

Company Limited by Guarantee Registration Number: 08273985 (England and Wales)

Charity Commission Registration Number: 1149884

## **WADARS**

### **Annual Report and Financial Statements**

**For the Year Ended 31 December 2020**

## WADARS

### LEGAL AND ADMINISTRATIVE INFORMATION

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#### Trustees

C McMahon (Chairman)  
A Davis  
J Silk  
S Stirling  
K Walder

#### Chief Executive

J Toben MloD MInstF

#### Director of Operations

T Cadman

#### Principal and registered office

Hangleton Lane  
Ferring  
Worthing  
West Sussex  
BN12 6PP  
01903 247111  
[www.wadars.co.uk](http://www.wadars.co.uk)

#### Company registration number

08273985

#### Charity registration number

1149884

#### Auditors

TC Group  
The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN

#### Bankers

CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4JQ

Charity Bank Limited  
Fosse House  
182 High Street  
Tonbridge  
Kent TN9 1BE

#### Solicitors

Mills Keep Limited  
Dorset House  
5 Church Street  
Wimborne  
Dorset  
BH12 1JH

## WADARS

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## **WADARS**

### **TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)**

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The Trustees present their annual report (including the Directors' Report) for the year ended 31 December 2020.

The accounts comply with the requirements of the Companies Act 2006, the Charities Act 2011, the Memorandum and Articles of Association 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 UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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

The original charity, the Worthing and District Animal Rescue Service, was an unincorporated charity established under a charitable trust deed on 27 March 1974. In 2012, Wadars was established as a company limited by guarantee to £1 per member (registration number 08273985) under its Memorandum of Association, which establishes the objects and powers of the charitable company and is governed under its Articles of Association.

Wadars was registered as a charity on 23 November 2012 (number 1149884). The assets, liabilities and undertakings of the Worthing and District Animal Rescue Service, were transferred to Wadars on 31 March 2013. Following the formal approval of its members, the Worthing and District Animal Rescue Service was closed and merged with Wadars in 2016.

The Articles of Association of Wadars have been reviewed to make them fit for purpose following the closure and merger of the unincorporated charity. The new Articles of Association were adopted by the Trustees at a General Meeting held on 25<sup>th</sup> February 2017.

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

When complete, the Board of Trustees consists of no fewer than seven and no more than 12 Trustees. The Trustees reviewed this number during the year and concluded this was too large to be effective. By special resolution of the Trustees, this was amended to read 'When complete, the Board of Trustees consists of no fewer than five and no more than 9 Trustees.'

Trustees are appointed for their relevant skills as identified by the Board from time to time. The term of office for Trustees is three years and are eligible to serve up to a further two terms.

The Trustees who served during the period were:

C McMahon (Chairman)  
A Davis  
J Silk  
S Stirling  
K Walder

#### **Organisational structure**

The Trustees are responsible for the overall governance of the Charity. They meet on a quarterly basis to discuss and make decisions in relation to all aspects of the Charity's management, including financial planning and control, staffing levels, animal care and welfare, homing and policies. The day-to-day operations of the Charity are delegated to the Chief Executive through a Scheme of Delegation, taking instructions from and reporting directly to the Trustees. Expert legal, financial and other advice is sought where necessary.



## **WADARS**

### **TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)**

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#### **Pay policy for senior staff**

The Charity aims to recruit and retain talented individuals to lead and further develop a rapidly growing organisation.

Pay for senior staff reflects the market for comparable jobs in comparable organisations, the level of knowledge, skills and experience required, the responsibilities and accountabilities associated with each role, the performance of the charity and the individual contribution of each executive.

The pay of senior staff is reviewed annually and is dependent on delivery against individual annual objectives and the Charity's ability to pay.

#### **Principal risks and uncertainties**

The Trustees regularly assess the major risks to which the Charity is exposed, both operationally and financially, and a formal risk register was maintained during the year. This includes animal welfare, income generation, investments, organisational change, remuneration, health and safety of staff and volunteers, major projects and operational needs.

The register continues to be reviewed regularly by the Trustees to ensure appropriate governance and the Charity has a range of controls and procedures in place to mitigate these risks and to manage the major risks to which the Charity is exposed.

