

ANNUAL REPORT AND ACCOUNTS 2020



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Vision

A society where people understand the importance and value of animal welfare.

Mission

We promote animal welfare by delivering a broad range of community-based veterinary, care and education services in the UK and overseas.

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The Duchess of Sussex
Our Patron



Who we are

Mayhew is an animal welfare charity working to improve life for cats, dogs and the communities we work in. We achieve this through the rescue, welfare, clinic, preventative and rehoming work carried out from our base in London, as well as overseas.

The trustees have carefully considered the Charity Commission's guidance on what benefits the public and believe that Mayhew's work does so in a number of ways. Throughout this annual review, the significant activities undertaken by Mayhew in 2020 will be reviewed, demonstrating that Mayhew's endeavours in pursuit of our charitable purposes have created material public benefit for the communities we serve, and readied the organisation to further its public benefit in the coming years.

Welcome from our Chair

2020 was a tumultuous year that affected everyone. At Mayhew there were unforeseen challenges but also achievements to be proud of.

We worked within restrictions and lockdowns, adapting our programmes and services wherever possible so that we could continue to help the animals and pet owners in need in our communities. We delivered dog and cat care packages of vital supplies to vulnerable owners and their pets, and provided telephone support for members of the public looking to us for advice. Our TheraPaws™ programme went digital, with virtual calls replacing in-person visits so that we could continue to provide the consolation of interacting with dogs to those who needed it most.

We understand how much comfort pets give, and over the past year it has become apparent that more people are recognising this than ever before. Hundreds of cats in our care found their forever homes in 2020 via an innovative virtual adoption process, and through our Pet Refuge programme we looked after cats and dogs of those who were sick and isolated, offering a helping hand to temporarily care for their beloved pets, giving their owners the time to recuperate, so they could be happily reunited once they were well enough.

Internationally, our teams' resilience was stronger than ever. We overcame multiple obstacles and there were some standout achievements: in Kabul, Afghanistan, we celebrated the first year of our Animal Birth Control Centre and I am so proud to report that our team hit the significant milestone of 10,000 free-roaming dogs neutered in the capital. In Georgia, on one particularly impressive day in June, Mayhew Vet Dr Ana, together with Dr Dato, neutered 30 dogs in the

fully equipped mobile veterinary clinic we run in collaboration with the organisation Doggie Doc.

It became clear that decades of our community outreach approach to animal welfare work had prepped us well and we had the services, the experience and the resources to reach the animals and people that needed us. I have been impressed at how everyone at Mayhew has responded to these challenges with professionalism, resilience and complete dedication. One of the toughest parts of the pandemic restrictions was having to ask our amazing Mayhew volunteers not to come on site. The huge number of hours of unpaid work they dedicate and the gallons of love and care that they pour into our cats and dogs has been immensely missed.

Working through the pandemic was undeniably a time of learning for Mayhew, and you can read about some of the lessons we learnt alongside our accomplishments over the following pages. Much has changed the world over in the last year – I hope that we can now look to harness the better parts of that change to build a brighter future for pets and their people. 2021 has already got off to a great start for Mayhew with investments made to enable increased impact both in our domestic and international work – you can read more about our exciting future on page 20.

Thank you to all our staff, students, volunteers and supporters for all they have done for animals and people in 2020. I'm thrilled that you can take some time to read about their year of achievements.

Julianne Hicks,
Chair of Mayhew's Board of Trustees





A message from our Patron, The Duchess of Sussex



Over the last year, each of us have felt the profound effects of the global Covid-19 pandemic. Be it the loss of a loved one, the health challenges far too many faced, or the disproportionate life changes everyone has experienced, it has been an overwhelming process of grief, growth and also of gratitude.

I have heard from so many of you about the impact of having a pet with you at home during the isolation of lockdown; you have mentioned the therapeutic effect of having your animal by your side and the solace and comfort you found in their company. This effect is something Mayhew strives to deliver day in and day out to people throughout the UK and beyond.

This work was something Mayhew took pride in well before the pandemic and will continue to do so long after. Between their TheraPaws™ program, advocacy

for pet rescue and work with the homeless community and their pets, Mayhew continue to meet us where we are as a society and foster the healing connection between animal and human.

I want to thank every animal lover across London, the UK and the world who has supported Mayhew during the past year. Your help has meant that, despite the hardship, Mayhew has been able to continue providing vital support to cats and dogs, and the communities around them.

I have been proud to witness Mayhew adapting to the moment – through virtual rehoming, TheraPaws visits over Zoom and delivering care packages to animals and pet owners in need. The organisation has rescued and rehabilitated cats and dogs in critical situations and, of course, delivered vital animal health services overseas in countries also gripped by the pandemic.

When I reflect on 2020, I always come back to the importance of community and connection. We may have been forced apart, but we found new ways to be close and to support each other through this shared crisis. For many of us, this was made all the easier with our pets by our side.

Mayhew – and thousands of small, community organisations like them – will continue to listen, adapt their services, and provide the resources that people and pets need to stay together and persevere through hardships. As we collectively build to the future, my sincere hope is that we do so with ongoing support and appreciation for organisations like Mayhew, who continue their vital work in days of crisis and in days of calm. Their commitment to the cause of animal welfare is steadfast and their effect on our community wellbeing is self-evident.

2020 in numbers



WE REHOMED



38

DOGS REUNITED
WITH THEIR OWNERS



305

THERAPAWS
VISITS



1,360

ANIMALS BROUGHT
TO OUR **VACCINATION**
CLINICS IN LONDON



837

ANIMALS **NEUTERED**
ACROSS OUR UK OUTPATIENT
AND WELFARE WORK



14,503

DOGS **NEUTERED**
OVERSEAS



17,421

DOGS **VACCINATED**
AGAINST RABIES



140

DISTRICT ELDERS AND
VETS REACHED AS PART OF
OUR INTERNATIONAL VET
TRAINING AND EDUCATION
OUTREACH WORK



HELPING DOGS, CATS AND COMMUNITIES IN CRISIS

At Mayhew, we know that our cats and dogs make a powerful contribution to our mental and physical wellbeing. They can provide a reason to get out of the house in the morning, are a comforting sofa companion as long evenings stretch out and give us strength and resilience when times get tough. While Mayhew has long worked to protect the bond humans and animals share, never has that bond felt more critical – or more in need of protecting – than in 2020.

January 2020 marked the start of the final year of Mayhew's current strategy, under which we planned to consolidate, enhance and expand our rescue, rehoming, clinic and community projects here and overseas, while looking to the future to develop a new four-year

strategy. As the coronavirus pandemic swept the globe, Mayhew – like many charities – had to put these plans aside and switch into crisis mode. The long-term strategy cycle was placed on hold and a 2021 'bridging' strategy established in its place. The animals and communities we serve needed our support urgently and in its most fundamental form, and our staff and volunteers stepped up to this challenge heroically.

This review will demonstrate how Mayhew responded to the animals and people who needed us, and the impact we have had in the last 12 months. The events and consequences of 2020 will never be forgotten, so we will also look back at everything we learned during this monumental year.



All images used in this review were taken following Covid-19 regulations at the time.

LOOK OUT FOR THESE ICONS OVER THE COMING PAGES TO SEE HOW OUR WORK FITS TOGETHER:



COMMUNITY SUPPORT



THERAPAWS



CLINIC



INTERNATIONAL



RESCUE AND REHOMING



EDUCATION



RAISING AWARENESS



FUNDRAISING



VOLUNTEERS

THE POWER OF ANIMALS IN A CRISIS: KEEPING ANIMALS AND PEOPLE TOGETHER



When the pandemic hit, Mayhew's first priority was ensuring that our elderly and more at-risk service users and their companion animals were safe. Our Animal Welfare Officers (AWOs) immediately called round to check in and find out what support we could provide.

People were worried about getting vital supplies for their cat or dog while isolating and how their pet would receive treatment when local vet services were reduced. Mayhew's clinic cut back outpatient slots and worked closely with our AWOs to identify

the animals that needed us most. We also began delivering bespoke care packages including pet food, medical treatments and other supplies to people in at-risk groups who were shielding and to homeless shelters. We delivered 106 of these packages in the final quarter alone.

234

animals neutered under our Pick & Snip scheme

31

cats and dogs temporarily cared for through our Pet Refuge programme



At the start of 2020, Angela was diagnosed with breast cancer and her beloved cat Kevin started to have problems with his eyes.

Lockdown meant both of their treatment options were very limited and Angela was advised that euthanising Kevin might be her only option. Heartbroken and determined to not lose her companion, Angela called our Animal Welfare Officer Alisa (AJ). AJ and Mayhew's vets were able to help Angela manage Kevin's frequent visits and ongoing care safely despite the restrictions, including supporting her as she made the difficult decision to remove one of his eyes.

"Although they tried their best, they couldn't save Kevin's eyesight or one of his eyes, but I have a happy, pain-free cat. I don't think I would have coped with my operation and treatment without Mayhew's help and support. They all cared so much. They kept in touch constantly and Kevin was so brave and took his treatment like the gentleman he is. I thank AJ and her team and the vets from the bottom of my heart. Both Kevin and I are now well and that is thanks to them." Angela

LESSONS LEARNED: AJ Ford, Animal Welfare Officer

"Of course, no one predicted what 2020 would bring, but in many ways the work we did remained the same. We've worked hard for over 20 years to establish ourselves in the community as the place for pet owners to turn when crisis hits. Because we are so trusted, and people know we are non-judgmental, it meant they felt they could pick up the phone and call us. We quickly understood the struggles people had in lockdown and could adapt our services, approaching the right networks and hubs and delivering support and supplies to them, as well as to our individual clients."





THE POWER OF ANIMALS IN A CRISIS: THE BENEFITS OF ANIMAL ASSISTED THERAPY



We know that interaction with animals, whether they're your own pets or otherwise, can have a huge impact on quality of life, so Mayhew's TheraPaws™ programme has fought to continue providing this for people in hospitals, care homes and mental health facilities throughout 2020.

A week before the national lockdown in March, we made the difficult decision to pause all in-person visits for the safety of venue residents and our TheraPaws teams and quickly trialled virtual visits over Zoom. We also reached out to NHS key workers to see if a video call with one of our four-legged therapists would provide some comfort to them and their families – and were delighted to find that it did.

