animals and also microchip scanners to aid with identification. Three young bear cubs were being held at the Municipal Dog Shelter following the clear up operations after the floods. Mayhew International offered to help Tbilisi City Council get the bears moved to a more suitable habitat as keeping them at the dog shelter was compromising their welfare and that of the dogs.



Rescued bears at Tbilisi Municipal Dog Shelter

Having secured assistance from the Born Free Foundation to get them to a Bear & Wolf Sanctuary in northern Greece, our representative in Georgia has been working with the various Government departments to secure the necessary CITES Export licence and documentation with the plan to move the bears in 2016. In the interim, Mayhew International has been supporting the bears at the shelter with supplementary foods stuffs, built winter dens for them, tried to improve their living conditions as much as was feasible until such time they can be moved. We would like to thank the Shuman Animal Welfare Trust for their generous support of our projects in Afghanistan, Russia and Georgia over the last two years.

THE MAYHEW HOME

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

India

Mayhew International's longstanding ABC and vaccination project with HOPE & Animal Trust in Ranchi, Jharkhand province continued with a massive 10,959 dogs neutered and vaccinated against Rabies throughout the year.

Following a Dog Population Survey carried out by Mission Rabies at the end of 2014, it is estimated there is a roaming dog population of approx. 24,650 dogs in Ranchi, with approx. 74.3% neutered. This is an encouraging sign that our neutering programme is reducing the overall population of roaming dogs in the region. Our Education Officer carried out a comprehensive programme of school visits and community events, spreading the word about rabies prevention, neutering and understanding dog behaviour, reaching more than 110 000 people over the 12 months.

Work in Ranchi was supplemented in November with the Mission Rabies Rabies Vaccination drive and some surgical training for local Indian vets. The training was headed up by Dr Ursula Goetz MRCVS GP Cert (SAS), Chief Vet of The Mayhew with Kelly David RVN providing support and teaching about pre and post-operative care. During the 2 week drive a further 99 dogs were neutered and vaccinated.

Nepal

We ran an emergency appeal for our colleagues at Animal Nepal in Kathmandu, following an earthquake in April which caused considerable damage. Mayhew supporters responded very generously and the funds raised have been used to purchase solar energy and generator equipment for their clinic so far and the remainder will be used to repair and rebuild their isolation unit.



Solar energy equipment for Animal Nepal

Other activities

2015 saw planned building and maintenance works taking place onsite:

- an enclosed Kitten Activity Garden was built on the end of the newly refurbished Kitten Block, providing a safe and secure area for kittens to play and interact in the fresh air whilst they are staying with us;



New Kitten Activity Garden

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

FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENTS & PERFORMANCE (continued)

- The Mayhew's kennel team adapted an outdoor activity run into a "sensory garden" for the dogs, with different kinds of dog friendly flowers and bushes to sniff and smell, logs with hidey holes for treats, a water feature and different floors surfaces to get used to. All to enhance the quality of life whilst the dogs are with us at the shelter.
- Due to works in the garden, a quiet area was designed as a Wall of Remembrance for pets that are no longer with us.
- The construction of the extension to the Community Veterinary Clinic as mentioned above.

Further personnel investment was made by introducing two new posts in the Fundraising & Communications department. The Mayhew Animal Home achieved accreditation as a London Living Wage Employer at the end of 2015. Mayhew volunteers contributed a fantastic 13 505 hours of their own time to the organisation during the year.

FINANCIAL REVIEW

Financial position

A summary of the results for the year can be found on page 20 of this annual report and financial statements.

Total income for the year amounted to £2,794,339 (2014 - £2,436,754). Despite the current economic climate the charity's income included legacies and donations totalling £2,506,365 (2014 - £2,072,955). 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 £2,452,116 (2014 - £2,418,748). The main reason for the increase was additional animal welfare and fundraising personnel resulting in staff costs increasing from £1,354,684 to £1,519,873.

