

Charity registration number: 206629

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

Annual Report and Financial Statements

for the Year Ended 31 December 2018

Wright Accountancy  
83 Cromwell Road  
Norwich  
Norfolk  
NR7 8XJ

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

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## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Reference and Administrative Details**

#### **Trustees**

Wendy Dowding, Chair  
Darren Henderson (resigned 11 June 2018)  
Sheryl Meldram (resigned 15 October 2018)  
Gemma Helsdon (appointed 17 October 2018)  
John Pinnington, President  
Suzanne O'Connor, Secretary  
Stephen Read (appointed 21 June 2018)  
Jenn Parkhouse  
Glen Reynolds (appointed 21 June 2018)  
Sue Brockhurst  
Lynn Yallop, Treasurer

#### **Principal Office**

William Frost Way  
New Costessey  
Norwich  
Norfolk  
NR5 0JS

#### **Charity Registration Number**

206629

#### **Independent Examiner**

Wright Accountancy  
83 Cromwell Road  
Norwich  
Norfolk  
NR7 8XJ

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Report of the Chair

I am delighted to present the 2018 Branch annual report which details the outstanding achievements and significant progress that has been achieved by the branch during the year.

- **Governance:** I am delighted to have welcomed a number of new Trustees to the Board during the year (Gemma Helsdon, Stephen Read and Glen Reynolds) all of whom have added to the existing skill set of the already strong Trustee board. Gemma is a qualified solicitor who specialises in wills and legacies, and Stephen and Glen are both qualified accountants with a wealth of experience of acting in the role of Finance Directors and overseeing financial, risk management and governance controls, including financial investment strategies.

- **Staffing:** We implemented and finalised our significant staff transformation programme which included the appointment of a full time Head of Operations, Gregory Brown who joined us in March 2018. Greg has over 22 years animal welfare experience and is an ex-RNZSPCA Inspector and Veterinary Nurse. Greg has also been an RSPCA Branch Development Adviser, Regional Manager for Cats Protection, Head of Volunteering at Battersea Cats & Dogs Home and was the Chairman of the RSPCA Essex North East Branch from 2011 - 2013.

During the year we also made the following appointments; Animal Welfare Manager, Animal Welfare Officer, Central Services Manager, Reception and Administration Co-ordinator, Deputy Retail Development Manager and Education & Events Officer. Under Greg's supervision and guidance the branch has achieved significant growth in both operational and financial results. This new structure is now fully embedded and has been instrumental in the operational success we have achieved during 2018, as detailed below.

- **Operational Performance:** This really has been an amazing year for the branch in terms of the outputs we have achieved. The Branch underwent a large-scale, positive, operational change in 2018, with staffing numbers, policies, procedures, equipment, infrastructure, branding, private boarding establishment partners, bankers and relationships with other animal welfare organisations all being addressed over the course of the exercise.

- **Financial:** We have continued to maintain a very strong financial position. We also tendered our banking services towards the later part of 2018 and as a result will change banking providers for 2019. The process we went through has ensured value for money and an enhanced, more robust streamlined service provision.

- **Our commitments from last year:** As Trustees we made a number of commitments to our members as set out in our 2017 annual report and I am delighted to confirm that we achieved all of these.

- *Staffing:* our staffing transformation programme has been fully implemented and embedded and delivered significant increase in our operational performance as detailed above;

- *Income generation:* shop income was increased once again, and legacy income remained strong. Technology was also embraced in order to make donating and supporting the Branch easier. Whilst still in its infancy, it is anticipated that this will become more widespread across the Branch service in 2019.

- *Emerging technologies:* we completed the outsourcing of our financial activities which has resulted in both cost savings and a greatly enhanced service provision and financial reporting. We have also refreshed all IT equipment which has supported our staff to achieve our fantastic operational and financial results.

- *Communication:* our website has been rebranded, refreshed and is now easier to navigate. Our communication platforms have been greatly enhanced via social media, and our website has been adapted to support the array of animal welfare campaigns we have run throughout the year.

- *Building our networks;* we continue to work extremely closely with local animal welfare organisations and it is these close working relationships that have help facilitate the strong increase in the number of animals the branch was able to rehome this year. We have also renegotiated vet contracts to secure better animal care and value for money.

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Report of the Chair

- *Assessing our boarding establishments:* we spent a lot of time researching the most suitable sites to ensure cats and dogs awaiting rehoming spend their time in comfy and calm surroundings while receiving 24 hour attention and care. As a result, we have entered into a contract with an additional cattery where we now have an additional 10 pens (increasing further in 2019) and have secured new, increased and improved kennel spaces which will come on line in early 2019.

- **The future:** This is exciting times for the branch and we have a number of new initiatives and activities both immediately and on the horizon. The key ones being:

- *New administration office premises* - we are looking to move to new and bigger premises that will also allow us to not only continue our growth plans but also give us the opportunity to provide veterinary services in the future. We are aiming to be in the new premises by autumn 2019.