"The TheraPaws session was lovely," says NHS worker Jenny. "We talked for ages and the kids thoroughly enjoyed the session. They had been feeling so flat for a long time (as had I) and to

238

in-person TheraPaws visits and 67 virtual visits

"TheraPaws gave my girls something to look forward to each week when the whole world came to a stop. It gave them enjoyment seeing the dogs and allowed them to focus on something positive."

Lisa, NHS nurse

meet Luna and her owner gave us a real lift. We talked about it for days afterwards and it is a really nice memory in that difficult time."

LESSONS LEARNED: Zoe Edwards,

Head of Animal Welfare

Not only were NHS workers on the front line protecting people and saving lives, but they had to return home and try to safeguard their children from all that worry. Moving our TheraPaws sessions to a virtual format allowed us to offer the service to these families, and I'm proud of the small role that we played in supporting their mental health. The crisis showed how important interaction with animals is, but also the crucial role our volunteers play, with their friendly, loving and empathetic conversation.



Mike with Roobarb

The whole Mayhew family was saddened when our wonderful kennels volunteer Mike Ciniglio passed away late in 2020. He was a dedicated, passionate animal lover and gave many years of his life to supporting Mayhew's residents, as well as cheering the whole team with his great humour and stories. He even adopted one of our cats: Bert. Mike received a special TheraPaws visit during his final days and will be terribly missed by everyone at Mayhew – both two and four-legged.

While virtual TheraPaws was a welcome solution for many, some venues in particular missed the closeness of the physical sessions. Once the first lockdown ended, Claire and Roobarb were able to resume their visits to Lawnfield Care Home, where they have been regulars since August 2017, thanks to Claire's commitment to getting tested weekly for Covid-19.

"For the few weeks before virtual visits started, I sent photos of Roobarb, which seemed to make everyone happy – some residents had even been kissing her photos! A few residents found it difficult to engage over a screen for a period of time, and we had the usual challenges of internet connection and background noise. We are so lucky to have been able to visit most weeks since July." **Claire**

KEEPING ALL ANIMALS SAFE



In 2020, Mayhew worked hard to ensure that non-owned animals stayed as safe and protected as possible.

In the face of many challenges, we fought to keep our vital Trap, Neuter, Return (TNR) programme going for the health and welfare of London's feral cats. Battersea recognised our expertise and awarded a grant to target five postcode areas. In just six months, despite Covid-19 restrictions, we neutered 237 cats, helped many more with health issues and rehomed or reunited strays with loving owners.

We supported local people who monitor feral cats with supplies and advice across the year. In June 2020, our annual survey* revealed that only

51% of Londoners understand the term 'feral cat', so we launched our Feral AdvoCAT campaign to educate a wider audience about these animals and give guidance on how to help local colonies. An amazing 574 people signed up to hear more and we plan to work more closely with this group in 2021.

38

dogs were reunited with their owners through our stray contract with Brent council



Doreen Beresford has become known affectionately as 'the cat lady' thanks to her care for the local feral population. Doreen has created something of a community for neighbours – including many isolated and older people – to bond over their shared love for these animals and their commitment to keeping them safe.

"I have one cat in particular who visits me every day, which is lovely because he has kept me company. The man down the road, who also looks out for the cats, comes and speaks to me outside often (with our masks on, of course) about the cats and how they are all doing. Mayhew have done a great job this year, especially ensuring people can order or collect supplies and treatments for the animals. I've had my first Covid-19 vaccine now and can't wait to be able to bake for the staff again!" **Doreen**



Luckily for feral cat Denzil, his colony is watched over by a carer who one day noticed he had got himself into a sticky situation: his neck had become trapped in an empty roll of tape. Mayhew's Animal Welfare Officers brought Denzil to our clinic to have the roll removed. Thanks to his carer, Denzil made a full recovery and was safely returned to his colony.

LESSONS LEARNED: Georgina Costi,

Cat Welfare Coordinator

"Feral cats have been badly affected by the impact of the pandemic on animal welfare: their food sources were reduced due to restaurants being closed, and restricted neutering programmes meant a huge boom in breeding, which led to even more competition for resources. We also saw many more heavily pregnant cats and sickly kittens needing urgent attention.

"We expect to see an increase in overcrowded colonies and new colonies popping up, paired with a spike in deaths as a result of illness, injury and lack of resources. We are readying ourselves for this dual challenge in 2021 and will continue to pause outpatient neutering services for cats so our team can use the slots to tackle the feral neutering crisis."

*Of 1,000 adults living within the M25 in London.



REHOMING DURING LOCKDOWN



Our Animal Care and Veterinary teams have been true animal heroes in 2020 as they continued to provide the care, treatment and stimulation our on-site cats and dogs needed. Mayhew quickly adapted its rehoming processes to work within government restrictions, never giving up on the cats and dogs who deserve a safe and cosy home. We began virtual interviews and home visits, and our Animal Welfare Officers safely delivered animals to their new families.

With neutering programmes slowed down or on hold, we saw a kitten boom in 2020, leading to more tiny residents than ever to care for at Mayhew. So thank you to **Pets at Home**, whose vouchers helped us stay well stocked in kitten toys and treats!

LESSONS LEARNED: Tanya Madden,

Deputy Head of Animal Welfare

"The biggest learning curve for our adoption work in 2020 was 'going virtual', but I'm pleased to say that while it's sped up the process of animals finding their forever homes, we haven't compromised on the quality of our work. We've seen no spike in pets being returned to us and have been extra vigilant to ensure people are planning for life after lockdown – not just their current lifestyle. Trust me, we can spot an impulse application a mile off!"



331

cats and **54** dogs rehomed

Some animals found virtual rehoming worked in their favour – cats with ongoing health issues and even black cats, who tend to take longer to get adopted, found loving homes. Shy Linda was one such cat. She was rescued by Mayhew in February 2019 and thankfully was with one of our fantastic foster carers when lockdown hit just over a year later. A couple of unexpected medical scares delayed her adoption progress, but finally Linda found a home in 2020 after becoming Mayhew's longest-staying cat.

"We fostered Linda for over a year, so it was always going to be hard saying goodbye to her. With lockdown and the adoption processes turning virtual, I was at first, selfishly, worried as I wouldn't physically meet the people who were going to adopt my precious foster girl. But I needn't have worried – the new process really suited Linda. Whenever new people previously visited my flat, Linda would run and hide away, but on camera she was none the wiser to the strangers on the other end of the phone and they could see her true personality. The process worked so smoothly, and she has found the perfect home with her new adopters!" **Alissa, foster carer**

REHOMING OUTSIDE THE SHELTER



While animals receive the highest level of care and support during their time at Mayhew, we know that nothing compares to a home environment.

When the first coronavirus restrictions were announced in March 2020, we were inundated with offers to foster cats and dogs. We recruited eight fantastic new cat and kitten foster

carers, and many of our own staff members and students took animals home temporarily so they wouldn't spend lockdown in the shelter. Not only was this crucial for the wellbeing of those cats and dogs, but it meant our Animal Care team and Animal Welfare Officers could focus their efforts on the much-needed emergency response instead.



Mayhew's Rehome from Home scheme enables dogs to find a new home without needing to enter the shelter environment. Eighteen-month-old Dexter joined the scheme after his original owners found themselves unable to cope and could no longer look after him. They cared for Dexter greatly and wanted to stay involved in his adoption process and meet his new owners. Dexter is an incredibly friendly and energetic young dog but he is also anxious, so he benefited from being able to remain in a familiar home environment throughout. We were relieved to be able to help with his adoption before the first lockdown came in.

"Dexter is getting along wonderfully – he is very well behaved and is getting less and less scared of the outside world. The seamless transition worked out perfectly for all of us." **Dexter's new owners**

29

dogs adopted via our Rehome from Home scheme

LESSONS LEARNED: Lisa Guiney,

Dog Adoption Officer

"I'll remember 2020 as the year that demand for dogs went sky high. I'm hopeful this can be a positive thing, with more people and pets forming that precious bond. I've found myself taking many more calls from new pet owners seeking advice and guidance and, working remotely, I've managed to find more time to talk to them. I've also engaged more with people calling us wanting to give up their dog and I'm pleased that almost 15% decided to keep their animals as a result of our advice. It's reminded me that we are such a trusted source of expertise in our community, so we'll be working on making much more advice available on our website next year. Of course, we're also monitoring the pet boom very closely and will be here for animals that need us once life returns to normal."

110,136

hours volunteered by our cat foster carers and **13,920** by our dog foster carers

NEW WAYS TO DELIVER QUALITY VETERINARY CARE



Mayhew's on-site Community Vet Clinic may have had to close its doors to external clients for much of 2020, but the vets, vet nurses and support team have found new and innovative ways to work.

The team continued to provide emergency medical care and maintain the welfare of our on-site cats and dogs throughout, and once the Royal College of Veterinary Surgeons confirmed lockdown exemptions for shelter and welfare veterinary work due to its unique pressures, we were able to expand our services.



The clinic staff worked closely with our Animal Welfare Officers to treat stray and feral cats, who needed us more than ever, and the team also managed to continue student training, taking on one new vet nurse student, Raquel, in November. We were proud in the early days of the first lockdown to be able to donate our medical-grade personal protective equipment (PPE) to local care homes during the height of the PPE crisis. While social distancing demanded reduced staff numbers on site, the wider team used their homeworking set up to create countless advice articles for

our website, as well as conducting virtual consults, reassuring our welfare clients by phone and establishing a new medicine delivery service. We also introduced a new quarterly clinic e-newsletter to stay in touch with our clients and share advice and best practice.



Sadly, serious illness meant 13-year-old blind shih-tzu Barnaby's owner could no longer look after him and he came to Mayhew for rehoming. During his health check, the vet spotted Barnaby's pot-bellied abdomen and hair loss. We quickly ran a full medical examination on him, including blood and urine tests, which confirmed early-stage Cushing's disease. This means Barnaby's body is making too much of a hormone called cortisol, which can result in a variety of side effects and symptoms. Our vets employed a conservative treatment plan based upon Barnaby's advanced age, keeping a close eye on him ready to give medication if required. Barnaby also needed teeth extracting after which he was soon rehomed with Susan and her family, who also adopted Tess from Mayhew in 2019.