The principal risks and uncertainties to which the Charity is exposed are financial, reputational and the capital development of the new rescue and rehoming centre.

#### **Financial:**

The Charity's main income stream is legacies which by their nature, are sporadic and unpredictable in cash flow terms. The Trustees continue to maintain sufficient reserves to protect the Charity from poor legacy years and the impact that legacies have on cash flow, whilst developing sustainable income from other streams.

#### **Reputational:**

The Trustees decision to purchase the property at Ferring to develop a rescue and rehoming centre was always going to be a very long-term plan for the Charity. Managing the community's expectations through improved communications is key to ensuring the public understands that our core work must continue whilst any long term development plans take place.

#### **Capital Development:**

The development plan for the new rescue and rehoming centre is providing a robust framework for the Charity's sustainable development for the next 10 years. It is essential that all development work is undertaken so as not to impact on the core work of the Charity or its ability to generate sufficient revenue income each year.

It is recognised that systems provide reasonable but not absolute assurance that major risks have been adequately managed.

#### **Covid-19:**

In addition to the principle risks and uncertainties, the Coronavirus (Covid-19) global pandemic in the spring of 2020 has had a moderate impact on the Charity. The Charity's response to the crisis has been well planned and responsive through dynamic risk assessments and business continuity planning. The priority has been to the animals which were in our care at the point of the Covid-19 outbreak, whilst protecting our staff. At the time of writing this report, the Charity has successfully maintained its wildlife service and, in accordance with Government and DEFRA guidelines, has continued rehoming companion animals (pets). The majority of our income is derived from legacies which have, thus far, remained unaffected by Covid-19.



### TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)

We have been creative in keeping the Charity at the forefront of the community during the pandemic which has helped to maintain our general donations. However, as anticipated there has been a significant drop in income from fundraising in the community as all of our events had to be cancelled. Despite this, overall, 2020 has been a strong year due to a significant increase in legacies and we are predicting another positive year for 2021, again due to legacies. This will continue to be part of our risk map.

#### **Objectives, activities and public benefit**

The Charity's objects are the care and protection of animals of all kinds in need of care and attention by reason of sickness, maltreatment, poor circumstances or other similar causes. The Trustees have paid due regard to public benefit guidance issued by the Charity Commission in their approach to the work undertaken by Wadars and to ensure that the Charity's stated aims and objectives are achieved.

These activities centre on the rescue and rehoming of stray and unwanted domestic pets, including dogs, cats, rabbits and guinea pigs, the rescue and rehabilitation of wildlife in peril, the provision of appropriate veterinary treatment for both, the rehoming of pets into suitable homes, and the release of wildlife back into their natural environment.

The Charity also undertakes an awareness, education and community engagement programme to promote responsible pet ownership and the protection of wildlife in its natural environment. Maintaining the financial stability of the Charity continued to be a priority for the Trustees. This was achieved through our robust financial framework for the day-to-day management of the Charity.

Working throughout 2020 was extremely difficult due to the Covid-19 pandemic which placed a great deal of pressure on all of our staff. Full Covid risk assessments across all of our activities were carried out and very strict cleaning regimes implemented. In March, all non-animal welfare staff were asked to work from home which involved investment in laptops and remote connection to our server and our public telephone enquiry line was diverted to our administrators. Our mobile animal rescue team were also home based, responding to calls from the administrators, following very strict protocols for working in the community to rescue wildlife. The staff working in the wildlife and cattery units had to work in total isolation, with no support from volunteers. All fundraising and volunteering activity was suspended.

These measures remained in place well into 2021, responding to the evolving Government restrictions. At the time of writing this report, some key admin staff have returned to the Centre and volunteers are again returning, but this is on a planned basis and in reduced capacity to maintain safe working conditions.

Our team responded incredibly well to the challenges of Covid, in particular the isolated working without any support from volunteers. To support the mental health and wellbeing of the team, we joined the Bupa 'Healthy Minds' programme, which provides a confidential 1:1 advice line, 24 hours a day and other professional advice. The Trustees wish to record their thanks to all of the staff for going above and beyond in such difficult circumstances and ensuring that, unlike many charities during the pandemic, Wadars continues to be a strong and healthy charity.