- *Retail* - Tammy Clarke (Retail Development Manager) is sourcing sites for additional charity shops, dog cafés and other suitable ventures to support our revenue streams. Our ambition is to have three more shops and one dog café up and running by December 2019.

- *Funding* - securing continual revenues for the Branch continues to be a main focus for us and we will focus on corporate sponsorships, grants and legacies as we move into 2019 and beyond.

- *Investments* - Stephen Read is leading a review on our investment strategy and during 2019 this will be refreshed to maximise our returns from investments.

- *Mergers* - due to the significant success and achievements this branch has demonstrated, over the last two years in particular, we are now in talks with neighbouring Branches, and the National RSPCA about extending our area to allow us to support more animals within East Anglia. We hope to finalise arrangements by December 2019, but in the interim will be looking to provide operational support to those areas.

I also like to take this opportunity to let the members know that after seven years as Branch Chair of Trustees I have nominated my successor for 2019 onwards. I am delighted that Lynn Yallop accepted my nomination to take on this role and I have every confidence she is the right person to drive our continued success and growth in this current climate with all the exciting opportunities the branch currently faces. Lynn has been a Trustee at the branch for two years, is a qualified accountant, and has over 25 years experience of working with organisations to help them achieve their objective and strategies.

As you all know, I am hugely passionate about this Branch and as such will be staying on the board as a Trustee to continue to support this fantastic Branch, the staff, volunteers and membership.

The Trustees will once again hold the annual strategy meeting in the autumn to refresh the strategic and operational Branch plans to support our vision, and we look forward to sharing our updated plans with you.

So, a final heart felt thank you to all our fabulous staff, volunteers and my fellow Trustees who have utilised their skills, experience and enthusiasm to deliver a class-leading animal welfare service to the animals and public of Norfolk (and beyond when needed), which has achieved such positive outcomes for animals - it really has been an outstanding year.

The chair's report was approved by the trustees of the charity on 26 June 2019 and signed on its behalf by:

.....

Wendy Dowding  
Trustee

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Trustees' Report**

The trustees present the annual report together with the financial statements of the charity for the year ended 31 December 2018.

#### **Objectives and activities**

##### ***Objects and aims***

The objectives of the Branch are to promote the work and objectives of the National Society in the Branch area, that is the use of all lawful means to prevent cruelty, promote kindness and alleviate suffering of animals.

Animals taken into our care for rehoming are health-checked, behaviourally assessed and receive veterinary treatment where necessary (including vaccination, neutering and microchipping). This work helps to control the incidence and spread of disease and suffering, and promotes responsible pet ownership. The Branch rehomes animals in need (charging an adoption fee designed to offset the care costs incurred by the Branch), to people willing and able to have a companion animal. As part of the rehoming process a home visit of potential adopters is carried out for all animals that we rehome. Whilst we recognise that companion animals provide very real benefits to people's health, we consider the rehoming component of our work as secondary to the main charitable aim of reducing animal suffering.

The RSPCA Inspectorate (as well as providing information and advice) rescues animals in distress and enforces laws against the mistreatment of animals in England and Wales by bringing prosecutions when deemed necessary. This work is crucial to the prevention of cruelty, is part of the overall RSPCA objectives and promotes humane sentiments towards animals. The Branch directly supports the Inspectorate by prioritising the available animal accommodation spaces to animals the Inspectorate acquire through abandonment or mistreatment. Where funds permit, we assist animals owned by members of the general public whose owners have suffered ill health, financial difficulties or passed away. Whenever possible we take in animals that the public are no longer able to care for.

##### ***Public benefit***

The Trustees have reviewed the outcomes and achievements of our activities for the year to ensure that they remain focused on our aims and continue to deliver benefits to the public

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

##### ***Use of volunteers***

We provide many varied volunteering opportunities for those who wish to support our work, including trusteeship, fundraising, home visiting, retail, education, events and animal care related roles. This benefits local people by providing the opportunity of work which is rewarding and fulfilling and helps people build confidence, especially if they are unemployed or seeking a new role in the future.

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

## Trustees' Report

### Achievements and performance

Operational Performance – Gregory Brown (Head of Operations)

The Branch undertook a long overdue, restructure in 2018, with staffing numbers, policies, procedures, equipment, infrastructure, branding, private boarding establishment partners, bankers and relationships with other animal welfare organisations all being addressed over the course of the exercise.

This restructure was undertaken to improve operational performance, and provide support where it was most needed. New departments were created to reflect this (Central Services, Income & Education, Animal Welfare, and Retail etc.) and additional staff were recruited based on competencies and experience necessary for the relevant team they were placed in.

A complete overhaul of animal welfare policy and the way we approach animal welfare was undertaken. Out went the prescriptive criteria for people requesting welfare assistance with their animals, and in came a more holistic, realistic approach. As a result of this change, an increase from 2017 of 325% of animal welfare assistance cases were supported by the Branch in 2018, bringing vital support to the local community of pet owners who would have otherwise not received animal welfare assistance under the previous criteria.