315

animals delivered flea and worming treatment at home

LESSONS LEARNED:

Justin Ainsworth,
Head Veterinary Surgeon

"The story of how we managed to cope with such unprecedented challenges, I think, begins many years ago with the work Mayhew's fantastic team has done to promote responsible pet ownership and timely neutering and deliver preventative veterinary care. It meant that when the unthinkable happened and we had to temporarily close our doors, the community's pets were in the best health possible. I want to personally thank our loyal clinic clients for their understanding during times we couldn't be there in 2020, and I'm proud that we can maintain some of our adapted services like medical deliveries once the pandemic is long behind us, as we know this has become highly valued by people who can't come in to see us."

1,360

outpatient vaccination clinic appointments

RAISING AWARENESS AND FUNDS



Raising awareness and income for the charity during the crisis was a huge focus in 2020 as Mayhew had to make the difficult decision to cancel its in-person events. We missed seeing supporters at our annual Open Day and other calendar highlights, and of course we saw a huge drop in the income we usually rely on.

We quickly developed virtual events, including a weekly quiz and Hounds in Your Home – an online version of our beloved annual dog show Hounds on the Heath – hosted by Sue Perkins, and a fantastic evening of digital talks about our international work, which featured live video links to Georgia and Afghanistan. Our online Christmas event was a high point, with sparkling VIP guests and performances, and it raised over £4,500 in much-needed funds.

2020 was a challenging year for our corporate partnerships as businesses across the country faced their own crises. Despite this, taxi company Bolt helped 'drive' some fantastic initiatives for us: we received an amazing £5,000 from an International Dog Day post on their Instagram channel, and they even provided free taxi rides for Mayhew staff who needed to get into work on Christmas day. **Thank you, Bolt!**

£60,440

total value of corporate income



£539,461

in grants from trusts and foundations for our domestic and international work

LESSONS LEARNED:

David Milsom,
Head of Fundraising

"We faced a really bleak outlook when the pandemic hit: not only did we have to rethink our events and partnership work, but legacy income – which has accounted for half our usual funds in previous years – was hit by a freeze in property markets and significant delays in the probate process. The amazing generosity of our supporters undoubtedly helped Mayhew to survive one of the most challenging periods in our history. We saw an increase of 35% from 2019 to 2020 in the income from our magazine appeals; people donated tens of thousands of pounds to our plea for care packages; and our digital fundraising saw a big uplift too, with more than double the donations coming through our website compared to 2019. We are committed to continuing to show our supporters the impact of their generosity on cats and dogs in need as we move into 2021 and beyond. Thank you."

In January, we launched 'A life, shared' across London's underground stations, accompanied by an animated video online voiced by the brilliant Louis Theroux and Emily Raymond. The awareness campaign included poems that beautifully demonstrated how interwoven our lives and our pets' lives are. Throughout the pandemic, this human-animal bond became even more vital. A new poem to reflect the times and celebrate our cats and dogs became Mayhew's first radio advert and was voiced by Jason Flemyng and Philippa Gregory. The radio and digital campaigns reached almost 6 million people, while over 8 million Londoners had the opportunity to see the tube adverts. Some lucky commuters even met Miriam Margolyes who joined us to fundraise at one tube station for the launch.

Our Senior Digital Communications Officer, Alissa Johnson, was recognised with an Inspiring Communicator Award by CharityComms for her fantastic work in 2020. **Well done, Alissa!**



CORONAVIRUS: ADAPTING TO A CRISIS



In March 2020, a week before the nation went into lockdown, Mayhew took the decision to close the Home to all but essential animal care staff, who themselves began a skeleton rota to keep each other as safe as possible. All office staff began working from home and we sadly had to tell volunteers to stay away. Our doors were closed to the general public – and they stayed that way for most of 2020.

Our animal care staff and Clinic and Facilities teams worked fast to make the Home Covid-19 safe, completing risk assessments, reacting quickly to guidance from the government and our sector bodies, sourcing PPE, developing processes and installing screens. Our Animal Welfare Officers and TheraPaws™ volunteers did what was needed to be able to operate safely outside of the Home, while our Clinic team personally drove medical supplies round to worried clients in the early days of lockdown. They have all worked on the front line of the pandemic to care for Mayhew's animals and meet the new needs of our community, and they deserve our highest praise and thanks.

Supporting our people

Anyone at Mayhew who could work from home did so for the rest of the year. This meant an overnight overhaul of the ways in which many of our staff worked: we adopted Microsoft Teams and other remote video conferencing solutions, upgraded our servers to cope with the new demand, and provided the team with equipment and at-home assessments. We are so proud of the resilience of each and every member of staff in adjusting to this new world. It is one that is here to stay: Mayhew has taken the difficult decision to give up its second office space – home of the Fundraising and Marketing teams – and is focusing on long-term agile working policies to



become a more attractive and flexible place to work.

This huge change has, of course, a substantial impact on wellbeing and organisational culture, and Mayhew's HR team called every member of staff personally during the first lockdown to check in. Mental health is a priority going into 2021 and beyond, as will be a review of our approach to equality, diversity and inclusion.

32

staff took up the furlough scheme in some way across 2020

125,712

hours given by volunteers

Staying in touch with volunteers

Due to the pandemic, sadly, Mayhew hasn't welcomed volunteers on site since early March 2020. Instead, we have stayed in touch through Zoom calls, virtual training (such as a session on calming anxious animals around fireworks), Facebook updates, emails and phone calls. Volunteer retention has been very high and their messages of support have kept the team going through the hardest days.

96%

of volunteers felt volunteering at Mayhew was rewarding

We are so grateful to the volunteers who have continued to donate their time to us from afar, including our amazing TheraPaws teams, brilliant foster carers, home visitors, the drivers who dropped staff to the Home on Christmas day, our fundraising and communications support, and three wonderful volunteers who have been making us protective face coverings.

Securing income and awareness

Mayhew's supporting teams worked hard in the early weeks of the pandemic to ensure our operational teams had the awareness and funds they needed to keep going. Our Digital team reworked Mayhew's website to make it easy for people to find our ongoing services and source advice and information while vets and behaviourists were out of action. The revamp also highlighted how to support us by donating and – importantly – encouraged visitors to find moments of relief and comfort through uplifting cat and dog content. Our website traffic increased by 16% compared to 2019.

The Fundraising team got to work on our biggest digital appeal, asking the public to donate towards pet care packages that our Welfare team

would direct to those in need. A huge £10,000 was raised in April alone and we launched a second appeal for winter care packages in December through the magazine and our digital channels, which added a further £20,000.



Thank you to our supporters for helping fund vital care packages. A special thank you to **Burns Pet Food**, who not only supplied the food for the Home this year, but also contributed much-needed food for the care packages and rehoming packs to adopters.

194

care packages delivered



In partnership with
HM Government THE NATIONAL LOTTERY COMMUNITY FUND

THE
JULIA AND HANS RAUSING
TRUST

Animal charities were not eligible for government Covid-19 funding, so we are immensely grateful to the **Julia and Hans Rausing Trust** for recognising how vital our work is and supporting us to care for the vulnerable in our communities and their most beloved companions. Their donated funds helped us to continue our outreach work in the community and keep people and animals together.

We also want to say a massive thank you to the **National Lottery Community Fund** for supporting TheraPaws in 2020, enabling us to continue bringing invaluable emotional enrichment via our animal-assisted interventions, both virtually and in-person where possible.



OUR WORK OVERSEAS: MAYHEW AFGHANISTAN



Despite a three-month lockdown in Kabul from March, Mayhew Afghanistan had some incredible achievements in 2020: we neutered 9,193 dogs and vaccinated 12,210 against rabies. Our annual dog population survey showed the beginnings of a reduction in the number of free-roaming dogs, which was down by around 2,000. Support from Dogs Trust Worldwide, the Brigitte Bardot Foundation and new international partners the Edgard & Cooper Foundation was crucial in keeping our services running.



Working with the district elders

Tragically, a young boy in District 12, located on the outskirts of Kabul, passed away from dog-mediated rabies in November 2020. The local residents were shaken, angry and scared by the terrible news and many requested for all the dogs in the area to be culled. Dr Abdul-Jalil Mohammadzai (Dr Mo), Country Director for Mayhew Afghanistan, arranged a meeting with local leaders – the district elders – to explain how culling would not help and provided an insight into the benefits of our mass vaccination and large-scale spaying and neutering programme instead. Our field teams are now working more closely and effectively with the local elders across all districts in Kabul to ensure they are more engaged in the delivery of these projects, and we have had positive feedback from them already.



Tiny pup Roki was brought into our Animal Birth Control Centre in Kabul by a concerned local lady after she spotted some children dragging him along the street. Roki received care from our vets and then recuperated with foster carer Moqadas, who is also one of the drivers for our Trap, Vaccinate, Neuter, Return programme. We were delighted to hear that not only has Roki been doing very well, but Moqadas and his family have decided to make his living arrangements permanent and have adopted him!

LESSONS LEARNED:

Dr Jawid Mohammadi,
Mayhew Afghanistan Surveyor

"The pandemic has definitely made a difference to both animals and people here. With most of the locals staying inside, we've noticed that the dogs are coming out onto the roads and streets more. Before, a lot of them used to hide away under containers, damaged cars and bridges. This has made things easier for our team members when they are out catching and surveying the dogs. With restaurants and other food sources closing, locals have felt more compassion towards the stray dogs and we've noticed a lot of people feeding them regularly. However, we have experienced a few cases where we have had to reassure locals who were worried about dogs transmitting Covid-19 to humans. We were called out to help two dogs that had a severe skin disease and the locals were very frightened, mistakenly believing that the dogs were infected with the coronavirus."

20
vets trained

OUR WORK OVERSEAS: MAYHEW GEORGIA



Despite various lockdowns halting their work, the Mayhew Georgia team managed to surpass their target to neuter and vaccinate more than 1,000 dogs in 2020. Two new clinics, VetLife and Vetex, came on board, providing more Mayhew-trained vets to deliver the team's programmes in Tbilisi. The team also partnered with Doggie Doc to trial a mobile Trap, Vaccinate, Neuter, Return (TVNR) project in regions outside the capital, which will be a focus of 2021.

Our Communications team supported Mayhew Georgia by developing and launching a new website, in both English and Georgian, to help spread the word and raise income on the ground.

We were thrilled to welcome two very special new Friends of Mayhew Georgia who will help promote and amplify our work: Artistic Director of the State Ballet of Georgia and prima ballerina Nina Ananiashvili, and Ambassador of Georgia to the UK Sophie Katsarava MBE.