The final net movement in funds for the year was an increase of £333,833 (2014 – a decrease of £18,292).

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 9-12 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. Legacy income remains a significant element of our fundraising income, but due to the uncertainty of their notification and receipt, we have remained prudent when forecasting income from this stream. We will be carrying out a review of the organisation's strategy in 2016 to determine how reserves will be used and the timescale.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

FINANCIAL REVIEW (continued)

At 31 December 2015 total funds and reserves amounted to £4,286,264 (2014: £3,952,431).

Special trust funds at 31 December 2015, representing the net book value of the land and buildings comprising Mayhew House, Trenmar Gardens, Kensal Green, London NW10, amounted to £528,500 (2014: £542,500). 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 £635,945 at 31 December 2015 (2014: £533,341).

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 £1,793,167. As a proportion of unrestricted expenditure this is broadly equivalent to 9.6 months of unrestricted expenditure. This is just 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.

Designated funds

Designated funds are set and adjusted in accordance with the current strategic plans. This will include getting the expanded Veterinary Clinic running at full capacity which requires investment in personnel and corresponding uplift in core costs. In accordance with our long-term maintenance strategy refurbishment is now planned for the dog accommodation areas.

With the increased number of staff and students within the organisation work is ongoing to assess further expansion on the site at Trenmar Gardens and the search for larger office space for non-animal care personnel. Growth in our work overseas also means will be looking at the feasibility of developing Mayhew infrastructures abroad.

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 2015 – 17 is presently being followed with the aim to accomplish the following:

Community Outreach & Education

- **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 continuing to develop the team of Animal Welfare Officers 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;
 - 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 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;
 - o By investment in rehabilitation & enrichment programmes;
 - o By ensuring training and development of Animal Care staff.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

FUTURE PLANS (continued)

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 With the new Jeanne Marchig Veterinary Suite and Training Wing now operational, build up the capacity of the expanded clinic, investing in veterinary personnel and diversifying services;
 - o By getting accreditation as an ICC Cat Friendly Clinic & under the RCVS Practice Standard Scheme
 - o By collaborating with other UK and international organisations providing veterinary care & training and put into practice the educational and coaching qualifications of Mayhew personnel.

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.
 - o By collaborating with other peer charities, both UK and international, on projects abroad.
 - o Register a branch of the organisation in Afghanistan and carry out a feasibility study for similar in Georgia.

In addition, we will be carrying out an organisational strategic review and work on a longer term strategy 2017 – 2020 will be initiated.

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 16 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.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

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 of potential new trustees is made and an induction programme through the attendance of boards meetings to participate in the discussions, learn about The Mayhew and engage with the senior management team is implemented. 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.

Key management personnel

The key management personnel of the organisation comprises the Board of Trustees together with the

- ◆ Chief Executive Officer
- ◆ Head of Finance & Facilities
- ◆ Head of HR, Training & Voluntary Resources

Pay and remuneration were reviewed as part of the budgeting process and an Advisory Committee set up to handle salary packages and appraisals of key management personnel.

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 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 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 United Kingdom and Republic of Ireland (FRS 102);
- 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.

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

FOR THE YEAR ENDED 31 DECEMBER 2015

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

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.

In 2015 The Mayhew Home became an accredited London Living Wage Employer.

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 2015, who contributed 13 505 hours of their own time to the organisation.

Approved by the Board and signed on their behalf

A Halsey
Chair of the board of trustees

Date: 28 July 2016

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

FOR THE YEAR ENDED 31 DECEMBER 2015

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 2015 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, 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), including FRS102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.