It became very clear that the vehicles and equipment used by the Animal Welfare and Retail Teams were not fit for purpose, so a significant investment was made in these areas. New vehicles, fitted with purpose-built, climate-controlled animal housing were ordered, along with all the necessary equipment required by the Animal Welfare Team for safe, effective, animal handling. This not only made the animal's lives more pleasant whilst being rescued and transported, but also mitigated any health & safety issues that existed previously due to obsolete equipment being used, making for a safer working environment for the team. Larger capacity vehicles were ordered for the Retail Team, meaning that more goods could be networked across our six retail sites at once, streamlining efficiency and stock turnover.

As part of the growth of the Branch, it was recognised that the infrastructure was lacking, and was, in many parts, hindering performance. With the spectre of GDPR looming in May, significant investment was made in Branch IT, including moving all servers to a cloud-based platform, and shifting as much documentation as possible to a digital process in order to comply with the new GDPR regulations.

The branding of the Branch was also addressed as part of the restructure, and in order to appeal to a wider audience of supporters, a newer, more modern and progressive image was created, that still kept the familiar "RSPCA lozenge", but also incorporated a more fun and contemporary design. The new branding was deployed across all Branch stationary, online presence and the seven Branch sites in order to increase the visibility and appeal of the Branch to the public.

It was recognised that one of the key limitations for rehoming the many animals in Branch care was the lack of spaces available via the private boarding establishments that partner with the Branch (in particular spaces for cats). In order to increase the available spaces, additional private boarding establishment partners needed to be sourced, and in November 2018 an agreement was reached with a new cattery partner, increasing the overall maximum capacity for Branch cats in private boarding establishments from 24 cat spaces to 53 spaces.

The Co-Operative Bank had been the main provider of day to day Branch banking for several years, but it soon became clear in the second part of 2018 that with the rapid growth the Branch was undergoing, new banking providers with a more business-focused approach would be necessary to support this change. A banking tender was undertaken, and Barclays was agreed as the future provider for Branch banking services, commencing in early 2019.

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Trustees' Report**

It would be fair to say that historically the Branch did not have the strongest reputation with other Animal Welfare Organisations. This was addressed in 2018 by the Branch, with the creation and running of regular local animal welfare organisation meetings. This was designed to share knowledge and best practice between the local animal welfare organisations, and to improve communication and joint working in the future. Because of this, relationships have improved and animals have benefited for a more collegiate approach by the stakeholders across the local area.

None of this could have been achieved without the efforts of the team across all seven Branch sites. Their effort, dedication to the cause and commitment to providing the best possible level of service and care in their roles is what makes this Branch the wonderful entity that it is. Thank you to everyone involved – staff, volunteers, supporters and Trustees – you have influenced the lives of animals in a positive manner, and long may it continue!

Animal Welfare Performance – Chloe Shorten (Animal Welfare Manager)

The Branch dealt with a variety of animals in 2018 with intake and rehoming figures increasing significantly in comparison to 2017. A total of 276 animals were adopted resulting in a 57% increase on adoptions compared to 2017. This figure included a variety of animals ranging from common domestics such as cats and dogs, to more unusual animals such as pigs, chinchillas, snakes, a variety of birds and even a slow worm. In total, 373 animals entered the Branch through a variety of means (Inspectorate, sick/injured, via local veterinary practices or the general public). Of those animals, 349 were rehomed, transferred to other RSPCA Animal Centres, returned to the wild or sadly euthanased. This resulted in a 70% increase of animals entering Branch care and a 55% increase in animals leaving Branch care

The Animal Welfare Team continued to increase the responsible pet ownership stance by issuing 682 neutering and microchipping vouchers to cats and dogs and rabbits. This figure included 220 free neutering vouchers which were issued during the 24 hour free “Halloween Cats” neutering campaign in October. The neutering voucher process was updated via our Central Services Manager allowing the public to apply online, resulting in a streamlined procedure and allowing quicker processing of vouchers. Furthermore, 264 animal welfare vouchers were issued to assist with a variety of veterinary procedures.

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Trustees' Report**

Retail Performance – Tammy Clarke (Retail Development Manager)

2018 was another successful year for the retail portfolio, increasing profits by 6.7% on 2017 as a group, achieving collective net profits of £188,026. This was a fantastic result considering the growing difficulties of high street retail, Brexit and general uncertainty in our economy. The shops team maintained great customer service, and reinforced all the basic best practice of good quality goods, merchandised well, rotated regularly and sold at a fair price.

Average spend grew from £3.40 in 2016, £3.58 in 2017, to £4.03 in 2018 following a real emphasis on brave pricing for higher quality items and collectibles. This remains a strong focus moving forward.

Gift Aid participation brought in just over £38,000 in 2018, with the average percentage of Gift Aid claimed across the group growing again from 19% in 2014, to 30% in 2017, to 31% in 2018. This is an area of opportunity in three sites in particular and is only successful due to staff interaction with our loyal volunteers to "ask the question".