LESSONS LEARNED:

Dr Ana Metskhvarishvili,
Mayhew Georgia Veterinary Surgeon

"When the lockdown started, our lives changed drastically. We needed to begin working under the rule of only having three people on site, which meant that everything apart from emergency care had to be postponed. We were steadily, if inconsistently, able to run our TVNR project, and of course I was worried for the street dogs. It's been very heart-warming to see that local people have been working together to take turns feeding the stray dogs in their areas, and I have also heard of people walking long distances with 10kg of food, just so they can ensure the stray animals are well fed."



A group of volunteers brought 17 dogs from western Georgia, where there is very limited veterinary provision, to be vaccinated and neutered at the clinics in Tbilisi that deliver our programme. The Mayhew Georgia team was pleased that awareness of the importance of these preventative measures had spread, as well as the knowledge that Mayhew Georgia is a place to come for support. We attended to the dogs over three days before they were safely returned.

1,054

dogs vaccinated and neutered in Georgia

4

vets trained

SUCCESS IN INDIA

For over 15 years, Mayhew has supported local charity Helping Organisation for People, Environment (HOPE) & Animal Trust in Ranchi, northern India, to improve the lives of free-roaming dogs and protect communities. In 2020 we wrapped up our partnership, and we are so proud that today Ranchi has a stable dog population, with no significant growth in the number of dogs on the street. More than 92,000 dogs have been neutered and vaccinated, which equates to about 72% of the free-roaming dog population, and there have been no recorded human rabies deaths in the city since 2017. Forty-seven local vets have been trained during our collaboration, and well over 500,000 adults and children have been reached by the charity's educational initiatives, many of which have been run by a Mayhew-funded Education Officer.

2020: THE JOURNEY

Continued working to increase the number of mental health-focused TheraPaws™ visits.

Monitored income closely in anticipation of the financial impact of the coronavirus and adapted our fundraising priorities to focus on areas in which we were performing well over those income streams that had fallen away.

Completed as many dog assessments in a home environment as possible, avoiding animals spending unnecessary time in the shelter.

Supported student vets with their university practical studies and provided two veterinary nurse training positions.

Launched a new clinic e-newsletter to improve delivery of information and maintain engagement with our customers.

Reached our Mayhew Afghanistan annual target of 10,000 dogs neutered at the Animal Birth Control Centre.

Undertook a successful spay and neuter pilot outside of Georgian capital Tbilisi, which will be expanded in 2021.

Continued optimising benefits for Mayhew employees, including switching to a new health cash plan provider.

Invested in our infrastructure and IT systems to enable better remote working.



2021: A LOOK AHEAD

The twelve month period from January 2021 is set to be exciting as we gradually move out of Covid-19 restrictions and bring our essential services – including those provided in our Community Vet Clinic – to full capacity. The year will see Mayhew developing its new longer-term strategy, welcoming back our much-missed volunteers and expanding our most impactful community projects.

Mayhew has started 2021 with some significant changes which demonstrate an investment in both our domestic and international work, and which increase our potential for impact many-fold. After 14 years as CEO, Caroline Yates took up a new position, Head of International Projects and Relations, which will see her dedicate her full time to creating, driving and delivering the strategic vision for Mayhew's international endeavours.

We are incredibly excited to have welcomed Howard Bridges as Interim CEO in spring 2021. Howard brings extensive experience as CEO in a number of animal welfare organisations and will support the team to adapt to the changing needs of our dogs, cats and communities as we move out of the pandemic and deliver our strategic aims, while a permanent CEO is recruited.

Mayhew will continue to follow all government Covid-19 guidelines to ensure the safety of our staff, volunteers and service users. As at spring 2021, we remain working from home where appropriate and possible, and unfortunately have continued to ask our volunteers to stay away. As restrictions are lifted, we will be proactive with encouraging staff to work more flexibly while maintaining the highest level of services for those in need.

We are pleased to be moving out of the challenges faced in the early part of 2021 and, though we are still unable to look forward to any fundraising events, we are heartened that income from physical services is now showing an improvement. We continue to rely on voluntary income to fund our operations, and again need to thank our amazing supporters for their ongoing and consistent help.

As our financial review on page 22 shows, Mayhew's financial position is significantly better than original expectations. The legacy income of £1,408,169 includes £552,108 that we were notified of before the year end, where the funds have been received or are receivable into 2021.

The trustees believe that Mayhew has sufficient cash and reserves to continue our activities where possible within the bounds of current restrictions. In light of the pandemic, Mayhew has a 'bridging' strategy for 2021, and the following areas of focus will guide us as we build a new strategy for 2022 onwards.



"I first became aware of Mayhew in 2003 while living in Moscow, where I was fascinated by the street dog population there and wanted to do something to help. I'm now incredibly excited to have the opportunity to create and implement the vision to elevate our international efforts and build upon the exceptional work that our teams have been doing for many years."

Caroline Yates, Head of International Projects and Relations



"I feel privileged to be leading Mayhew into an exciting period of opportunity post-pandemic. It's an honour to be involved with one of London's most respected animal welfare charities, known for serving dogs, cats and communities for 135 years."

Howard Bridges, Interim CEO



CLINIC

- Work to clear the vaccination and neutering backlog caused by Covid-19 restrictions, initially prioritising feral cats and our welfare cases and moving to outpatient services from late spring onwards (in line with government guidelines).
- Thanks to The Hobson Charity and other generous donations, we will be able to purchase and install a vital dental x-ray machine for our veterinary clinic to enable us to begin rolling out outpatient preventative dental services.
- Welcome students under extramural studies placements and restart UK vet student training.

COMMUNITY

- Work closely with the Clinic team to tackle the cat population crisis in our local community that will result from a lack of neutering in 2020 through our Trap, Neuter, Return and Pick & Snip programmes and other rescue projects.
- Enhance and promote our Pet Refuge programme so that we can help more cats and dogs who's owners are facing a crisis situation.

- Support TheraPaws™ volunteers to safely and gradually return to in-person visits. There is a backlogged demand for hospital visits, and we will continue to support the NHS however possible.

MAYHEW INTERNATIONAL

- Complete the fourth year of our rabies vaccination programme in Afghanistan and continue our Trap, Vaccinate, Neuter, Return (TVNR) work from the Animal Birth Control Centre in Kabul.
- Expand our TVNR work in Georgia by continuing our collaboration with Doggie Doc to take our services to five regions outside of Tbilisi. In the capital, we will start work with a fifth partner clinic.

REHOMING

- Deliver preventative advice – in partnership with the Welfare and Clinic teams where needed – to keep owners and animals together and mitigate the potential fallout of the 'lockdown pets' boom. Prepare ourselves for a potential spike in unwanted dogs in particular.

- Increase cat rehoming as we deal with the impact of the cat population crisis.

SUPPORTING SERVICES

- Launch a new advice hub on the Mayhew website to provide a findable and fully searchable portal of Mayhew expertise, with new content regularly added.
- Maintain the momentum of our fundraising appeals through compelling storytelling and proving the impact of our donors' support on cats, dogs and communities.
- Support staff with the ongoing move to more flexible working, including vacating our rented second office space, ensuring IT is fit for purpose and consulting staff on their wellbeing to ensure we are meeting the mental health and social needs of our team in this new environment.
- Safely welcome our volunteers back on site and ensure they receive thorough refresher training and updates.



FINANCIAL REVIEW

Mayhew receives no government funding and we are dependent on the generosity of our supporters in order to continue and develop our essential animal welfare work. In 2019, we reported an increase in total income of 25%; this year has seen a reduction of 10% on total income in what has been a unique year for everyone.

In 2020, non-legacy donations made up 47% of our overall income (in 2019, this was 33%). This year saw an increase in the value of non-legacy donations, with the final amount received coming in well over £1.4 million. This increase reflects the results of continuing to engage with our supporters albeit remotely. We continued to invest in raising funds and awareness, while managing to decrease expenditure in this area by 3%. This investment, which in 2020 accounted for 23% (2019 23%), ensured that we can secure sufficient income in the future to continue our valuable and essential animal welfare work. Thank you to everyone for this amazing support in 2020.

In 2019 our legacy income had increased by 34% from 2018 to over £2 million; in 2020 we have seen a drop to approximately £1.4million. We never cease to be grateful to

all those who remember Mayhew in their wills and without these amazing gestures of kindness and support, we would be unable to carry out our charitable activities so extensively.

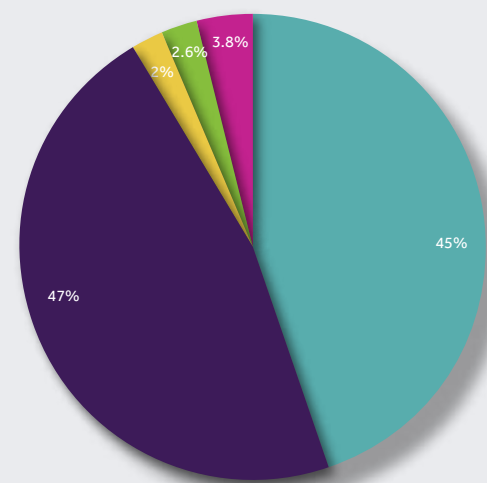
Our direct and indirect expenditure on animal welfare in the UK decreased only slightly on last year, reflecting the fact that to continue our vital work our staffing levels in our Animal Welfare and Clinic teams remained constant.

Our welfare programmes in Afghanistan and Georgia were able to continue during 2020 despite some periods of reduced capacity due to pandemic restrictions.

For the year, our total expenditure exceeded income by £47,275 (in 2019 income exceeded expenditure by £362,006). If non-cash elements such as depreciation, amortisation and loss on revaluation of investments are excluded, for 2020 there was a surplus of £115,254. Mayhew has managed to maintain a level of reserves to form a good footing for 2021, which we believe will help us mitigate ongoing challenges from the Covid-19 pandemic.