#### **Animal welfare activity:**

All of our dogs, cats and rabbits are vet checked, vaccinated, neutered, receive flea and worm treatments and are microchipped before being rehomed. We also strongly encourage owners to neuter and microchip other animals in their home. The Charity continues its policy not to destroy any healthy animal and only does so on the advice of a vet. A total of 3 pets (2019:5) were put to sleep during the year, this included 1 dog who showed signs of aggression or actually bit people or attacked other dogs plus two cats due to complex medical conditions.

Due to Covid-19, intake and homing of all animals was put on hold on 17th March 2020 when we went into self-imposed lockdown (a week before the national lockdown was called). After a few weeks, DEFRA provided new guidance to enable intake and homing activity in a Covid-secure manner and we introduced a Contact Free Homing service at the end of April. This proved to be very successful and was well received by people adopting pets and in some ways, it has made homing a smoother process for all concerned.



### TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)

Dog intake and homing was severely hit by the pandemic, which is in line with what other national and local charities experienced. During the whole of 2020 we only homed 44 dogs, compared to 118 in 2019. This was due to very few dogs being offered for homing. Whilst we continued to receive a high number of requests from people wanting to adopt dogs, contact from people wanting to rehome their pet was very slow and for long periods of time, non-existent.

Homing some dogs during the pandemic has also been more difficult than before because apart from a few weeks during late summer when restrictions were relaxed, we have been unable to introduce dogs to potential adopters in advance of delivering them to their homes and instead had to rely on videos and virtual meetings. This has resulted in one or two dogs staying with us much longer than they otherwise might have.

The number of cats coming in has also been affected by the pandemic but to the same extent as dog intake. Cat homing has continued to be reasonably strong throughout the year and whilst we are slightly behind (131 cats homes compared to 146 in 2019), 'virtual' and contactless homing has worked well in the cattery.

We continued to benefit from the RSPCA Brighton neutering scheme throughout 2020. A total of 83 cats and dogs were neutered under the scheme during the year, saving the Charity £5,600. Most animals neutered were within our care or recently homed by us, but in agreement with the RSPCA we also gave out vouchers to a number of people who could not afford to have their pets neutered. The neutering scheme will continue to operate during 2021 whilst RSPCA funds remain available.

The intake and homing of other small companion animals was also extremely quiet throughout the year until shortly before Christmas when we took in 20 guinea pigs following the death of their owner who was a breeder. All the pigs had suffered with skin problems with some having fungal/ringworm and many had bite wounds from fights because of being housed with too many others. These were cared for and successfully rehomed in 2021.

The newly developed Wildlife Unit was extremely busy during the year, with almost 600 casualties dealt with on site. Many of the cases were far more complex than we had originally anticipated dealing with, especially in our first year, but we were lucky enough to have support from other wildlife rescues across the south, in particular Folly Wildlife and RSPCA Mallydams. Throughout the summer months we operated the wildlife unit from 8am to 7pm every day, which enabled us to take in dozens of baby birds and feed them throughout the day and early evening, much as they would be by their parent birds in the wild. 'Silly Season' brought the expected deluge of gull chicks, and in total we cared for 205 gulls on site during the course of the year.

The mobile animal rescue team working in the community responded to a total of 2,017 callouts - an increase of 732 on 2019. In addition to dealing with the huge increase in the number of callouts, the mobile team continued to support the cattery and wildlife units by taking cats and wildlife to veterinary appointments, particularly during the first few months after lockdown began when we were not having any on-site vet visits. In quieter times they also carried out various gardening and maintenance tasks around the Wadars site which would normally be undertaken by volunteers.

#### Future Plans

Our strategic challenges both in 2020 and into the future continue to be exciting and demanding. We will aim to increase the level of rehoming and rescue work whilst continuing to ensure that we have a robust financial framework in place to support all of the Charity's activities.

The further development of an animal rescue and rehoming centre in Hangleton Lane, Ferring remained a priority for the Trustees. In September, we obtained detail planning permission for all of our future plans for the wider rescue and rehoming centre at Hangleton Lane. This includes intake, homing and isolations units for dogs, a wildlife unit and associated aviaries and pens, additional cattery units, a training and education centre plus basic staff accommodation for overnight care.