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 2015 and of 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

29 July 2016

THE MAYHEW HOME

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2015**

	Notes	Restricted Funds			Total Funds 2015 £	Total Funds 2014 £
		Unrestricted Funds £	Restricted Income Funds £	Special Trust Funds £		
INCOME AND EXPENDITURE						
Income from:						
<i>Donations and legacies</i>	2	2,107,080	399,285	—	2,506,365	2,072,955
<i>Other trading activities</i>	3	143,052	6,722	—	149,774	164,153
<i>Investment income and interest receivable</i>		17,368	—	—	17,368	38,971
Charitable activities:						
. Animal Welfare	4	120,832	—	—	120,832	128,742
<i>Other income</i>		—	—	—	—	31,933
Total income		<u>2,388,332</u>	<u>406,007</u>	<u>—</u>	<u>2,794,339</u>	<u>2,436,754</u>
Expenditure on:						
<i>Raising funds</i>	5	585,429	23,257	—	608,686	603,784
Charitable activities:						
. Animal Welfare						
.. Direct costs	6	1,031,100	174,886	14,000	1,219,986	1,269,253
.. Support costs	7	613,079	10,365	—	623,444	545,711
Total expenditure		<u>2,229,608</u>	<u>208,508</u>	<u>14,000</u>	<u>2,452,116</u>	<u>2,418,748</u>
Net income (expenditure) before investment losses		<u>158,724</u>	<u>197,499</u>	<u>(14,000)</u>	<u>342,223</u>	<u>18,006</u>
Net losses on investment assets	12	(8,390)	—	—	(8,390)	(36,298)
Net income (expenditure)		<u>150,334</u>	<u>197,499</u>	<u>(14,000)</u>	<u>333,833</u>	<u>(18,292)</u>
Transfers between funds		94,895	(94,895)	—	—	—
Net movement in funds	8	<u>245,229</u>	<u>102,604</u>	<u>(14,000)</u>	<u>333,833</u>	<u>(18,292)</u>
Reconciliation of funds						
Funds brought forward at 1 January 2015		<u>2,876,590</u>	<u>533,341</u>	<u>542,500</u>	<u>3,952,431</u>	<u>3,970,723</u>
Funds carried forward at 31 December 2015		<u><u>3,121,819</u></u>	<u><u>635,945</u></u>	<u><u>528,500</u></u>	<u><u>4,286,264</u></u>	<u><u>3,952,431</u></u>

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

THE MAYHEW HOME

BALANCE SHEET

AS AT 31 DECEMBER 2015

	Notes	£	2015	£	£	2014	£
FIXED ASSETS							
Tangible fixed assets	11			857,152			818,581
Investments	12			161,314			169,704
				<u>1,018,466</u>			<u>988,285</u>
CURRENT ASSETS							
Debtors	13	170,411			71,132		
Cash at bank and in hand		3,229,919			3,000,287		
		<u>3,400,330</u>			<u>3,071,419</u>		
CREDITORS: Amounts falling due within one year	14	(132,532)			(107,273)		
NET CURRENT ASSETS				<u>3,267,798</u>			<u>2,964,146</u>
TOTAL NET ASSETS				<u>4,286,264</u>			<u>3,952,431</u>
The funds of the charity							
FUNDS AND RESERVES							
<i>Income funds</i>							
Restricted Funds							
Restricted income funds	15			635,945			533,341
Special trust funds	16			528,500			542,500
Unrestricted Funds							
General fund				1,793,167			1,350,509
Designated funds	17			1,000,000			1,250,000
Tangible fixed assets fund	18			328,652			276,081
				<u>4,286,264</u>			<u>3,952,431</u>

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

A Halsey
Chair of the board of trustees

Date: 28 July 2016

THE MAYHEW HOME

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2015 £	2014 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	321,741	3,613
		<hr/>	<hr/>
Cash flows from investing activities:			
Investment income received		17,368	38,971
Payments to acquire tangible fixed assets		(109,477)	(105,281)
Receipts from disposals of investments		—	3,615
		<hr/>	<hr/>
Net cash used in investing activities		(92,109)	(62,695)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		229,632	(59,082)
Cash and cash equivalents at 1 January 2015	B	3,000,287	3,059,369
		<hr/>	<hr/>
Cash and cash equivalents at 31 December 2015	B	3,229,919	3,000,287
		<hr/> <hr/>	<hr/> <hr/>

THE MAYHEW HOME

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2015

Notes to the statement of cash flows for the year to 31 December 2015.

