



Sally's Duck Rescue

Registered charity 1206783

Trustees Annual Report

For year end 31 March 2025

1. Reference and Administrative Details

Charity name: Sallys Duck Rescue

Registered charity number: 1206783

Principal address: 19 Smeeth Road, Marshland St James, PE14 8JF

Trustees during the year: Sally Jones (Active), Tim Jones (Active), Leanne Ferguson (Active), Kelly Hemming (Term ended), Lisa Ashbury (Resigned), Lisa Applegate (Active)

Independent examiner / auditor:

2. Structure, Governance and Management

Governing document (e.g., constitution, CIO foundation/association model, trust deed): Model Trust Deed

How trustees are appointed: Trustees are appointed by the existing board at a special meeting, in accordance with clause 9 of the Trust Deed. Each trustee serves a fixed term as specified in the deed.

Policies for recruitment, induction and training of trustees: The charity recruits trustees based on the skills and experience needed for effective administration. New trustees receive an induction including the governing document, recent reports, and an overview of their duties. Trustees are encouraged to familiarise themselves with Charity Commission guidance, including *The Essential Trustee (CC3)*.

Organisational structure and how decisions are made: The charity is governed by a board of trustees who meet at least twice per year. Decisions are made collectively by majority vote, with a quorum defined as one third of trustees or two trustees, whichever is greater. Day to day operations are delegated to two of the Trustees, with oversight from all of the trustees.

Related parties / statement of independence: The trustees confirm that no related party transactions took place during the year. All trustees acted independently and in accordance with the conflict of interest provisions in the Trust Deed.

Risk management overview: The trustees review key risks annually, including animal welfare, financial sustainability, volunteer safety, and biosecurity. Controls include public liability insurance, financial oversight, and adherence to animal care protocols. No significant unmanaged risks were identified during the year.



Sally's Duck Rescue

Registered charity 1206783

3. Objectives and Activities

Charitable Objectives

The charity's objectives are to relieve the suffering of domestic waterfowl in need of care and attention, to provide sanctuary and treatment, and to educate the public on waterfowl welfare.

Activities Undertaken to Achieve Objectives

During the year, the charity undertook a wide range of activities to further these objectives. Core work included the rescue, rehabilitation, and rehoming of domestic ducks, alongside the provision of sanctuary for birds requiring long term or permanent care. The charity also responded to welfare concerns involving other small animals when capacity allowed.

A significant component of the charity's public benefit work was the development and continued delivery of FLAP, the charity's structured volunteer development programme. FLAP provides hands on learning in animal care, supports personal development, and increases public understanding of domestic waterfowl welfare. Volunteers gain confidence, skills, and practical experience while contributing directly to the charity's daily operations. This programme directly supports the charity's objective to *"educate the public in matters pertaining to the welfare of domestic waterfowl"* (Trust Deed, Clause 3) and strengthens the charity's ability to meet rising demand for rescue services.

4. Achievements and Performance

Key achievements during the year

The charity experienced significant growth in rescue activity during the year, responding to a high number of welfare concerns involving domestic waterfowl and other small animals. The trustees oversaw the safe intake, care, rehabilitation, and rehoming of animals in line with the charity's objects, which are to *"relieve the suffering of domestic waterfowl... provide a safe sanctuary... and educate the public in matters pertaining to the welfare of domestic waterfowl"* (Model Trust Deed, Clause 3).

Major achievements included:

- Intake of 172 domestic ducks, representing a substantial increase in demand for rescue services.
- Successful rehoming of 145 domestic ducks to suitable, welfare checked homes.
- Provision of sanctuary and ongoing care for ducks requiring longer term rehabilitation or permanent placement.
- Intake of 2 goats and 5 chickens, reflecting the charity's willingness to prevent suffering where possible, even beyond waterfowl, when capacity allows.



Sally's Duck Rescue

Registered charity 1206783

- Development and strengthening of the FLAP volunteer programme, which increased the charity's operational capacity and supported individuals facing barriers such as mental health challenges, unemployment, or social isolation.
- Improvements to care routines, quarantine processes, and rehoming assessments, supported by trained volunteers participating in FLAP.