## **WADARS**

### **TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)**

The total cost of the entire project is estimated as £3.6 million, based upon a phased development of the various units. There are significant civil works to be undertaken including road access to our paddocks where the wildlife unit will be situated and also extensive drainage which must be completed in the first phase, as a pre-commencement condition of the planning approval.

Based upon the areas of our work which continue to expand rapidly and the most practical development of the site, the Trustees have approved the next phase of the development to be the wildlife unit. Including the civil works, drainage and the construction of the new unit, the total cost is estimated at £1.175 million. Planning is now underway of a major capital appeal for the development and it is hoped that the project will start by autumn 2022. However, the Trustees are mindful of the impact of such an appeal on our general donations and fundraising for the day to day running costs, and have made provision to increase the designated funds for the development to £1 million.

#### **Financial Review**

##### **General**

Overall, the Charity finished the period with another surplus of £536,110 (2019: £73,268).

This was again due to exceptional legacy income during the year of £839,319 (2019: £383,408). The Trustees recognise that legacy income is volatile, historically ranging from £1,000 to over £800,000 in any one year. The Trustees also recognise that in keeping with other animal welfare charities, inevitably they will be heavily reliant on legacy income for day-to-day expenditure. However, the pragmatic approach to budgeting legacies over a rolling seven-year average has enabled the Charity to weather the tremendous volatility of this income source.

The Trustees reviewed this method of budgeting legacies during the year and feel that this remains the most practical way of budgeting this income source and felt able to increase the legacy budget to £350,000 for 2020.

The community responded well during the pandemic and overall, the level of donations saw an increase of 34% to £59,245 (2019: £44,226). Community fundraising saw a decline to £16,347 (2019: £23,341). This is due to less fundraising during the year as a result of the pandemic. Despite this, our return on investment for community fundraising remained high at 4.4:1 being £4.40 for every £1 spent. Due to the lack of rehoming, was a decrease in rehoming fees of 45% to £14,791 (2019: £26,918).

In 2019 we invested significantly in our animal welfare provision; 2020 saw the full impact of this. Also, both of the key management roles changed during the year which meant an increase in hours employed. These account for the overall increase in expenditure of 7%. Strong management of costs continued to improve sustainability.

##### **Reserves Policy**

The Trustees considered their reserves policy during the year and concluded that the Charity's reserves policy is that unrestricted funds which have not been designated for a specific use, should be maintained at a level equivalent to 12 month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in legacies, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised.

The total assets of Wadars of £2,812,373 (2019: £2,276,263) includes £1 million which has been designated by the Trustees towards the next stage of the development of Hangleton Lane and 2 years additional running costs whilst the site is developed and potential maximised.

The free reserves (which excludes the designation above and restricted funds) of the Charity are £678,473 (2019: £552,005). This equates to 16 months planned expenditure and meets our reserves policy.



## WADARS

### TRUSTEES' REPORT (INCORPORATING THE DIRECTORS' REPORT)

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#### Investment policy and performance

Operational cashflow and that required for short term needs are entrusted to the Charity's bankers, currently CAF Bank. In early 2019, to diversify the risk whilst maintaining the most secure form of investment, the Trustees deposited £250,000 of reserves with Charity Bank Limited on an instant access basis. The Trustees considered this to be the safest form of investment for operational cash and for the preservation of capital in nominal terms.

#### Statement as to disclosure of information to auditors

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the charity's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report, including the Directors' Report, was approved by the board of Trustees of Wadars  
on 31/8/2021 and signed on their behalf by:

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C McMahon (Chairman)

## **WADARS**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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The trustees, who are also the directors of WADARS for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard for the UK and Republic of Ireland'. Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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



# **WADARS**

## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE MEMBERS OF WADARS**

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#### **Opinion**

We have audited the financial statements of WADARS (the 'charitable company') for the year ended 31 December 2020 on pages 11 to 23. 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 financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources 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 financial statements 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 financial statements 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 financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements 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 company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the director 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 trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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 financial statements 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.



# **WADARS**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WADARS**

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### **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 includes the directors' report prepared 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report included within the trustees' report.

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements 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 financial statements.