A Reconciliation of net movement in funds to net cash flow from operating activities

	2015	2014
	£	£
Net movement in funds (as per the statement of financial activities)	333,833	(18,292)
Adjustments for:		
Depreciation charge	70,906	132,459
Losses on investments	8,390	36,298
Investment income received	(17,368)	(38,971)
Increase in debtors	(99,279)	(45,006)
Increase (decrease) in creditors	25,259	(62,875)
Net cash provided by operating activities	<u>321,741</u>	<u>3,613</u>

B Analysis of cash and cash equivalents

	2015	2014
	£	£
Cash at bank and in hand	3,229,919	3,000,287
Total cash and cash equivalents	<u>3,229,919</u>	<u>3,000,287</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

1. PRINCIPAL ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 December 2015.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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 United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102) a restatement of comparative items was needed. No restatements were required.

In accordance with the requirements of FRS 102 a reconciliation of the opening balances and net expenditure for the year is provided with the net income under previous GAAP adjusted for the presentation of investment losses as a component of reported income:

Reconciliation of reported income	2014
	£
Net income as previously stated	17,648
Adjustment for losses on investments now treated as a component of net income	(35,940)
	<hr/>
2014 net expenditure as restated	(18,292)
	<hr/> <hr/>

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets; and
- ◆ assessing the probability of receiving legacies of which the charity has been notified.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The trustees have made this assessment in respect to a period of one year from the date of approval of these accounts.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income and the amount can be measured reliably and it is probable that the income will be received. 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.

Income comprises donations, legacies, trading sales, fees from charitable activities, interest receivable and investment income.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

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

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity.

Income from trading activities and fees receivable in connection with animal welfare work are recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- a. Expenditure on raising funds includes the salaries, direct costs and overheads associated with generating donated income.
- b. Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include 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.

Allocation of support costs

Support costs 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 personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Included within support costs are governance 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. This constitutes deemed cost under FRS 102.

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

Assets under construction are not depreciated. On completion the asset is transferred to the appropriate asset classification and then depreciated at the relevant rate in order to write it off over its estimated useful life.

Investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the year in which they arise.

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

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 tangible fixed assets fund 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.

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.

Pension costs

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

2. DONATIONS AND LEGACIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Donations	566,144	374,285	940,429	726,961
Legacies	1,540,936	25,000	1,565,936	1,345,994
2015 Total funds	<u>2,107,080</u>	<u>399,285</u>	<u>2,506,365</u>	<u>2,072,955</u>
2014 Total funds	<u>1,925,707</u>	<u>147,248</u>	<u>2,072,955</u>	
3. OTHER TRADING ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Sale of food and other animal welfare products	91,588	6,722	98,310	92,877
Fundraising events	47,954	—	47,954	69,326
Advertising	3,510	—	3,510	1,950
2015 Total funds	<u>143,052</u>	<u>6,722</u>	<u>149,774</u>	<u>164,153</u>
2014 Total funds	<u>157,081</u>	<u>7,072</u>	<u>164,153</u>	
4. ANIMAL WELFARE	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Rehoming fees	43,008	—	43,008	48,130
Vaccination fees	45,326	—	45,326	44,533
Neutering fees	24,253	—	24,253	27,018
Animal boarding fees	8,245	—	8,245	9,061
2015 Total funds	<u>120,832</u>	<u>—</u>	<u>120,832</u>	<u>128,742</u>
2014 Total funds	<u>128,742</u>	<u>—</u>	<u>128,742</u>	
5. EXPENDITURE ON RAISING FUNDS	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Fundraising and publicity costs				
Staff costs	319,172	—	319,172	241,629
Fundraising and publicity information	148,999	19,886	168,886	240,441
Postage and stationery	59,434	3,182	62,616	47,660
Legal and professional fees	6,168	—	6,168	6,852
Cost of events	26,348	—	26,348	21,376
Goods for resale	9,948	189	10,137	21,493
Office costs (rent, services and maintenance)	580	—	580	—
Irrecoverable value added tax	14,779	—	14,779	24,333
2015 Total funds	<u>585,429</u>	<u>23,257</u>	<u>608,686</u>	<u>603,784</u>
2014 Total funds	<u>591,702</u>	<u>12,082</u>	<u>603,784</u>	