Outcomes

The charity's work resulted in meaningful improvements to animal welfare and public understanding:

- Reduction in suffering for rescued ducks through safe housing, veterinary treatment, and rehabilitation.
- High rehoming success, with 145 ducks placed into responsible, welfare checked homes.
- Improved welfare standards for animals that could not be rehomed, through sanctuary provision.
- Increased public awareness of responsible duck ownership, supported by volunteer training, community engagement, and FLAP related educational activity.
- Positive social impact for FLAP participants, many of whom reported increased confidence, improved wellbeing, and a sense of purpose through their involvement.
- Prevention of further neglect, as the charity intervened in cases where animals were at immediate risk.

5. Financial Review

Summary of the year's financial performance

Although the charity recorded a deficit of £25,851.29 for the period, this did not result in unpaid liabilities or financial instability. The majority of expenditure above income was met directly by the trustees through personal contributions and donated goods, for which no reimbursement was sought. A small number of trustee funded purchases were reimbursed where appropriate, in line with the charity's financial procedures. These combined contributions ensured that all operational costs were fully covered and that the charity remained solvent throughout the year.

Total income and major sources

- Charitable donations: **£45,346.70**
- Sales: **£25.50**
- HMRC Gift Aid and related payments: **£4,951.07**

These figures reflect the strong level of public support for the charity's work, with donations continuing to represent the overwhelming majority of income. Small scale sales and Gift Aid provided additional contributions to support the charity's rescue and rehabilitation activities.

Total expenditure for the period was £67,814.40, covering all operational and administrative costs associated with running the rescue. Key areas of expenditure included:

- Animal feed: **£13,464.03**
- Veterinary costs: **£9,383.68**
- Sundries and general animal care supplies: **£28,532.54**
- Repairs and maintenance: **£4,139.35**
- Motor vehicle expenses: **£3,322.26**
- Utilities (light, power, heating): **£1,525.44**
- Pest control: **£1,514.48**
- Fuel: **£1,296.66**
- Rent: **£3,200.00**
- Cleaning: **£640.42**
- Advertising and marketing: **£418.72**
- Insurance: **£180.88**
- Bank fees: **£93.37**
- Printing and stationery: **£59.85**
- Telephone and internet: **£26.91**
- Postage, freight and courier: **£9.15**
- Refunds: **£175.00**

The largest cost areas were veterinary treatment, feed, and general animal care supplies, reflecting the high welfare needs of the animals rescued during the period and the significant increase in rescue activity.

Explanation of financial position at year end

The charity ended the period with an overall deficit of £25,851.29, reflecting the significant rise in rescue activity and the associated increase in veterinary, feed, and operational costs. Despite this deficit, all liabilities were met in full, and the charity remained financially stable throughout the year. The majority of expenditure above income was covered directly by the trustees through personal contributions and donated goods, with only a small number of expenses reimbursed in line with policy. These voluntary contributions ensured that no debts were carried forward and that the charity maintained a positive year end cash position. The trustees consider this financial outcome reasonable in the context of the charity's rapid growth and high welfare demands, and note that continued public donations and careful financial management remain essential to sustaining operations.

Reserve policy

The trustees aim to maintain a modest level of reserves that is proportionate to the size and nature of the charity. As a small, volunteer led rescue operating without paid staff or long term financial commitments, the charity typically seeks to hold between £500 and £1,000 in unrestricted reserves. This level is considered sufficient to manage short term cash flow, cover essential immediate costs

such as feed or emergency veterinary treatment, and ensure continuity of operations during periods of fluctuating income.

Target reserves level: £500–£1,000

Actual reserves held at year end: £620.86

Although the charity recorded a deficit for the period, the year end reserves remained within the target range. This was achieved because the majority of expenditure above income was met directly by the trustees through personal contributions and donated goods, with only a small number of expenses reimbursed. As a result, no liabilities were carried forward and the charity maintained a positive cash position at year end.

The trustees consider the current reserve level appropriate given the charity's operating model, reliance on volunteer labour, and ability to scale activity in response to available funds. The charity does not seek to build large reserves, as funds are used promptly to relieve the suffering of domestic waterfowl in line with its charitable objectives.

Principal funding sources

The charity's work continues to be funded primarily through public donations, which remain the core source of income and reflect strong community support for the rescue. Additional income was generated through small scale sales, fundraising activities, and HMRC Gift Aid, which provided an important supplementary contribution to operational costs. These income streams are essential to sustaining rescue operations, meeting rising welfare demands, and supporting the FLAP volunteer development programme.