TOTAL INCOME: £3,139,595

2019: £3,480,566



Legacies: £1,408,169 (44.8% of total income)

2019: £2,092,019 (60%)

Donations: £1,472,560 (46.9%)

2019: £1,135,628 (33%)

Fundraising events: £11,056 (0.4%)

2019: £41,166 (1%)

Trading income: £49,305 (1.5%)

2019: £74,802 (2%)

Vet clinic and rehoming fees: £80,170 (2.6%)

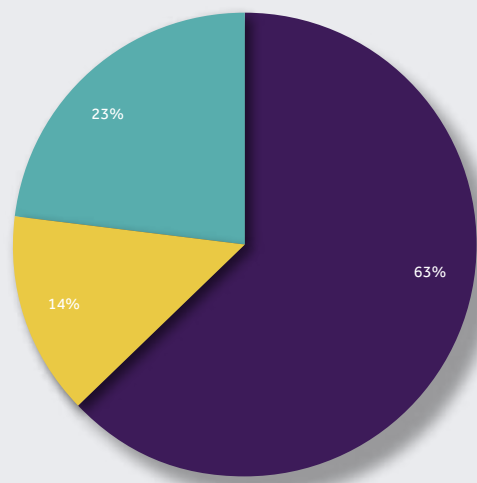
2019: £120,996 (3.5%)

Investment and other income: £118,336 (3.8%)

2019: £15,955 (0.5%)

TOTAL EXPENDITURE: £3,162,293

2019: £3,157,059



Animal welfare (not including Afghanistan and Georgia): £2,007,872 (63% of total expenditure)

2019: £2,092,344 (67%)

Animal welfare in Afghanistan and Georgia: £433,199 (14%)

2019: £253,127 (8%)

International grants for animal welfare: £5,062 (0%)

2019: £72,176 (2%)

Raising funds and awareness: £716,161 (23%)

2019: £739,142 (23%)

Based on the income and expenditure figures included in our audited Annual report and accounts 2020. All costs include applicable support costs.

Investments

Shares received from a legacy in 2011 were held by Mayhew and monitored by the trustees.

During 2020 the stock markets fell in response to the coronavirus pandemic, the valuation at 31 December 2020 indicated a reduction in value of £24,577 (after disposal of a holding).

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 pioneering work for pets of vulnerable owners, together with the rescue and rehoming operations, 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 had agreed that the level of free reserves held should be equivalent to 9-12 months expenditure on unrestricted funds. Due to the impact of the coronavirus pandemic, the trustees reviewed these levels and are of the opinion that this provides sufficient flexibility to cover the temporary shortfalls in income due to timing differences in income flows, adequate working capital to cover core costs, and will allow the charity to cope and respond to the current situation and 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.

At 31 December 2020 total funds and reserves amounted to £3,493,425 (2019 - £3,540,700).

Special trust funds at 31 December 2020, representing the net book value of the land and buildings comprising Mayhew House, Trenmar Gardens, Kensal Green, London NW10, amounted to £458,500 (2019 - £472,500). As described below under "Constitution", the charity holds these assets in a trustee capacity. Special trust funds are not applicable for the general purposes of Mayhew and should properly be regarded as a fixed, illiquid asset without which 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 £171,738 at 31 December 2020 (2019 - £44,429).

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 £2,037,877 (2019 - £2,098,830). As a proportion of unrestricted expenditure (excluding depreciation) this is broadly equivalent to nine and a half months of unrestricted expenditure. This is in line with the reserves policy reviewed by trustees during 2020. The aim of the trustees will be to maintain the funds over the next few years. The current reserves level will be sufficient to deliver the charity's strategic plans.

Designated funds

Designated funds are set and adjusted in accordance with current strategic and operational requirements. These include covering a maintenance plan for our Home site which helps to ensure the animal accommodation and veterinary clinic are maintained to a high standard and provide a safe and secure working environment for our staff and animal residents, allow for consistency and continuity in developing our long-term projects overseas and enable us to respond to urgent needs or requests in line with the ethos of the organisation.



MAYHEW IS COMMITTED TO FUNDRAISING RESPONSIBLY

Mayhew receives no government funding and is reliant on voluntary support. In order to provide the funds required to do our work, we fundraise in a number of different ways.

- We actively recruit supporters and encourage meaningful long-term relationships with them to support our work.
- We raise funds via our onsite and online stores which sell goods and Mayhew-branded products.
- We ask for contributions towards some animal welfare services including animal rehoming and veterinary treatment.
- We raise money through local community fundraising and by hosting fundraising events (this has been curtailed during the lockdowns in 2020).
- We ask supporters to consider including a gift to Mayhew in their will.
- We raise money through other sources such as charitable trusts, foundations and companies.

We are members of the Fundraising Regulator and we always follow the Code of Fundraising Practice which can be found at

www.fundraisingregulator.org/code_of_practice.

We have several controls in place to ensure we protect our supporters' privacy and data and to provide our supporters and potential supporters with the respect and gratitude they deserve:

- We will always send thanks for gifts unless supporters ask us not to.
- We make our fundraising contact details freely available to all supporters and encourage them to contact us with comments, feedback or to change the way in which we communicate with them.
- We have created a Supporter Promise and updated our Privacy Policy to further demonstrate our commitment to supporter care.
- We log all complaints and in 2020 we received 11 (in 2019, this was 17) which were all resolved to the satisfaction of all parties.
- We take all reasonable steps to treat every donor fairly and consider the needs of any potential donor who may be in a vulnerable circumstance or who may require additional care and support to make an informed decision.

Mayhew does not use third party fundraising agencies to recruit new donors face-to-face or via the telephone. In 2020 and 2019 we received small amounts of income from commercial participators collecting donations on our behalf.

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 20 to the financial statements.

Trustees and Governance

The Board of Trustees is the governing body of the organisation and has legal, financial and managerial responsibility for the charity. It sets the strategy to achieve the charity's mission its policies and control framework. The Board of Trustees holds regular meetings and has established committees to which it delegates certain functions. These committees include Animal Welfare and Strategy, Finance and General Purposes, Fundraising and Marketing, HR and Remuneration and International. The board sets the terms of reference and membership of each committee and proceedings are reported to the full board. Operational management of the charity is delegated to the CEO and Senior Management team who attend board and committee meetings.

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 52.

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.

On 24 April 2020 Julianne Hicks was appointed a trustee and on 17 May 2020 was appointed as Chair of the Board of Trustees, following the extension of Ms Ignatieva's role as Chair to 17 May 2020.

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 implemented through the attendance of board meetings to participate in the discussions, learn about Mayhew and engage with the Senior Management team. 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 trustees receive periodic formal training on trustees' responsibilities and current sector developments and receive training information which highlights both Mayhew specific matters and Charity Commission pronouncements. Quarterly trustees' 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 comprise the Board of Trustees together with the:

- Chief Executive Officer
- Head of Finance and Facilities
- Head of HR, Training and Voluntary Resources (role made redundant September 2020)
- Head of Animal Welfare
- Practice Manager (to October 2020)
- Head Vet (from October 2020)
- Head of Fundraising and
- Head of Marketing and Communications.

Pay and remuneration were reviewed as part of the budgeting process and the HR and Remuneration committee 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).



STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

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.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware.
- 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.

As always, the trustees acknowledge the professionalism and dedication of the staff and the huge contribution of Mayhew volunteers over 2020, who contributed 125,712 hours (including fostering hours of 124,056) (2020 – 8,982 – not including fostering hours) of their own time to the organisation. Due to the coronavirus pandemic we were unable to allow volunteers into the Home but continued to use our foster careers and TheraPaws™ volunteers for virtual visits.

Gifts in Kind

During the year Mayhew received generous gifts in kind from supporters. Although these gifts are greatly appreciated it is not possible as in previous years to reliably measure their value. In accordance with Mayhew's accounting policies no amount has been recognised for these.

Mayhew worked with Burns Pet Foods who provided food for in-house animals, care packages and rehoming packs.

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 coronavirus pandemic continues to be the more serious threat to the charity.

During the lockdowns in 2020 Mayhew followed government guidelines to mitigate all risks to Mayhew staff and volunteers. The government's job retention scheme was used, and continues to be used, to furlough staff.

Forecasting has continued in 2020 and into 2021 to establish the impact on funding for Mayhew and analyse potential outcomes to mitigate the loss to Mayhew reserves. The other most serious threats for Mayhew continue to be:-

Item	Risk	Risk Management Strategy
1	Loss of and/or decline in fundraising income or 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. 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	Health, safety and wellbeing of staff in the UK and overseas	The trustees follow UK Government guidelines at all times to ensure the safety of staff and volunteers, especially during times of national emergency such as the coronavirus pandemic, and regularly review the situation in areas where operations and personnel are situated. Appropriate insurance cover is arranged and the insurance company is kept apprised of the whereabouts and travel plans of all relevant staff. All personnel and volunteers are required to be vaccinated against relevant zoonotic diseases. Enhanced country-specific protocols and cover are in place for foreign nationals working overseas. Mayhew is committed to the good mental health and wellbeing of all employees and has introduced two Mental Health First Aiders, eight Mental Health Champions and a programme of other mental health initiatives.
4	Inability to recruit and retain qualified personnel	There are a number of schemes in place to ensure we retain, motivate and attract qualified and experienced staff in areas such as finance, fundraising / marketing, animal welfare and the veterinary clinic. These schemes include staff training, CPD allowances, staff benefits, an employee assistance programme and regular staff surveys.

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 basis, they have established effective systems to mitigate those risks.

This 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 in note 1 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).

Approved by the board and signed on its behalf

J. Hicks Chair of the Board of Trustees
Date: 19/05/2021



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

FOR THE YEAR ENDED 31 DECEMBER 2020

Opinion

We have audited the accounts of The Mayhew Home (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Accounts, other than the accounts and our auditor's report thereon. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the information given in the trustees' report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect to irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charitable company through discussions with management and trustees and from our knowledge and experience of the charitable company sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102)



(effective 1 January 2019); The Code of Fundraising Practice; and Safeguarding Regulations as they affect the direct charitable activities of the charitable company; and

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and those charged with governance and review of minutes of trustees' meetings.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Assessed controls over the opening of post;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and

regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

We did not identify any irregularities, including fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Amanda Francis
(Senior Statutory Auditor)
For and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street,
London EC2V 6DL
Date: 19 May 2021

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2020

			Restricted Funds			
	Notes	Unrestricted Funds £	Restricted Income Funds £	Special Trust Funds £	Total Funds 2020 £	Total Funds 2019 £
INCOME AND EXPENDITURE						
Income from:						
<i>Donations and legacies</i>	2	2,171,252	709,477	—	2,880,729	3,227,647
<i>Other trading activities</i>	3	57,285	3,076	—	60,361	115,968
<i>Investment income and interest receivable</i>		12,412	—	—	12,412	14,687
Charitable activities:						
Animal Welfare	4	80,170	—	—	80,170	120,996
<i>Other income</i>	5	105,923	—	—	105,923	1,268
Total income		2,427,042	712,553	—	3,139,595	3,480,566
Expenditure on:						
<i>Raising funds</i>	6	709,000	7,161	—	716,161	739,412
Charitable activities:						
Animal Welfare						
Direct costs	7	1,210,421	556,747	14,000	1,781,168	1,726,104
Support costs	10	664,964	—	—	664,964	691,543
Total expenditure		2,584,385	563,908	14,000	3,162,293	3,157,059
Net (expenditure) / income before investment (losses) / gains		(157,343)	148,645	(14,000)	(22,698)	323,507
Net (losses) / gains on investment assets	16	(24,577)	—	—	(24,577)	38,499
Net (expenditure) / income		(181,920)	148,645	(14,000)	(47,275)	362,006
Transfers between funds	19	21,336	(21,336)	—	—	—
Net movement in funds	11	(160,584)	127,309	(14,000)	(47,275)	362,006
Reconciliation of funds						
Funds brought forward at 1 January 2020		3,023,771	44,429	472,500	3,540,700	3,178,694
Funds carried forward at 31 December 2020		2,863,187	171,738	458,500	3,493,425	3,540,700

All of the charity's activities derived from continuing operations during both 2020 and 2019. A full comparative statement of financial activities is given in note 28 to these financial statements.