Volunteering numbers remained high with a stable volunteer base. Recruitment works best at source where face to face contact and first impressions all count. We are hugely grateful to all our volunteer team who give so much time and energy to help our shops make money - they often go way beyond their remit in supporting events, cleaning unmentionable items and welcoming our customers with a cheery smile.

Charity shops have a real effect on environmental impact with recycling processes high on the agenda for 2018. We changed rag merchant again to get better service and a fair price and liaised heavily with local waste contractors to ensure the maximum amount of recycling direct from our sites. Fly tipping at our sites remains a constant problem with costs to us for removal.

GDPR/Digital compliance featured highly in 2018 with the introduction of GDPR in May. Management of data storage was the main issue for our shops, but the team speedily took this on board and actioned the necessary processes.

We have worked hard in 2018 to develop our brand relationship with our customers in an attempt to grow loyalty. This has been achieved through shop-run events such as fashion shows, quiz nights, participating in local dog shows, vintage days, Norwich Market stalls, animal-led shop events and piggy-backing onto local events. All these activities are outside the remit of the Shop Managers, but have really improved local awareness, not only of our shops but also of our Branch.

Finally, I would like to thank all the shops staffing team for their creativity, energy, reaction to economic and weather climate and for always going the extra mile.

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

## Trustees' Report

### Financial review

#### Risk Management

Towards the latter part of the year the Trustees introduced a formalised risk management strategy and new style risk register which is currently being embedded within the Branch, with risk management being a formal agenda item at Trustee meetings.

In addition, during 2017, the Trustees commissioned an independent Animal Welfare Review, which was carried out by RSPCA Field Officers. The focus of this review was:

- Management
- Staffing
- Controls
- Health and Safety
- Risk Management
- Animal Husbandry
- Veterinary controls
- Public Relations

A number of suggested enhancements to Branch practices were suggested. We reported in our 2017 annual report that good progress had been made on the recommendations made. As at November 2018 all recommendations had been implemented, and in many cases, exceeded.

The Branch operates within the framework of the Society's rules and guidelines and it is the opinion of the Trustees that Branch policies, procedures and controls are adequate to mitigate financial and reputational loss through error or fraud, and to maintain the future financial viability of the Branch. There is an awareness of the need to upskill existing Trustees when identified, and to recruit additional skilled trustees and volunteers to fill any gaps in Trustee skillset.

#### 2018 financial overview

The activities of the Charity have resulted in a reduced net income of £107k (2017: £292k) primarily as a result of an increased expenditure on charitable activities.

The total income for the branch was £903k (2017: £890k) with main sources of income being retail and legacies. Income from donations and legacies was broadly the same at £345k (2017: £336k) with income from trading activities £7k higher at £529k (2017: £522k) although the surplus from retail reduced by £27k to £313k (2017: £340k) which is a good outcome in a challenging retail environment. Other sources of income include fundraising, animal welfare contributions and investments which total £28k (2017: £33k). The Branch is investing in additional fundraising resource and we aim to increase this income source in the future.

The trustees work hard to keep governance and support costs in line with the scale of the charity. These costs have increased considerably to £137k (2017: £73k). This is a reflection of the trustees decision to invest more resources in enhancing overall management to provide a firmer foundation for future growth. Indeed we are proud to have increased expenditure on animal welfare activities by £47k over the year from £149k to £196k meeting the trustees aspiration to apply more resources to our core activities of animal welfare, education and advice. We are aiming to increase that further in the coming year.

At the end of the year the net assets of the Charity increased to £2.1m (2017: £2.0m). The trustees recognise that this is a substantial balance for a charity of our size and have created a committee to assess and propose how we can better utilise these funds to enhance income and increase provision of animal welfare services.

# **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

## **Trustees' Report**

### **Structure, governance and management**

#### ***Nature of governing document***

The Norwich and Mid-Norfolk Branch of the Royal Society for the Prevention of Cruelty to Animals (RSPCA) is a separately registered Branch of the Royal Society for the Prevention of Cruelty to Animals (the Society) that operates in accordance with the regulations and policies of the National Society, carrying out its direct animal welfare work in the Branch area. The area covered reaches from Wells, Cromer and Sheringham in the north, Dereham to the East, Poringland to the West and to Diss and Thetford in the south.

The charity is controlled by its governing document a deed of trust, and is an unincorporated charity.

#### ***Recruitment and appointment of trustees***

Trustees are elected annually at the Annual General Meeting and are drawn from nominated individuals who have been members of the Branch for at least three months prior to the AGM date.

Trustees are appointed either from their membership of the RSPCA National Society, or via Co-Option onto the committee. Potential Trustees are interviewed and have to attend at least three committee meetings before being voted onto the Committee. External Trustee training is offered to all new Trustees as part of their induction.

A representative from the board of Trustees and the Head of Operations attend the RSPCA Eastern Regional Board meetings, meeting fellow Trustees and senior staff from other Branches along with regional National Society staff and members of the RSPCA Inspectorate to share knowledge, best practice, Branch experiences and building a network of colleagues.

#### ***Induction and training of trustees***

The Trustees are committed to the training of staff to improve the skills and qualifications of employees both for career progression and to ensure that we have a workforce who are highly-skilled in their area of expertise, thus enabling the Branch to provide the best animal care.