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015

6. ANIMAL WELFARE – DIRECT COSTS

	Unrestricted Funds £	Restricted Funds		Total Funds 2015 £	Total Funds 2014 £
		Restricted Income Funds £	Special Trust Funds £		
Staff costs	829,851	65,552	—	895,403	842,584
Veterinary fees and drugs	122,467	2,341	—	124,808	116,092
Animal feed	14,162	—	—	14,162	15,081
Animal accommodation repairs and refurbishment	375	—	—	375	39,060
Animal ambulance running costs	7,305	—	—	7,305	5,543
Depreciation	38,992	—	14,000	52,992	132,459
Waste disposal	5,124	—	—	5,124	6,508
Other costs	12,824	106,993	—	119,817	111,926
2015 Total funds	1,031,100	174,886	14,000	1,219,986	1,269,253
2014 Total funds	1,088,832	166,421	14,000	1,269,253	

7. ANIMAL WELFARE – DIRECTLY ATTRIBUTABLE SUPPORT COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Staff costs	305,298	—	305,298	270,471
Repairs and maintenance	69,971	—	69,971	31,701
Rent, rates and insurance	62,222	—	62,222	33,804
Public services	18,347	—	18,347	47,864
Recruitment, training and general staff	92,585	89	92,674	66,062
Irrecoverable value added tax	27,446	—	27,446	45,283
Legal and professional	16,268	804	17,072	25,610
Other office costs	3,028	9,472	12,500	24,916
Depreciation	17,914	—	17,914	—
2015 Total funds	613,079	10,365	623,444	545,711
2014 Total funds	541,797	3,914	545,711	

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

THE MAYHEW HOME

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015**

8. NET MOVEMENT IN FUNDS	2015	2014
This is stated after charging:		
Staff costs (note 9)	1,519,873	1,354,684
Auditor's remuneration		
Statutory audit services		
- Current year	11,000	8,600
- Prior year	—	(1,100)
Operating leases – equipment	19,967	19,967
Operating leases – land and buildings	17,858	16,451
Depreciation	70,906	132,459
	<u>1,519,873</u>	<u>1,354,684</u>
 9. STAFF COSTS AND TRUSTEES' REMUNERATION	 2015	 2014
	£	£
Staff costs during the year were as follows:		
Wages and salaries	1,388,528	1,246,139
Social security costs	128,167	108,545
Pension costs	3,178	—
	<u>1,519,873</u>	<u>1,354,684</u>
Staff costs per function were as follows:		
Generation of funds	319,172	241,629
Animal Welfare (including support)	1,194,573	1,106,965
Governance	6,128	6,090
	<u>1,519,873</u>	<u>1,354,684</u>

No employee earned £60,000 per annum or more (including benefits) during the year (2014: None).

	2015	2014
	Number	Number
The average number of full time equivalent employees during the year analysed by function was:		
Animal welfare (including support)	46	46
Generating funds	11	9
	<u>57</u>	<u>55</u>

None of the trustees received any remuneration in respect of their services during the year (2014: £Nil). No expenses were reimbursed to any trustee during the year (2014: £Nil).

The key management personnel in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Chief Executive Officer, Head of Finance and Facilities and Head of Human Resources, Training and Voluntary Resources.