THE MAYHEW HOME BALANCE SHEET

AS AT 31 DECEMBER 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible fixed assets	14	1,004,234	1,104,570
Intangible fixed assets	15	33,905	47,198
Investments	16	178,607	205,948
		<u>1,216,746</u>	<u>1,357,716</u>
CURRENT ASSETS			
Debtors	17	682,359	1,575,766
Cash at bank and in hand		1,693,110	753,669
		<u>2,375,469</u>	<u>2,329,435</u>
CREDITORS: Amounts falling due within one year	18	(98,790)	(146,451)
NET CURRENT ASSETS		<u>2,276,679</u>	<u>2,182,984</u>
TOTAL NET ASSETS		<u>3,493,425</u>	<u>3,540,700</u>
FUNDS AND RESERVES			
Income funds			
Restricted Funds			
Restricted income funds	19	171,738	44,429
Special trust funds	20	458,500	472,500
Unrestricted Funds			
General fund		2,037,877	2,098,832
Designated funds	21	245,671	245,671
<i>Fixed assets fund</i>			
Tangible fixed assets	22	545,734	632,070
Intangible fixed assets	23	33,905	47,198
		<u>3,493,425</u>	<u>3,540,700</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:

J Hicks
Chair of the Board of Trustees
Date: 19/05/2021

THE MAYHEW HOME STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	A	973,165	(806,381)
Cash flows from investing activities:			
Investment income received		11,070	14,687
Proceeds from the sale of investments		4,105	-
Payments to acquire tangible fixed assets		(48,899)	(262,870)
Net cash used in investing activities		<u>(33,724)</u>	<u>(248,183)</u>
Change in cash and cash equivalents in the year		<u>939,441</u>	<u>(1,054,564)</u>
Cash and cash equivalents at 1 January 2020	B	753,669	1,808,233
Cash and cash equivalents at 31 December 2020	B	<u>1,693,110</u>	<u>753,669</u>

Notes to the statement of cash flows for the year to 31 December 2020:

A. Reconciliation of net movement in funds to net cash provided by/(used in) operating activities

	2020 £	2019 £
Net movement in funds (as per the statement of financial activities)	(47,275)	362,006
Adjustments for:		
Depreciation charge	149,236	142,978
Amortisation charge	13,293	13,293
Losses/(Gains) on investments	23,235	(38,499)
Investment income received	(11,070)	(14,687)
Decrease/(Increase) in debtors	893,407	(1,310,963)
(Decrease)/Increase in creditors	(47,661)	39,491
Net cash provided by/(used in) operating activities	<u>973,165</u>	<u>(806,381)</u>

B. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	1,693,110	753,669
Total cash and cash equivalents	<u>1,693,110</u>	<u>753,669</u>

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

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 2020. Comparative information reflects the financial results for the year to 31 December 2019.

The accounts include transactions relating to two branches based in Afghanistan and Georgia.

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.

Critical accounting estimates and areas of judgement

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

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

- Determining the basis for allocating support costs.
- Estimating the useful economic life of tangible and intangible fixed assets.
- Assessing the probability of receiving legacies of which the charity has been notified.
- Estimating future income and expenditure flows for the purpose of assessing going concern.

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 at least one year from the date of approval of these financial statements.

A comprehensive forecasting exercise has taken place to look at potential outcomes for 2021 and 2022, considering the free reserves available at the end of 2020. The result of the exercise and the fact that the charity ended 2020 with over nine months reserves and substantial cash balances, does not cause doubt of the ability of Mayhew to continue as a going concern.

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.

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 being 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.

Gifts in kind are recognised when the value of the gift to the charity can be reliably measured. The value is measured as the amount the charity would pay in the open market for an alternative item that would provide a benefit to the charity equivalent to the donated item.

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 of payable by the bank.

Income from the Government's Job Retention Scheme in respect to the Covid-19 pandemic is accounted for when the charity has entitlement to the income, the amount of the income can be measured reliably and it is probable that the income will be received.

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 accrual's 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:

- Expenditure on raising funds includes the salaries, direct costs and overheads associated with generating donated income.
- 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.

Grants of award funding to institutions are included in full in the statement of financial activities when the award agreement has been returned, completed and signed, by the recipient. Small final instalments of some award grant payments are subject to receipt of a satisfactory final report on the award project.

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.



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

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 tangible asset over its estimated useful life:

- Freehold land and building 2% on cost
- Building Improvements 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.

Intangible fixed assets

Intangible fixed assets comprise software and database systems, including investment in the charity's website. Such expenditure is capitalised and amortised. Amortisation is provided at the following annual rates in order to write off each intangible asset over its estimated useful life:

- Charity website 33.3% on cost
- 'Pawtrix' data system 10% on cost

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.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value

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 at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

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. Debtors include legacies that have been recognised as income on the statement of financial activities but which has not yet been received as of the balance sheet date.

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 and the intangible fixed assets fund represent the net book value of the charity's tangible fixed assets and intangible fixed assets respectively, 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 12. Outstanding contributions at the year-end totalled £10,894 (2019 - £11,434). The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.





THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2. DONATIONS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Donations	803,083	669,477	1,472,560
Legacies	1,368,169	40,000	1,408,169
	<u>2,171,252</u>	<u>709,477</u>	<u>2,880,729</u>
	<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>Total Funds</i>
	<i>2019</i>	<i>2019</i>	<i>2019</i>
	£	£	£
Donations	662,945	472,683	1,135,628
Legacies	2,088,519	3,500	2,092,019
	<u>2,751,464</u>	<u>476,183</u>	<u>3,227,647</u>

3. OTHER TRADING ACTIVITIES

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Sale of food and other animal welfare products	46,599	1,306	47,905
Fundraising events	9,286	1,770	11,056
Advertising	1,400	—	1,400
	<u>57,285</u>	<u>3,076</u>	<u>60,361</u>
	<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>Total Funds</i>
	<i>2019</i>	<i>2019</i>	<i>2019</i>
	£	£	£
Sale of food and other animal welfare products	70,738	1,797	72,535
Fundraising events	38,287	2,879	41,166
Advertising	2,267	—	2,267
	<u>111,292</u>	<u>4,676</u>	<u>115,968</u>

4. ANIMAL WELFARE

	Unrestricted Funds	
	Total Funds 2020	Total Funds 2019
	£	£
Rehoming fees	32,555	37,400
Vaccination fees	30,622	46,779
Neutering fees	12,880	31,213
Animal boarding fees	4,113	5,604
	<u>80,170</u>	<u>120,996</u>

5. OTHER INCOME

	Unrestricted Funds	
	Total Funds 2020	Total Funds 2019
	£	£
Government Grants – Coronavirus Job Retention Scheme	102,903	—
Other miscellaneous income	3,020	1,268
	<u>105,923</u>	<u>1,268</u>

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Fundraising and publicity costs			
Staff costs	424,695	—	424,695
Fundraising and publicity information	216,822	4,017	220,839
Postage and stationery	31,095	1,739	32,834
Legal and professional fees	18,882	—	18,882
Cost of events	9,146	845	9,991
Goods for resale	5,517	560	6,077
Irrecoverable value added tax	2,843	—	2,843
	<u>709,000</u>	<u>7,161</u>	<u>716,161</u>





THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

6. EXPENDITURE ON RAISING FUNDS (CONTINUED)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Fundraising and publicity costs			
Staff costs	432,072	—	432,072
Fundraising and publicity information	209,809	10,862	220,671
Postage and stationery	38,575	2,259	40,834
Legal and professional fees	13,775	—	13,775
Cost of events	13,517	200	13,717
Goods for resale	11,900	1,192	13,092
Irrecoverable value added tax	5,251	—	5,251
	724,899	14,513	739,412

7. ANIMAL WELFARE – DIRECT COSTS

	Unrestricted Funds £	Restricted Funds Income Funds £	Special Trust Funds £	Total Funds 2020 £
Staff costs (note 12)	990,350	112,598	—	1,102,948
Veterinary fees and drugs	51,871	4,000	—	55,871
Animal welfare in Afghanistan (note 8)	—	388,952	—	388,952
Animal welfare in Georgia (note 8)	—	44,246	—	44,246
Animal feed	5,504	—	—	5,504
Animal accommodation repairs and refurbishment	2,040	1,889	—	3,929
Animal ambulance running costs	11,653	—	—	11,653
Depreciation	119,812	—	14,000	133,812
Amortisation	4,844	—	—	4,844
Waste disposal	4,791	—	—	4,791
Other costs	19,556	—	—	19,556
Grants payable (note 9)	—	5,062	—	5,062
	1,210,421	556,747	14,000	1,781,168

7. ANIMAL WELFARE – DIRECT COSTS (CONTINUED)

	Unrestricted Funds £	Restricted Funds Income Funds £	Special Trust Funds £	Total Funds 2019 £
Staff costs (note 12)	1,005,316	104,044	—	1,109,360
Veterinary fees and drugs	98,295	1,133	—	99,428
Animal welfare in Afghanistan (note 8)	—	253,127	—	253,127
Veterinary training	937	—	—	937
Animal feed	6,694	—	—	6,694
Animal accommodation repairs and refurbishment	—	2,377	—	2,377
Animal ambulance running costs	13,075	—	—	13,075
Depreciation	116,726	—	14,000	130,726
Amortisation	4,844	—	—	4,844
Waste disposal	8,646	—	—	8,646
Other costs	19,659	5,055	—	24,714
Grants payable (note 9)	—	72,176	—	72,176
	1,274,192	437,912	14,000	1,726,104

8. ANIMAL WELFARE INTERNATIONAL AFGHANISTAN AND GEORGIA

	Georgia 2020	Afghanistan 2020	Restricted Funds Total Funds 2020 £	Total Funds 2019 £
Personnel costs	6,597	169,999	176,596	133,234
Direct project costs:				
Animal Food	—	18,965	18,965	6,096
Vehicle costs	—	36,703	36,703	31,725
Drugs and surgical supplies	34,327	56,578	90,905	27,525
Equipment	—	7,646	7,646	20,592
Overheads	3,322	99,061	102,383	33,955
	44,246	388,952	433,198	253,127

All costs in 2019 relate solely to Afghanistan, amounts to Georgia included in grants payable (note 9).