As part of their grounding in staff management, both the Animal Welfare Manager and Central Services Manager attended week-long residential training courses in management.

The Central Services Manager, Reception & Administration Coordinator and Animal Welfare Officer also attended courses on customer care, assertiveness and conflict management.

The Animal Welfare Officer commenced the RSPCA internal training courses on handling & restraining of animals as part of her personal development too.

The Chair of Trustees, Head of Operations, Animal Welfare Manager and Retail Development Manager all attended the annual RSPCA Animal Welfare Conference in April which was a great opportunity for networking, sharing best practice and furthering knowledge of all things animal welfare with their peers.

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Trustees' Report**

#### ***Organisational structure***

The National Society

The RSPCA National Society was founded in 1824 and was granted the "Royal" prefix by Queen Victoria in 1840. The current constitution of the RSPCA was created by the Royal Society for the Prevention of Cruelty to Animals Act 1932; the work of the Society is governed by the RSPCA Act and by the rules of the Society.

Membership of the Society is by subscription and may be on a life, annual or junior basis. The Society is managed by an elected Council who, subject to the rules, control the affairs, funds, property, and proceedings of the Society. They are assisted in the administration of the Society by a central organisation, two regional headquarters and 160+ local Branches across England and Wales.

The Branch

A Committee, elected at the AGM, governs each Branch. Members of the committee are the Trustees of the Branch and they have individual and collective responsibility for the management of the Branch and its funds. Subject to the overall supervision of the Society, the committee controls and monitors all the fundraising and animal welfare initiatives and charity shops in Attleborough, Cromer, Sheringham, Norwich Magdalen Street, Norwich Queens Road and Wymondham. The Trustees meet on a monthly basis to discuss the running of the Branch, receiving reports from the Head of Operations and senior management team members. Decisions are taken with regards to the governance of the Branch and the overall strategic aims.

Branch animals are kept at private boarding establishments with their administration and welfare the responsibility of the Animal Welfare Manager and Animal Welfare Team. Shop management is delegated to the individual shop managers, overseen by the Retail Development Manager and Deputy Retail Development Manager. Branch finances are now outsourced to Farnell Clarke but overseen by the Central Services Manager. The Animal Welfare Manager, Retail Development Manager and Central Services Manager all report to the Head of Operations, who subsequently is managed by the Chair of Trustees.

Governance

The trustees meet regularly, usually once a month, and have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Board of Trustees has reviewed its skill set and as a result appointed new Trustees during the year who brought with them a wealth of experience including: legal, governance, risk management and finance.

Each trustee is required to sign an annual Trustee declaration that confirms their commitment and ability to act in the role as a Trustee.

Trustee role descriptions were refreshed and approved during the year, as were the Terms of Reference for the Trustees (all approved on 14/11/2018 by the board of trustees).

All meetings are formally minuted and detail a clear action log to be followed up at future meetings. All Trustee board meetings have been quorate during the year.

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Trustees' Report**

#### **Financial instruments**

##### ***Objectives and policies***

The charity's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. The use of financial derivatives is governed by the charity's policies approved by the board of trustees, which provide written principles on the use of financial derivatives to manage these risks. The charity does not use derivative financial instruments for speculative purposes.

##### ***Credit risk***

The charity's principal financial assets are bank balances and cash, trade and other receivables, and investments.

The charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

The charity has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers.

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

## Trustees' Report

### Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities 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 charity and of the incoming resources and application of resources of the charity 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 Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The annual report was approved by the trustees of the charity on 26 June 2019 and signed on its behalf by:

.....  
Wendy Dowding  
Trustee

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Independent Examiner's Report to the trustees of Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

I report on the accounts of the charity for the year ended 31 December 2018 which are set out on pages 14 to 31.

#### Respective responsibilities of trustees and examiner

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of Wright Accountancy Chartered Accountants.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

#### Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the next statement.

#### Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act 2011; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



.....  
David Wright FCA  
Wright Accountancy Chartered Accountants

83 Cromwell Road  
Norwich  
Norfolk  
NR7 8XJ

15 July 2019

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Statement of Financial Activities for the Year Ended 31 December 2018

	Note	Unrestricted funds £	Total 2018 £
<b>Income and Endowments from:</b>			
Donations and legacies		345,364	345,364
Charitable activities		18,067	18,067
Other trading activities		529,753	529,753
Investment income	5	<u>10,319</u>	<u>10,319</u>
Total Income		<u>903,503</u>	<u>903,503</u>
<b>Expenditure on:</b>			
Raising funds		(451,854)	(451,854)
Charitable activities		<u>(344,149)</u>	<u>(344,149)</u>
Total Expenditure		<u>(796,003)</u>	<u>(796,003)</u>
Net income		107,500	107,500
<b>Other recognised gains and losses</b>			
Other recognised gains and losses		<u>(17,590)</u>	<u>(17,590)</u>
Net movement in funds		89,910	89,910
<b>Reconciliation of funds</b>			
Total funds brought forward		<u>1,998,816</u>	<u>1,998,816</u>
Total funds carried forward	20	<u><u>2,088,726</u></u>	<u><u>2,088,726</u></u>