## **WADARS INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WADARS**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

### **Our approach was as follows:**

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees, directors and other management (as required by auditing standards), and discussed with the trustees, directors and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption; and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees, directors and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charity's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

## **WADARS INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WADARS**

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Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **Use of our 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.



**Mark Cummins FCCA (Senior Statutory Auditor)**  
for and on behalf of TC Group  
Statutory Auditors  
Office: Steyning, West Sussex

Dated: 6 September 2021



**WADARS**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
<b>Income from:</b>						
Donations and legacies	3	922,123	-	-	922,123	454,552
Charitable activities - grants		7,000	-	17,000	24,000	3,400
Other trading activities	4	34,244	-	5,600	39,844	39,355
Investment income	5	2,221	-	-	2,221	2,369
Other income – CJRS grant		6,243	-	-	6,243	-
<b>Total income</b>		<b>971,831</b>	<b>-</b>	<b>22,600</b>	<b>994,431</b>	<b>499,676</b>
<b>Expenditure on:</b>						
Raising funds		8,595	-	-	8,595	8,870
Charitable activities		444,126	-	5,600	449,726	417,538
<b>Total expenditure</b>	<b>6/7</b>	<b>452,721</b>	<b>-</b>	<b>5,600</b>	<b>458,321</b>	<b>426,408</b>
<b>Net income/(expenditure) and movement in funds</b>		<b>519,110</b>	<b>-</b>	<b>17,000</b>	<b>536,110</b>	<b>73,268</b>
<b>Transfer</b>	<b>16</b>	<b>(400,000)</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reconciliation of funds:</b>						
<b>Total funds brought forward</b>		<b>1,676,263</b>	<b>600,000</b>	<b>-</b>	<b>2,276,263</b>	<b>2,202,995</b>
<b>Total funds carried forward</b>	<b>17</b>	<b>1,795,373</b>	<b>1,000,000</b>	<b>17,000</b>	<b>2,812,373</b>	<b>2,276,263</b>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

**WADARS**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Notes	£	2020 Total funds £	£	2019 Total funds £
<b>Fixed assets</b>					
Tangible assets	12		1,116,900		1,124,258
<b>Current assets</b>					
Debtors	13	711,865		19,625	
Cash at bank and in hand		<u>1,001,971</u>		<u>1,155,091</u>	
		1,713,836		1,174,716	
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	14	<u>(18,363)</u>		<u>(22,711)</u>	
<b>Net current assets</b>			1,695,473		1,152,005
<b>Total net assets</b>			<u>2,812,373</u>		<u>2,276,263</u>
<b>The funds of the charity</b>					
Restricted funds	15		17,000		-
<i>Unrestricted funds:</i>					
Designated funds	16	1,000,000		600,000	
General fund	17	<u>1,795,373</u>		<u>1,676,263</u>	
			2,795,373		2,276,263
			<u>2,812,373</u>		<u>2,276,263</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to the members of the company.

The notes on pages 15 to 24 form part of these accounts.

The accounts were approved by the Board on 31/8/21 and signed on their behalf by:

  
 C McMahon (Chairman)

Company Registration No. 08273985



**WADARS**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

		2020		2019	
	Notes	£	£	£	£
Cash flows from operating activities	22		(126,221)		244,751
Cash flows from investing activities:					
Dividends and interest from investments	5	2,221		2,369	
Purchase of tangible fixed assets	12	(29,120)		(59,733)	
Net cash (used) / provided by investing activities			(26,899)		(57,364)
(Decrease) / Increase in cash and cash equivalents in the year			(153,120)		187,387
Cash and cash equivalents at the beginning of the year			1,155,091		967,704
Cash and cash equivalents at the end of the year			1,001,971		1,155,091

**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**1 Legal status of the charity**

Wadars is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found in the legal and administration information page of these financial statements.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**2 Accounting Policies**

**2.1 Basis of accounting**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Wadars meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about Wadars ability to continue as a going concern.

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the COVID-19 pandemic, which is further detailed in the trustees report. For this reason they continue to adopt the going concern basis in preparing the financial statements.

**2.2 Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations, investment income and all other income is accounted for on a receivable basis.

For legacies, 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(s) to Wadars 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.

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.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.