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

9. GRANTS PAYABLE

	Unrestricted Funds £	Restricted Income Funds £	Total Funds 2020 £
HOPE and Animal Trust, Ranchi, India	—	5,062	5,062
	—	5,062	5,062
	<i>Unrestricted Funds</i> £	<i>Restricted Income Funds</i> £	<i>Total Funds</i> 2019 £
Charitable Fund for Animal Assistance	—	1,045	1,045
'Fond Dingo', Moscow, Russian Federation	—	824	824
Dog Organisation Georgia (DOG), Tbilisi, Georgia	—	10,675	10,675
Ecology of Human, Moscow, Russian Federation	—	15,177	15,177
HOPE and Animal Trust, Ranchi, India	—	6,688	6,688
Moscow, Russia	—	25,117	25,117
New Vet Clinic, Tbilisi, Georgia	—	6,064	6,064
NNLE Agricultural University of Georgia	—	6,586	6,586
Grant administration	—		
	—	72,176	72,176

10. ANIMAL WELFARE – DIRECTLY ATTRIBUTABLE SUPPORT COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Staff costs (note 12)	404,108	—	404,108
Repairs and maintenance	81,830	—	81,830
Rent, rates and insurance	58,916	—	58,916
Public services	17,252	—	17,252
Recruitment, training and general staff	36,689	—	36,689
Irrecoverable value added tax	5,723	—	5,723
Legal and professional	16,755	—	16,755
Other office costs	19,819	—	19,819
Depreciation	15,423	—	15,423
Amortisation	8,449	—	8,449
	664,964	—	664,964
	<i>Unrestricted Funds</i> £	<i>Restricted Funds</i> £	<i>Total Funds</i> 2019 £
Staff costs (note 12)	398,308	550	398,858
Repairs and maintenance	77,072	—	77,072
Rent, rates and insurance	78,389	—	78,389
Public services	13,797	—	13,797
Recruitment, training and general staff	52,032	—	52,032
Irrecoverable value added tax	10,661	—	10,661
Legal and professional	14,425	—	14,425
Other office costs	25,608	—	25,608
Depreciation	12,252	—	12,252
Amortisation	8,449	—	8,449
	690,993	550	691,543

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)

11. NET MOVEMENT IN FUNDS

	2020 £	2019 £
This is stated after charging:		
Staff costs (note 12)	2,108,347	2,073,525
Auditor's remuneration		
Statutory audit services	9,905	9,700
Other services	1,175	1,540
Operating leases – equipment	19,761	36,459
Operating leases – land and buildings	18,827	29,394
Depreciation (Note 14)	149,235	142,978
Amortisation (Note 15)	13,293	13,293

12. STAFF COSTS AND TRUSTEES' REMUNERATION

	2020 £	2019 £
Staff costs during the year were as follows:		
Wages and salaries	1,903,242	1,876,043
Social security costs	156,163	152,193
Pension costs	48,942	45,289
	<u>2,108,347</u>	<u>2,073,525</u>
Staff costs per function were as follows:		
Generation of funds	424,695	432,072
Animal Welfare (including support)	1,683,652	1,641,453
	<u>2,108,347</u>	<u>2,073,525</u>

Pension costs shown above relate to a defined contribution pension scheme operated by the charity for the benefit of its employees. It is administered by an independent third party.

12. STAFF COSTS AND TRUSTEES' REMUNERATION (CONT.)

The number of employees whose remuneration exceeded £60,000 for the year (salaries, wages and benefits in kind) was as follows:
£60,001-£70,000

	2020 Number	2019 Number
	<u>1</u>	<u>1</u>
The average number of employees during the year analysed by function was:		
Animal welfare UK and international (including support)	77	71
Generating funds	15	14
	<u>92</u>	<u>85</u>

During 2020, twenty-one employees on average were employed Internationally (2019 – sixteen). This figure is included in the average number of employees shown in Annual Welfare (including support) above.

None of the trustees received any remuneration in respect of their services during the year (2019 - £nil). During the year, no trustee (2019 - one) was reimbursed travelling expenses of £nil (2019 - £57).

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, Head of Human Resources to September 2020, Head of Animal Welfare, Practice Manager to September 2020, Head Vet from September 2020, Head of Fundraising and Head of Marketing.

The total remuneration (including taxable benefits, employer's national insurance and pension contributions) of key management personnel for the year was £380,606 (2019 - £369,524).

13. 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.

THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

14. TANGIBLE FIXED ASSETS

	Freehold land and buildings £	Improvements to animal accommodation £	Building improvements £	Veterinary and animal welfare equipment £	Office equipment £	Motor Vehicles £	Total £
Cost or valuation							
At 1 January 2020	700,000	1,224,701	686,403	177,828	150,329	41,243	2,980,504
Additions	—	5,879	9,650	16,522	16,848	—	48,899
	700,000	1,230,580	696,053	194,350	167,177	41,243	3,029,403
At cost	—	1,230,580	696,053	194,350	167,177	41,243	2,329,403
At deemed cost – 2005 valuation	700,000	—	—	—	—	—	700,000
At 31 December 2020	700,000	1,230,580	696,053	194,350	167,177	41,243	3,029,403
Depreciation							
At 1 January 2020	227,500	1,021,372	315,351	145,959	128,807	36,945	1,875,934
Charge for year	14,000	39,275	58,404	22,400	10,858	4,298	149,235
At 31 December 2020	241,500	1,060,647	373,755	168,359	139,665	41,243	2,025,169
Net Book Values							
At 31 December 2020	458,500	169,933	322,298	25,991	27,512	—	1,004,234
At 31 December 2019	472,500	203,329	371,052	31,869	21,522	4,298	1,104,570

15. INTANGIBLE FIXED ASSETS

	Website £	Data system £	Total £
Cost or valuation			
At 1 January 2020	25,348	48,436	73,784
At 31 December 2020	25,348	48,436	73,784
Amortisation			
At 1 January 2020	16,898	9,688	26,586
Charge for year	8,450	4,843	13,293
At 31 December 2020	25,348	14,531	39,879
Net book values			
At 31 December 2020	—	33,905	33,905
At 31 December 2019	8,450	38,748	47,198

16. INVESTMENTS

	2020 £	2019 £
Listed investments		
Market value at 1 January	205,948	167,449
Disposals proceeds	(4,105)	—
Realised loss / gain on disposal	1,341	—
Unrealised gains / (losses) on revaluation	(24,577)	38,499
Market value at 31 December	178,607	205,948
Cost of listed investments	195,801	197,127

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

Listed investments held at 31 December 2020 comprised the following:

	2020 £	2019 £
UK fixed interest	7,744	9,210
UK equities	170,863	196,738
	178,607	205,948

At 31 December 2020, the following individual holdings had a market value in excess of 5% of the entire portfolio:

	2020 Value £	2020 % of portfolio
Tesco plc 5p ordinary shares	72,574	40.63%
Diageo 28 101/108 p ordinary shares	25,499	14.28%
Experian 10c ordinary shares	22,966	12.86%
	2019 Value £	2019 % of portfolio
Tesco plc 5p ordinary shares	80,038	38.86%
Diageo 28 101/108 p ordinary shares	28,356	13.77%
Experian 10c ordinary shares	21,105	10.25%



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

17. DEBTORS

	2020 £	2019 £
Other debtors	8,235	14,846
Prepayments	68,260	33,148
Legacies receivable	552,108	1,431,466
Accrued income	15,105	57,195
Gift Aid and VAT recoverable	38,651	39,111
	<u>682,359</u>	<u>1,575,766</u>

18. CREDITORS: amounts falling due within one year

	2020 £	2019 £
Expense creditors	33,464	45,060
Accruals	23,523	48,982
Grants payable	—	3,322
Social security and other taxes	40,849	48,133
Capital retentions	954	954
	<u>98,790</u>	<u>146,451</u>

19. 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 2020 £	Income £	Expenditure £	Transfers £	At 31 December 2020 £
Animal visits programme / Therapaws	—	28,801	(26,935)	5,860	7,726
Clinic extension and updates	26,018	24,730	—	(16,522)	34,226
International projects fund	10,348	486,606	(444,644)	—	52,310
Animal welfare and outreach projects	—	131,787	(87,329)	—	44,458
Veterinary e-learning project	8,018	—	—	—	8,018
Clinic Medication	—	4,000	(4,000)	—	—
Cat and dog accommodation	45	10,629	—	(10,674)	—
Bull breed neutering	—	1,000	(1,000)	—	—
Ambulance replacement	—	25,000	—	—	25,000
	<u>44,429</u>	<u>712,553</u>	<u>(563,908)</u>	<u>(21,336)</u>	<u>171,738</u>

19. RESTRICTED INCOME FUNDS (CONTINUED)

	At 1 January 2019 £	Income £	Expenditure £	Transfers £	At 31 December 2019 £
Animal visits programme	246	21,670	(21,916)	—	—
Clinic extension	26,018	—	—	—	26,018
International projects fund	91,233	260,349	(341,234)	—	10,348
Dog kennel refurbishment	102,592	113,868	—	(216,460)	—
Care of dogs	—	—	—	—	—
Care of cats	—	—	—	—	—
Animal welfare and outreach projects	200	48,492	(48,692)	—	—
Animal ambulances	—	—	—	—	—
Veterinary e-learning project	15,774	—	(7,756)	—	8,018
Cat and dog accommodation	45	—	—	—	45
	<u>236,108</u>	<u>444,379</u>	<u>(419,598)</u>	<u>(216,460)</u>	<u>44,429</u>

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

a. Animal visits programme - TheraPaws

Money raised and applied towards animal visits to care and residential homes, hospitals, hospices, day centres and workspaces. Both actual and virtual.

b. Clinic extension

Trust funding contributing towards the building extension completed in 2016. Transfers in the year represent monies received and spent on purchasing equipment which was capitalised when purchased.

c. International projects fund

Monies raised and applied towards animal welfare projects overseas.

d. Dog kennel refurbishment

Donations and trust funding received and to be applied towards the refurbishment of the dog kennels and other areas of the building used for animal welfare. Transfers in the year represent monies received and spent on completing the refurbishment project.

e. Animal welfare and outreach projects

Monies donated and applied specifically towards the work of our Animal Welfare officers.

f. Veterinary e-learning project

Trust funding received and applied towards the creation of video tutorials to be used for the training of veterinary staff.

g. Clinic medication

Trust funding received and applied towards providing medication to support the care for the pets of people in vulnerable circumstances.

h. Cat and dog accommodation

Monies donated and applied towards the improvement and maintenance of accommodation for cats and dogs.

i. Bull breed neutering

Monies donated and applied specifically towards the neutering of bull breeds.

j. Care of dogs

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

k. Care of cats

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

l. Animal ambulances

Monies donated and applied specifically towards the replacement and upkeep of our animal ambulances.