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Statement of Financial Activities for the Year Ended 31 December 2018

	Note	Unrestricted funds £	Total 2017 £
<b>Income and Endowments from:</b>			
Donations and legacies		335,993	335,993
Charitable activities		18,159	18,159
Other trading activities		521,615	521,615
Investment income	5	<u>14,426</u>	<u>14,426</u>
Total Income		<u>890,193</u>	<u>890,193</u>
<b>Expenditure on:</b>			
Raising funds		(374,618)	(374,618)
Charitable activities		<u>(222,836)</u>	<u>(222,836)</u>
Total Expenditure		<u>(597,454)</u>	<u>(597,454)</u>
Net income		292,739	292,739
<b>Other recognised gains and losses</b>			
Other recognised gains and losses		<u>20,129</u>	<u>20,129</u>
Net movement in funds		312,868	312,868
<b>Reconciliation of funds</b>			
Total funds brought forward		<u>1,685,948</u>	<u>1,685,948</u>
Total funds carried forward	20	<u><u>1,998,816</u></u>	<u><u>1,998,816</u></u>

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

The funds breakdown for 2017 is shown in note 20.

**Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

**(Registration number: 206629)  
Balance Sheet as at 31 December 2018**

	Note	2018 £	2017 £
<b>Fixed assets</b>			
Tangible assets	13	57,510	17,122
Investments	14	<u>380,533</u>	<u>397,500</u>
		<u>438,043</u>	<u>414,622</u>
<b>Current assets</b>			
Stocks	15	5,377	6,894
Debtors	16	329,002	484,441
Cash at bank and in hand		<u>1,358,059</u>	<u>1,115,849</u>
		1,692,438	1,607,184
<b>Creditors: Amounts falling due within one year</b>	17	<u>(41,755)</u>	<u>(22,990)</u>
<b>Net current assets</b>		<u>1,650,683</u>	<u>1,584,194</u>
<b>Net assets</b>		<u>2,088,726</u>	<u>1,998,816</u>
<b>Funds of the charity:</b>			
<b>Unrestricted income funds</b>			
Unrestricted funds		<u>2,088,726</u>	<u>1,998,816</u>
<b>Total funds</b>	20	<u>2,088,726</u>	<u>1,998,816</u>

The financial statements on pages 14 to 31 were approved by the trustees, and authorised for issue on 26 June 2019 and signed on their behalf by:

.....  
Wendy Dowding  
Trustee

# Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

## Notes to the Financial Statements for the Year Ended 31 December 2018

### 1 Accounting policies

#### Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

#### Basis of preparation

Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

#### Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

#### Income and endowments

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

#### *Donations and legacies*

Legacy gifts are recognised on a case-by-case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date and Head Office have confirmed the rights of the branch to the gift. 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 to the asset having been transferred to the charity.

#### Expenditure

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

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### **Raising funds**

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

#### **Charitable activities**

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

#### **Irrecoverable VAT**

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

#### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

#### **Tangible fixed assets**

Individual fixed assets costing £300.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

#### **Depreciation and amortisation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

<b>Asset class</b>	<b>Depreciation method and rate</b>
Equipment	25% on cost and 15% on cost
Fixtures and fittings	15% on cost
Motor vehicles	20% on cost

#### **Investment properties**

Investment property is shown at its most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is transferred to the Statement of Financial Activities as an unrealised gain or loss.

## **Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

### **Notes to the Financial Statements for the Year Ended 31 December 2018**

#### **Fixed asset investments**

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. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

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

The main form of economic risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub-sectors.

#### **Stock**

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

#### **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### Hire purchase and finance leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

#### Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

#### Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase price if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value.

Realised and unrealised gains and losses are combined in the Statement of Financial Activities.

## 2 Income from donations and legacies

	<b>Unrestricted funds</b>		
	<b>General</b>	<b>Total 2018</b>	<b>Total 2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Donations and legacies;			
Donations from individuals	35,972	35,972	35,589
Legacies	<u>287,033</u>	<u>287,033</u>	<u>282,623</u>
	<u>323,005</u>	<u>323,005</u>	<u>318,212</u>

Legacies income in 2017 included a single legacy of £150,000 which met the conditions to be recognised as income.

**Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

**Notes to the Financial Statements for the Year Ended 31 December 2018**

**3 Income from charitable activities**

	Unrestricted funds	Total 2018	Total 2017
	General £	£	£
Rehoming	17,369	17,369	16,773
Clinic & veterinary vouchers	-	-	500
Education & advice	698	698	886
	<u>18,067</u>	<u>18,067</u>	<u>18,159</u>

**4 Income from other trading activities**

	Unrestricted funds	Total 2018	Total 2017
	General £	£	£
Trading income;			
Charity shop income	529,753	529,753	521,615
	<u>529,753</u>	<u>529,753</u>	<u>521,615</u>

**5 Investment income**

	Unrestricted funds	Total 2018	Total 2017
	General £	£	£
Other investment income	10,319	10,319	14,426
	<u>10,319</u>	<u>10,319</u>	<u>14,426</u>

**6 Expenditure on raising funds**

**a) Costs of generating donations and legacies**

	Unrestricted funds	Total 2018	Total 2017
	General £	£	£
Other direct costs of generating voluntary income	21,922	21,922	3,524
	<u>21,922</u>	<u>21,922</u>	<u>3,524</u>

Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

Notes to the Financial Statements for the Year Ended 31 December 2018

b) Costs of trading activities

	Unrestricted funds	Total 2018	Total 2017
Note	General £	£	£
Costs of goods sold	37,408	37,408	28,533
Depreciation, amortisation and other similar costs	11,554	11,554	7,594
Other direct costs of activities for generating funds	<u>166,614</u>	<u>166,614</u>	<u>145,720</u>
	<u><u>215,576</u></u>	<u><u>215,576</u></u>	<u><u>181,847</u></u>

c) Investment management costs

	Note	Total 2018 £	Total 2017 £
Other investment management costs;			
Other portfolio management costs		-	<u>1,960</u>
		-	<u><u>1,960</u></u>
		<b>Direct costs</b>	<b>Total</b>
		<b>£</b>	<b>2018</b>
Costs of generating donations and legacies		21,922	21,922
Costs of trading activities		<u>215,576</u>	<u>215,576</u>
		<u><u>237,498</u></u>	<u><u>237,498</u></u>

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### 7 Expenditure on charitable activities

	Unrestricted funds	Total 2018	Total 2017
Note	General £	£	£
Rehoming	153,167	153,167	119,551
Clinic & veterinary vouchers	11,115	11,115	300
Depreciation, amortisation and other similar costs	149	149	149
Staff costs - animal welfare	42,651	42,651	29,401
Governance costs	137,067	137,067	73,435
	<u>344,149</u>	<u>344,149</u>	<u>222,836</u>
		<b>Activity undertaken directly</b>	<b>Total 2018</b>
		£	£
Rehoming		195,967	195,967
Clinic & veterinary vouchers		11,115	11,115
		<u>207,082</u>	<u>207,082</u>

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

£344,149 (2017 - £222,836) of the above expenditure was attributable to unrestricted funds and £Nil (2017 - £Nil) to restricted funds.

#### 8 Analysis of governance and support costs

##### Governance costs

	Unrestricted funds	Total 2018	Total 2017
	General £	£	£
Staff costs			
Wages and salaries	63,520	63,520	40,432
Social security costs	3,908	3,908	-
Pension costs	707	707	-
Depreciation, amortisation and other similar costs	2,492	2,492	2,492
Other governance costs	66,440	66,440	30,511
	<u>137,067</u>	<u>137,067</u>	<u>73,435</u>

#### 9 Net incoming/outgoing resources

Net incoming resources for the year include:

	2018 £	2017 £
Depreciation of fixed assets	<u>14,195</u>	<u>10,235</u>

#### 10 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

The amount expenses waived by the trustees during the year totalled £Nil (2017 - £118).

#### 11 Staff costs

The aggregate payroll costs were as follows:

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
<b>Staff costs during the year were:</b>		
Wages and salaries	309,671	257,120
Social security costs	12,683	-
Pension costs	2,788	-
	<u>325,142</u>	<u>257,120</u>

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

	<b>2018</b>	<b>2017</b>
	<b>No</b>	<b>No</b>
Central services	2	2
Retail	14	13
Animal welfare	3	2
	<u>19</u>	<u>17</u>

20 (2017 - ) of the above employees participated in the Defined Contribution Pension Schemes.

Volunteer time is not quantified in the financial statements as it is impractical to reflect accurately.

No employee received emoluments of more than £60,000 during the year

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### 12 Taxation

The charity is a registered charity and is therefore exempt from taxation.

#### 13 Tangible fixed assets

	Furniture and equipment £	Motor vehicles £	Total £
<b>Cost</b>			
At 1 January 2018	116,698	8,750	125,448
Additions	<u>10,328</u>	<u>44,256</u>	<u>54,584</u>
At 31 December 2018	<u>127,026</u>	<u>53,006</u>	<u>180,032</u>
<b>Depreciation</b>			
At 1 January 2018	103,122	5,204	108,326
Charge for the year	<u>9,343</u>	<u>4,853</u>	<u>14,196</u>
At 31 December 2018	<u>112,465</u>	<u>10,057</u>	<u>122,522</u>
<b>Net book value</b>			
At 31 December 2018	<u>14,561</u>	<u>42,949</u>	<u>57,510</u>
At 31 December 2017	<u>13,576</u>	<u>3,546</u>	<u>17,122</u>

#### 14 Fixed asset investments

	2018 £	2017 £
Investment properties	164,000	164,000
Other investments	<u>216,533</u>	<u>233,500</u>
	<u>380,533</u>	<u>397,500</u>

**Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch**

**Notes to the Financial Statements for the Year Ended 31 December 2018**

**Investment properties**

	<b>Investment properties £</b>
<b>Cost or Valuation</b>	
At 1 January 2018	<u>164,000</u>
<b>Provision</b>	
At 31 December 2018	<u>-</u>
<b>Net book value</b>	
At 31 December 2018	<u><u>164,000</u></u>
At 31 December 2017	<u><u>164,000</u></u>

There has been no valuation of investment property by an independent valuer.