**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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Resources expended comprise the following:

- a. Direct costs of undertaking Wadars' charitable activities.
- b. An allocation of central support costs. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. The allocation of support costs to charitable activities is on the basis of direct expenditure incurred by each activity.
- c. Governance costs (included within support costs) incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

**2.4 Tangible fixed assets**

All assets costing more than £250 and with an expected useful life exceeding one year are capitalised. Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

- ♦ Freehold land and assets under construction are not depreciated.
- ♦ Freehold buildings 2% per annum straight line
- ♦ Fixtures, fittings and equipment 33.33% per annum reducing balance and straight line
- ♦ Animal welfare equipment 10% per annum straight line
- ♦ Motor vehicles 20% per annum reducing balance

**2.5 Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments. The trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

**2.6 Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

**2.7 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

**2.8 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument. Basic financial instruments are recognised at amortised cost.

**2.9 Fund accounting**

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to conditions imposed by the donors.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects.

Unrestricted funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

Further explanations of the nature and purpose of each fund are included in the notes to the financial statements.

**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**2.10 Pension contributions**

The Charity operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

**2.11 Operating leases**

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

**2.12 Judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**Significant accounting estimates and judgements**

- i) Useful economic lives of tangible assets - The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.
- ii) Legacy income - By its very nature legacy income is unpredictable and the timescale from notification to receipt can be extensive depending upon the complexity of the estate. Judgement is used to establish whether legacy income meets the recognition criteria of entitlement, probability and measurement within Charities SORP (FRS102).

**3 Donations and legacies**

	2020 £	2019 £
Legacies	839,319	383,408
Donations	68,013	44,226
Rehoming fees	14,791	26,918
	<u>922,123</u>	<u>454,552</u>

**4 Other trading activities**

	2020 £	2019 £
Fundraising income	39,844	39,355
Fundraising expenditure (note 6)	(8,595)	(8,870)
	<u>31,249</u>	<u>30,485</u>



**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**5 Investment income**

	2020 £	2019 £
Interest receivable	<u>2,221</u>	<u>2,369</u>

**6 Total expenditure**

	Staff costs £	Depreciation £	Other costs £	Total 2020 £	Total 2019 £
<b>Cost of raising funds</b>					
Fundraising expenditure	7,490	-	1,105	<u>8,595</u>	<u>8,870</u>
<b>Charitable activities:</b>					
<b>Animal Welfare</b>					
- Activities undertaken directly	191,673	36,537	72,854	<u>301,064</u>	289,571
- Support costs	68,221	-	80,441	<u>148,662</u>	127,967
Total	<u>259,894</u>	<u>36,537</u>	<u>153,296</u>	<u>449,726</u>	<u>417,538</u>
<b>Total Resources Expended</b>	<u>267,384</u>	<u>36,537</u>	<u>154,401</u>	<u>458,321</u>	<u>426,408</u>

Included within support costs are governance costs of £22,333 (2019: £20,813).

**7 Analysis of support costs included in other costs above**

<b>Support costs:</b>	2020 £	2019 £
Advertising	723	1,539
Legal and professional fees	4,295	2,623
Donations	100	3,537
Insurance	4,206	3,386
Office administration	19,676	17,336
Premises and repairs	22,362	25,375
Other	5,773	3,542
Governance costs (below)	23,306	20,813
	<u>80,441</u>	<u>78,151</u>
<b>Governance Costs:</b>	2020 £	2019 £
Trustee meeting costs	973	-
Audit and accountancy	9,250	8,000
Non-audit fees	13,083	12,813
	<u>23,306</u>	<u>20,813</u>

Governance costs includes £8,000 (2019: £8,000) audit fees and £13,083 (2019: £12,813) other professional fees paid to the auditors.