The total remuneration (including taxable benefits but excluding the employer's national insurance contributions) payable to key management personnel during the year was £142,185 (2014 - £121,674).

10. 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.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015

11. TANGIBLE FIXED ASSETS

	Freehold land and buildings £	Improvements to animal accommodation £	Building improvements £	Assets under construction £	Veterinary and animal welfare equipment £	Office equipment £	Motor Vehicles £	Total £
Cost or valuation								
At 1 January 2015	700,000	1,057,157	152,701	—	73,500	112,047	30,604	2,126,009
Additions	—	11,034	1,043	94,895	—	2,505	—	109,477
	<u>700,000</u>	<u>1,068,191</u>	<u>153,744</u>	<u>94,895</u>	<u>73,500</u>	<u>114,552</u>	<u>30,604</u>	<u>2,235,486</u>
At cost	—	1,068,191	153,744	94,895	73,500	114,552	30,604	1,535,486
At valuation - 2005	700,000	—	—	—	—	—	—	700,000
At 31 December 2015	<u>700,000</u>	<u>1,068,191</u>	<u>153,744</u>	<u>94,895</u>	<u>73,500</u>	<u>114,552</u>	<u>30,604</u>	<u>2,235,486</u>
Depreciation								
At 1 January 2015	157,500	875,053	71,275	—	69,712	106,180	27,708	1,307,428
Charge for year	14,000	34,200	15,357	—	1,896	2,557	2,896	70,906
At 31 December 2015	<u>171,500</u>	<u>909,253</u>	<u>86,632</u>	<u>—</u>	<u>71,608</u>	<u>108,737</u>	<u>30,604</u>	<u>1,378,334</u>
Net Book Values								
At 31 December 2015	<u>528,500</u>	<u>158,938</u>	<u>67,112</u>	<u>94,895</u>	<u>1,892</u>	<u>5,815</u>	<u>—</u>	<u>857,152</u>
At 31 December 2014	<u>542,500</u>	<u>182,104</u>	<u>81,426</u>	<u>—</u>	<u>3,788</u>	<u>5,867</u>	<u>2,896</u>	<u>818,581</u>

12. INVESTMENTS

	2015 £	2014 £
Listed investments		
Market value at 1 January 2015	169,704	209,617
Disposals proceeds	—	(3,615)
Realised losses on disposal	—	(358)
Unrealised losses on revaluation	(8,390)	(35,940)
Market value at 31 December 2015	<u>161,314</u>	<u>169,704</u>
Cost of listed investments	<u>197,127</u>	<u>197,127</u>

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

	2015 £	2014 £
Listed investments held at 31 December 2015 comprised the following:		
UK fixed interest	7,100	8,730
UK equities	154,214	160,974
	<u>161,314</u>	<u>169,704</u>

At 31 December 2015, the following individual holdings had a market value in excess of 5% of the entire portfolio:

	Value £	% of portfolio
Tesco plc 5p ordinary shares	46,888	29.1%
Diageo 28 101/108 p ordinary shares	16,449	10.2%
Prudential 5p ordinary shares	9,952	6.2%
Experian 10c ordinary shares	9,932	6.2%
Land securities	8,157	5.1%

THE MAYHEW HOME

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

13. DEBTORS	2015	2014
	£	£
Other debtors	16,613	24,914
Prepayments	2,682	14,907
Accrued Income	127,475	5,310
Gift Aid and VAT recoverable	23,641	26,001
	<u>170,411</u>	<u>71,132</u>
	<u><u>170,411</u></u>	<u><u>71,132</u></u>
14. CREDITORS: amounts falling due within one year	2015	2014
	£	£
Expense creditors	86,989	64,204
Accruals	11,000	11,539
Social security and other taxes	34,531	31,518
Other creditors	12	12
	<u>132,532</u>	<u>107,273</u>
	<u><u>132,532</u></u>	<u><u>107,273</u></u>