The investment property was donated to the Branch during 2008. The donor currently resides in the property and has a 99-year lease at 10p per annum and pays for all outgoings.

The property was accounted for at market value of £125,000 in 2008. The property was revalued to £164,000 in 2015. The trustees believe that there is no material difference in fair value from the last valuation.

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### Other investments

	Listed investments £	Unlisted investments £	Total £
<b>Cost or Valuation</b>			
At 1 January 2018	188,241	45,259	233,500
Revaluation	(31,198)	(1,503)	(32,701)
Additions	15,936	8,715	24,651
Disposals	(8,917)	-	(8,917)
At 31 December 2018	<u>164,062</u>	<u>52,471</u>	<u>216,533</u>
<b>Net book value</b>			
At 31 December 2018	<u>164,062</u>	<u>52,471</u>	<u>216,533</u>
At 31 December 2017	<u>188,241</u>	<u>45,259</u>	<u>233,500</u>

The unlisted investments include UK quoted fixed interest securities and cash held as part of the investment portfolio.

At the balance sheet date the charity held the following investments:

UK quoted fixed interest securities - £37,481

UK quoted shares - £53,606

Non-UK quoted shares - £110,456

Cash held as part of portfolio - £14,990

Total portfolio - £216,533

#### 15 Stock

	2018 £	2017 £
Stocks	<u>5,377</u>	<u>6,894</u>

#### 16 Debtors

	2018 £	2017 £
Trade debtors	302,157	-
Prepayments	17,372	26
VAT recoverable	9,473	6,518
Other debtors	-	477,897
	<u>329,002</u>	<u>484,441</u>

Debtors includes £Nil (2017: £Nil) receivable after more than one year.

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

Included in other debtors in 2017 were legacies of £440,066 which were still to be received by the charity but had met the conditions to be accounted for as income. £175,000 of this related to income accounted for in the 2016 accounts.

#### 17 Creditors: amounts falling due within one year

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Trade creditors	36,559	20,373
Other taxation and social security	5,420	-
Other creditors	(2,436)	-
Accruals	2,212	2,617
	<u>41,755</u>	<u>22,990</u>

#### 18 Obligations under leases and hire purchase contracts

##### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
<b>Land and buildings</b>		
Within one year	90,500	78,471
Between one and five years	223,667	200,351
Over five years	40,000	7,579
	<u>354,167</u>	<u>286,401</u>

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### 19 Pension and other schemes

##### Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £2,788 (2017 - £Nil).

#### 20 Funds

	Balance at 1 January 2018 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Balance at 31 December 2018 £
<b>Unrestricted funds</b>					
General	<u>(1,998,816)</u>	<u>(903,503)</u>	<u>796,003</u>	<u>17,590</u>	<u>(2,088,726)</u>

	Balance at 1 January 2017 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Balance at 31 December 2017 £
<b>Unrestricted funds</b>					
General	<u>(1,685,948)</u>	<u>(890,193)</u>	<u>597,454</u>	<u>(20,129)</u>	<u>(1,998,816)</u>

#### 21 Analysis of net assets between funds

	Unrestricted funds General £	Total funds £
Tangible fixed assets	57,510	57,510
Fixed asset investments	380,533	380,533
Current assets	1,692,438	1,692,438
Current liabilities	<u>(41,755)</u>	<u>(41,755)</u>
Total net assets	<u>2,088,726</u>	<u>2,088,726</u>

## Royal Society for the Prevention of Cruelty to Animals Norwich and Mid-Norfolk Branch

### Notes to the Financial Statements for the Year Ended 31 December 2018

#### 22 Analysis of net funds

	At 1 January 2018 £	Cash flow £	At 31 December 2018 £
Cash at bank and in hand	1,115,849	242,210	1,358,059
Net debt	<u>1,115,849</u>	<u>242,210</u>	<u>1,358,059</u>

#### 23 Related party transactions

During the year the charity made the following related party transactions:

##### **Royal Society for the Prevention of Cruelty to Animals**

(Head office of the charity)

During the year, the Branch made purchases of £34,049 (2017 - £8,930) from Head Office. At the year end, the branch owed Head Office £2,795 (2017 - £148).

At the year end, the Branch was owed £261,448 (2017 - £440,066) by Head Office. This relates to legacies which have been paid to Head Office, have met the conditions to be included as income in the Branch's accounts, but is yet to be paid over to the Branch. This was included within Other Debtors at the year-end.. At the balance sheet date the amount due to/from Royal Society for the Prevention of Cruelty to Animals was £Nil (2017 - £Nil).