**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**8 Comparative Funds – Statement of Financial Activities year ended 31 December 2019**

	Unrestricted funds £	Designated funds £	Restricted funds £	2019 Total funds £
<b>Income:</b>				
Donations and legacies	484,552	-	-	<b>454,552</b>
Charitable activities - grants	-	-	3,400	<b>3,400</b>
Other trading activities	39,355	-	-	<b>39,355</b>
Investment income	2,369	-	-	<b>2,369</b>
<b>Total income</b>	<b>496,276</b>	<b>-</b>	<b>3,400</b>	<b>499,676</b>
<b>Expenditure:</b>				
Raising funds	8,870	-	-	<b>8,870</b>
Charitable activities	408,388	-	9,150	<b>417,538</b>
<b>Total expenditure</b>	<b>417,258</b>	<b>-</b>	<b>9,150</b>	<b>426,408</b>
<b>Net income/(expenditure)</b>	<b>79,018</b>	<b>-</b>	<b>(5,750)</b>	<b>73,268</b>
<b>Total funds brought forward</b>	<b>1,597,245</b>	<b>600,000</b>	<b>(5,750)</b>	<b>2,202,995</b>
<b>Total funds carried forward</b>	<b>1,676,263</b>	<b>600,000</b>	<b>-</b>	<b>2,276,263</b>

**9 Net movement in funds**

This is stated after charging:

	2020 £	2019 £
Staff costs (note 10)	<b>267,384</b>	210,730
Auditors' remuneration		
- Statutory audit	<b>8,000</b>	8,000
- Non-audit services	<b>13,083</b>	12,813
Depreciation	<b>36,537</b>	33,128

**10 Staff costs**

	2020 £	2019 £
Staff costs during the year were as follows:		
Wages and salaries	<b>247,744</b>	196,888
Social Security costs	<b>13,936</b>	10,029
Pension contributions	<b>5,704</b>	3,813
	<b>267,384</b>	210,730

Pension contributions solely relate to a defined contribution scheme. No pension contributions were outstanding at the year-end (2019: £0).



**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

Staff costs by function were as follows:

	2020 £	2019 £
Animal welfare and re-homing	191,673	153,924
Administration, fundraising and development	75,711	56,806
	<b>267,384</b>	<b>210,730</b>

No employees earned over £60,000 per annum (including taxable benefits but excluding employer pension contributions).

The average number of employees during the year, analysed by function, was as follows:

	2020	2019
Animal welfare and re-homing	13	9
Administration, fundraising and development	4	3
	<b>17</b>	<b>12</b>

During the year, none of the Trustees received any remuneration in respect of their services as trustees (2019: £nil). No out of pocket travel and subsistence expenses were reimbursed to Trustees during the year (2019: £nil).

The key management personnel of the charity comprise the Chief Executive and Director of Operations. Remuneration for key management personnel included above was £98,651 (2019: £76,195), which includes employers national insurance and pension contributions. Both of the key management roles changed during the year, which meant an increase in the hours employed.

## **11 Taxation**

The Company is a Registered Charity (number: 1149884). All activities are undertaken to fulfil the primary objectives of the charity and are therefore exempt under Part 11 of the Corporation Tax Act 2010.

**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**12 Tangible fixed assets**

	Land & buildings £	Assets under Construction £	Fixtures, fittings & equipment £	Animal welfare equipment £	Motor vehicles £	Total £
<b>Cost</b>						
Cost brought forward	1,170,659	3,149	14,379	24,665	51,687	<b>1,264,538</b>
Additions	-	22,305	6,814	-	-	<b>29,120</b>
Disposals	-	-	-	-	-	-
<b>Total cost</b>	<b>1,170,659</b>	<b>25,454</b>	<b>21,193</b>	<b>24,665</b>	<b>51,687</b>	<b>1,293,658</b>
<b>Depreciation</b>						
Depreciation brought forward	82,593	-	12,158	1,133	44,396	<b>140,280</b>
Charge for the year	29,927	-	2,625	2,467	1,458	<b>36,478</b>
Disposals	-	-	-	-	-	-
<b>Total depreciation</b>	<b>112,521</b>	<b>-</b>	<b>14,783</b>	<b>3,600</b>	<b>45,854</b>	<b>176,758</b>
<b>Net book values</b>						
<b>At 31 December 2020</b>	<b>1,058,138</b>	<b>25,454</b>	<b>6,410</b>	<b>21,065</b>	<b>5,833</b>	<b>1,116,900</b>
At 31 December 2019	1,088,065	3,149	2,221	23,532	7,291	1,124,258

**13 Debtors**

	2020 £	2019 £
Accrued income	<b>707,300</b>	6,412
Prepayments	<b>313</b>	3,975
Other debtors	<b>4,252</b>	9,238
	<b>711,865</b>	<b>19,625</b>

Accrued income comprises legacy income accounted for under the requirements of the Charities SORP FRS102.