15. 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 2015	Income	Expenditure	Transfers	At 31 December 2015
	£	£	£	£	£
Animal visits programme	8,827	35,115	(32,749)	—	11,193
Clinic extension	290,000	260,590	—	(94,895)	455,695
International projects fund	224,514	110,302	(175,759)	—	159,057
Advertising	10,000	—	—	—	10,000
	<u>533,341</u>	<u>406,007</u>	<u>(208,508)</u>	<u>(94,895)</u>	<u>635,945</u>
	<u><u>533,341</u></u>	<u><u>406,007</u></u>	<u><u>(208,508)</u></u>	<u><u>(94,895)</u></u>	<u><u>635,945</u></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 2016. The transfer represents costs incurred to date.
- c. **International projects fund**
Monies raised and applied towards animal welfare projects overseas.
- d. **Advertising**
Donations received to fund advertising

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 DECEMBER 2015

16. 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.

	2015 £	2014 £
At 1 January 2015	542,500	556,500
Movements in the year (depreciation)	(14,000)	(14,000)
At 31 December 2015	<u>528,500</u>	<u>542,500</u>

17. 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 2015 £	New Designations £	Utilised/ Released £	At 31 December 2015 £
Clinic expansion fund	250,000	—	(250,000)	—
Major maintenance and structural development fund	1,000,000	—	(500,000)	500,000
Mayhew international projects	—	250,000	—	250,000
Special purposes fund	—	250,000	—	250,000
	<u>1,250,000</u>	<u>500,000</u>	<u>(750,000)</u>	<u>1,000,000</u>

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

a. Clinic expansion fund

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

b. Major maintenance and structural development fund

To cover major capital and maintenance projects for the continued refurbishment and upkeep of both the accommodation and facilities for the animals, as well as securing additional space for the increase in personnel.

c. Mayhew international projects

Reserve fund for long-term development of our projects overseas.

d. Special purposes fund

Reserve and contingency fund for special projects, including emergency response and relief funds.

18. 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.

	At 1 January 2015 £	New Designations £	Utilised/ Released £	At 31 December 2015 £
Tangible fixed assets fund	276,081	109,477	(56,906)	328,652

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund £	Designated funds £	Special trust funds £	Restricted income funds £	Total 2015 £	Total 2014 £
Fund balances at 31 December 2015 are represented by:						
Tangible fixed assets	328,652	—	528,500	—	857,152	818,581
Investments	161,314	—	—	—	161,314	169,704
Current assets	1,764,385	1,000,000	—	635,945	3,400,330	3,071,419
Creditors: amounts falling due within one year	(132,532)	—	—	—	(132,532)	(107,273)
Total net assets	2,121,819	1,000,000	528,500	635,945	4,286,264	3,952,431

The total unrealised losses as at 31 December 2015 constitute movements on revaluation and are as follows:

	2015 £	2014 £
Unrealised losses included above:		
On investments	(35,813)	(27,423)
Total unrealised losses at 31 December 2015	(35,813)	(27,423)
Reconciliation of movements in unrealised losses		
Unrealised gains (losses) at 1 January 2015	(27,423)	8,576
In respect to disposals in the year	—	58
Net losses arising on revaluation arising in the year	(8,390)	(36,057)
Total unrealised losses at 31 December 2015	(35,813)	(27,423)

20. LEASING COMMITMENTS

Operating leases

At 31 December 2015 the charity had total commitments under non-cancellable operating leases in respect of:

	Buildings		Office equipment	
	2015 £	2014 £	2015 £	2014 £
Operating leases which expire:				
Between 2 and 5 years	—	16,451	45,010	17,858

21. CAPITAL COMMITMENTS

At 31 December 2015, the charity had £133,688 of capital commitments being improvements to buildings contracted for but not provided for in these financial statements (2014 – £nil).

22. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2014 – None).