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

20. 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.

	2020 £	2019 £
At 1 January 2020	472,500	486,500
Movements in the year (depreciation) (note 14)	(14,000)	(14,000)
At 31 December 2020	458,500	472,500

21. 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 2020 £	New Designations £	Utilised/ Released £	At 31 December 2020 £
Maintenance fund	100,000	—	—	100,000
Mayhew international projects	110,000	—	—	110,000
Special purposes fund	35,671	—	—	35,671
	245,671	—	—	245,671

	At 1 January 2019 £	New Designations £	Utilised/ Released £	At 31 December 2019 £
Maintenance fund	100,000	—	—	100,000
Mayhew international projects	110,000	—	—	110,000
Special purposes fund	35,671	—	—	35,671
	245,671	—	—	245,671

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

a) Maintenance 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.

b) Mayhew international projects

Reserve fund for long-term development of our projects overseas. At the end of 2018, the trustees released an amount of £140,000 to the general fund in recognition of the need to continue our strategic investment overseas, particularly in Afghanistan and Georgia.

c) Special purposes fund

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

22. 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 2020 £	New Designations £	Utilised/ Released £	At 31 December 2020 £
Tangible fixed assets fund	632,070	48,899	(135,235)	545,734

	At 1 January 2019 £	New Designations £	Utilised/ Released £	At 31 December 2019 £
Tangible fixed assets fund	498,178	262,870	(128,978)	632,070

23. INTANGIBLE FIXED ASSETS FUND

This represents the net book value of the charity's intangible fixed assets which comprise the charity's website and its data collection and storage system.

	At 1 January 2020 £	New Designations £	Utilised/ Released £	At 31 December 2020 £
Intangible fixed assets fund	47,198	—	(13,293)	33,905

THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

	At 1 January 2019 £	New Designations £	Utilised/ Released £	At 31 December 2019 £
Intangible fixed assets fund	60,491	—	(13,293)	47,198

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted income funds £	Special trust funds £	General funds £	Designated funds £	Fixed assets funds £	Total 2020 £
Fund balances at 31 December 2020 are represented by:						
Tangible fixed assets	—	458,500	—	—	545,734	1,004,234
Intangible fixed assets	—	—	—	—	33,905	33,905
Investments	—	—	178,607	—	—	178,607
Current assets	171,738	—	1,958,060	245,671	—	2,375,469
Creditors: amounts falling due within one year	—	—	(98,790)	—	—	(98,790)
Total net assets	171,738	458,500	2,037,877	245,671	579,639	3,493,425
	Restricted income funds £	Special trust funds £	General funds £	Designated funds £	Fixed assets funds £	Total 2019 £
Fund balances at 31 December 2019 are represented by:						
Tangible fixed assets	—	472,500	—	—	632,070	1,104,570
Intangible fixed assets	—	—	—	—	47,198	47,198
Investments	—	—	205,948	—	—	205,948
Current assets	44,429	—	2,039,335	245,671	—	2,329,435
Creditors: amounts falling due within one year	—	—	(146,451)	—	—	(146,451)
Total net assets	44,429	472,500	2,098,832	245,671	679,268	3,540,700

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONT.)

Included within investments above are unrealised losses which constitute the movements on revaluation of listed investments and are as follows:

	2020 £	2019 £
Total unrealised (losses)/gains at 31 December 2020	(14,414)	8,821
Reconciliation of movements in unrealised gains/(losses)		
Unrealised gains/(losses) at 1 January 2020	8,821	(29,678)
Net (losses)/gains on revaluation in the year	(23,235)	38,499
Total unrealised (losses)/gains at 31 December 2020	(14,414)	8,821

25. LEASING COMMITMENTS

Operating leases

At 31 December 2020 the charity had total commitments under non-cancellable operating leases in respect of:

	Buildings		Office equipment	
	2020 £	2019 £	2020 £	2019 £
Payments:				
Within 1 year	506	20,538	9,888	10,187
Between 2 and 5 years	—	1,172	29,934	9,338
	506	21,710	39,822	19,525

26. CAPITAL COMMITMENTS

At 31 December 2020, the charity had no capital commitments either contracted or non-contracted (2019 - £nil).

In January 2021 the charity entered into an operating lease agreement for a new telephone system. The total amount payable over five years is £40,320.

27. RELATED PARTY TRANSACTIONS

The total amount donated to the charity by the trustees during the year was £629 (2019 - £1,166). During the year, no trustees (2019 - one) were reimbursed travelling expenses (2019 - £57). There were no other related party transactions during the year (2019 - none).



THE MAYHEW HOME NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

28. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

			Restricted Funds		
		Unrestricted Funds	Restricted Income Funds	Special Trust Funds	Total Funds
	Notes	£	£	£	2019 £
INCOME AND EXPENDITURE					
Income from:					
Donations and legacies	2	2,751,464	476,183	—	3,227,647
Other trading activities	3	111,292	4,676	—	115,968
Investment income and interest receivable		14,687	—	—	14,687
Charitable activities:					
Animal Welfare	4	120,996	—	—	120,996
Other income	5	1,268	—	—	1,268
Total income		2,999,707	480,859	—	3,480,566
Expenditure on:					
Raising funds	6	724,899	14,513	—	739,412
Charitable activities:					
Animal Welfare					
Direct costs	7	1,274,192	437,912	14,000	1,726,104
Support costs	10	690,993	550	—	691,543
Total expenditure		2,690,084	452,975	14,000	3,157,059
Net (expenditure) / income before investment (losses) / gains					
		309,623	27,884	(14,000)	323,507
Net (losses) / gains on investment assets	16	38,499	—	—	38,499
Net (expenditure) / income		348,122	27,884	(14,000)	362,006
Transfers between funds	19	219,517	(219,517)	—	—
Net movement in funds	11	567,639	(191,633)	(14,000)	362,006
Reconciliation of funds					
Funds brought forward at 1 January 2019		2,456,132	236,062	486,500	3,178,694
Funds carried forward at 31 December 2019		3,023,771	44,429	472,500	3,540,700



29. LEGAL AND ADMINISTRATIVE INFORMATION

TRUSTEES

Julian Beynon

Carter Brod

Andrea Clark

Julianne Hicks (appointed as trustee on 24 April 2020, and as Chair on 17 May 2020)

Jane Hunt

Svetlana Ignatieva (End of tenure as Chair and trustee on 17 May 2020)

Amy Jankiewicz

Reza Jugon

Corinna McShane (resigned 31 December 2020)

Sabahat Salahuddin

Dr Kate Shervell (resigned 21 January 2021)

Sandra Veseli

Zorada White (appointed 16 February 2021)

CHIEF EXECUTIVE

Caroline Yates (to 31 March 2021)

Howard Bridges - Interim CEO from April 2021

PRINCIPAL OFFICE AND REGISTERED OFFICE

Trenmar Gardens

Kensal Green

London

NW10 6BJ

Website: www.themayhew.org

Email: info@mayhewanimalhome.org

COMPANY REGISTRATION

03837732 (England and Wales)

CHARITY REGISTRATION

1077588

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EC2V 6DL

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Merseyside LG30 4GB

Azizi Bank

Zanbaq Square

Kabul City

Afghanistan

Bank of Georgia

29 A Gagarin Street

Tbilisi 0160

Georgia



THANK YOU

Battersea

Diana Mary Symon Charitable Trust

Dogs Trust Worldwide

Edgard & Cooper Foundation

Fondation Brigitte Bardot

Julia and Hans Rausing Trust

Marjorie Coote Animal Charity Trust

Monteverde Charitable Trust

Petplan Charitable Trust

RJ and AH Daniels Charitable Trust

Rosemarie Nathanson Charitable Trust

Sylvanus Charitable Trust

The Barry Green Memorial Fund

The Dominic Trust

The D'Oyly Carte Charitable Trust

The Gallimore Trust

The Hilary Awdry Charitable Trust

The Hobson Charity

The Mahavir Trust

The Marchig Animal Welfare Trust

The National Lottery Community Fund

The N Smith Charitable Trust

The Pauline Bishop Charitable Trust

The Rose Foundation

The South Square Trust

The Violet Mauray Charitable Trust

The Walker 597 Charity

The Ward Family Fund

Business members

LDC Funeral Services Ltd

ProtectaPet

Companies

Bolt

Bought By Many

Burns Pet Food

Butternut Box


Co-op Local Community Fund

Edgard & Cooper

Pedigree Pens

PetsPyjamas

Wayne Leighton Solicitors



We want to say a special thank you to some of our wonderful staff who reached milestone work anniversaries at Mayhew in 2020.

5 years

Lena Bishop, Veterinary Nurse

Carla Pedronho, Cleaner

Alissa Johnson, Senior Digital Communications Officer

Georgina Costi, Cat Welfare Coordinator

Sam Martin, Donor Development Officer

Tania Mazzoni, Animal Welfare Officer

10 years

Kayleigh Kilcommons, Head of Cattery

15 years

Rona Towns, Facilities Officer

mayhew
for dogs, cats and communities

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