**14 Creditors: amounts falling due within one year**

	2020 £	2019 £
Trade creditors	<b>4,278</b>	7,367
Taxation and social security costs	<b>4,185</b>	3,553
Other creditors	-	803
Accruals	<b>9,900</b>	10,988
	<b>18,363</b>	<b>22,711</b>



**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**15 Restricted funds**

	At 1 January 2020 £	Incoming resources £	Resources expended £	Transfers £	At 31 December 2020 £
Neutering Vouchers	-	5,600	(5,600)	-	-
Battersea	-	11,000	-	-	11,000
Animal Rescue Live (Petplan)	-	6,000	-	-	6,000
	-	22,600	(5,600)	-	17,000

The Neutering Vouchers were provided by RSPCA Brighton. This is an RSPCA initiative where vouchers are issued and when presented to the local vet, the cost of neutering is billed directly to the RSPCA giving a net saving to the Charity. £5,600 is the saving of vet expenditure to the Charity during 2020.

The Battersea and Animal Rescue Live (Petplan) are funding for a new ambulance. This was purchased post year end.

**16 Designated funds**

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

	At 1 January 2020 £	Incoming resources £	Resources expended £	Transfers £	At 31 December 2020 £
Animal rescue centre development	600,000	-	-	400,000	1,000,000

The charity's designated fund continues to be maintained for the future development of the rescue and rehoming centre in Hangleton Lane and two years' additional running costs whilst the site is developed and its potential maximised. The Trustees have now designated a further £400,000 of its free reserves towards the next phase of the animal rescue centre development. Detailed planning permission was received in September 2020, which includes intake, homing and isolations units for dogs, a wildlife unit and associated aviaries and pens, additional cattery units, a training and education centre plus basic staff accommodation for overnight care. The total cost of the entire project is estimated as £3.6 million, based upon a phased development of the various units. There are significant civil works to be undertaken including road access to paddocks where the wildlife unit will be situated and also extensive drainage which must be completed in the first phase, as a pre-commencement condition of the planning approval. It is anticipated that the next stage of the development will be started in autumn 2022 at an estimated cost of £1.175 million.

**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**17 Analysis of net assets between funds**

	Unrestricted general funds	Restricted funds	Unrestricted designated funds	Total
	£	£	£	£
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	1,116,900	-	-	1,116,900
Current assets	696,836	17,000	1,000,000	1,713,836
Creditors: amounts falling due within one year	(18,363)	-	-	(18,363)
	<u>1,795,373</u>	<u>17,000</u>	<u>600,000</u>	<u>2,812,373</u>
	Unrestricted general funds	Restricted funds	Unrestricted designated funds	Total
	£	£	£	£
Fund balances at 31 December 2019 are represented by:				
Tangible fixed assets	1,124,258	-	-	1,124,258
Current assets	574,716	-	600,000	1,174,716
Creditors: amounts falling due within one year	(22,711)	-	-	(22,711)
	<u>1,676,263</u>	<u>-</u>	<u>600,000</u>	<u>2,276,263</u>

**18 Indemnity insurance**

The charity has insurance to protect the charity from any loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charity during the year totalled £nil, as paid for in following year. (2019: £3,386).

**19 Pension and other post-retirement benefit commitments**

**Defined contribution**

Pension contributions due at the year-end amounted to £nil (2019: £803).

	2020 £	2019 £
Employer contributions payable by the charity for the year	<u>5,704</u>	<u>3,813</u>



**WADARS**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**20 Related party transactions**

During the year Trustees made donations totalling £900.

**21 Control**

No one member has overall control of the charity.

**22 Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2020 £	2019 £
Net income/(expenditure) for the reporting period	536,109	73,268
<b>Adjustments for:</b>		
Depreciation of tangible fixed assets	36,478	33,128
Dividends, interest and rents from investments	(2,221)	(2,369)
(Increase)/decrease in debtors	(692,238)	(13,788)
Increase/(decrease) in creditors	(4,350)	154,512
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(126,221)</b>	<b>244,751</b>