Any significant financial events

Significant financial factors during the period included:

- A substantial increase in veterinary and animal care costs, driven by the high number of ducks requiring treatment and the complexity of some welfare cases.
- Investment in repairs and maintenance to ensure safe, weather resilient, and suitable sanctuary facilities for long term and rehabilitating birds.
- Growth of the FLAP volunteer development programme, which required additional resources but also increased the charity's operational capacity and public benefit impact.
- Strong public support, reflected in over £45,000 of donations and Gift Aid income, which helped offset the significant rise in expenditure.
- Trustee contributions, where the majority of costs above income were met personally by trustees through donated goods and unreimbursed purchases, ensuring that all liabilities were met and no debts were carried forward.

6. Plans for Future Periods

Key priorities for the coming year

The trustees have identified several priorities for the coming year to support the charity's continued growth and ensure high welfare standards for rescued domestic waterfowl. These include strengthening the FLAP volunteer development programme, improving sanctuary facilities, and enhancing the charity's capacity to respond to increasing numbers of rescue requests. The charity also aims to continue raising public awareness of responsible duck ownership and domestic waterfowl welfare.

Planned projects or developments

Planned developments for the year include improvements to housing and quarantine areas to better manage biosecurity and seasonal weather challenges. The charity intends to expand the FLAP programme by providing additional training and structured learning opportunities for volunteers, enabling them to take on more responsibility in daily care routines. The trustees also plan to review and update operational policies, including animal care protocols, health and safety procedures, and volunteer guidance. Development of the charity's hospital wing is a key project for the coming year, aimed at improving the treatment and recovery environment for sick and injured ducks and reducing pressure on external veterinary services. Fundraising initiatives will be developed to support ongoing veterinary costs, essential sanctuary maintenance, and the construction and equipping of the hospital wing.

Expected changes in funding or operations

The trustees anticipate continued high demand for rescue services, which may result in increased veterinary and feed costs. While donations remain the charity's primary source of income, the trustees expect some fluctuation in fundraising levels due to economic conditions and seasonal giving patterns. The charity will continue to adapt its operations to available resources, scaling activity where necessary to ensure financial stability. Efforts will be made to diversify income streams, strengthen community engagement, and build a more predictable funding base to support long term sustainability.

7. Principal Risks and Mitigation

The trustees regularly review the key risks facing the charity and take reasonable steps to manage and mitigate them. The principal risks identified during the year include operational, financial, governance, and volunteer related risks.

Operational risks

The charity faces ongoing risks associated with high rescue demand, disease control, and seasonal weather challenges. To mitigate these risks, the trustees maintain strict biosecurity procedures, operate quarantine areas for new arrivals, and plan improvements to housing and the development

of a dedicated hospital wing. Animal care protocols are reviewed regularly to ensure high welfare standards.

Financial risks

As a small charity with low reserves and fluctuating income, financial sustainability is a key risk. Rising veterinary costs and essential sanctuary maintenance place pressure on available funds. The trustees mitigate this by monitoring expenditure closely, prioritising essential costs, and undertaking regular fundraising activities. The charity adapts its operational capacity to available resources to avoid financial over commitment.

Governance and compliance risks

Risks include failure to meet reporting requirements, maintain accurate records, or keep policies up to date. The trustees mitigate these risks by holding regular meetings, maintaining clear minutes, reviewing policies annually, and ensuring compliance with Charity Commission guidance and the governing document.

Volunteer and staffing risks

The charity relies heavily on volunteers, and shortages or lack of training could impact operations. The FLAP programme helps mitigate this risk by providing structured training, improving volunteer confidence, and increasing retention. The trustees also monitor volunteer wellbeing to reduce the risk of burnout.

Reputational risks

As an animal welfare charity, public trust is essential. Risks include complaints, negative social media interactions, or poor animal outcomes. The trustees mitigate these risks through transparent communication, consistent welfare standards, and prompt response to concerns raised by the public or volunteers.

8. Structure of Funds

Unrestricted funds

The charity's income during the year consisted entirely of unrestricted funds. These include public donations, general fundraising income, small scale sales, and HMRC Gift Aid. Unrestricted funds are used to support the full range of the charity's activities, including rescue operations, veterinary treatment, feed, bedding, sanctuary maintenance, and the FLAP volunteer development programme.

Restricted funds

The charity did not receive or hold any restricted funds during the year. All income was available for general charitable purposes in line with the charity's objects.

Endowment funds

The charity does not operate any endowment funds.

Transfers between funds

As the charity holds only unrestricted funds, no transfers between funds were required or undertaken during the year.

9. Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and UK accounting standards. The trustees must ensure that proper accounting records are kept, safeguard the charity's assets, and take reasonable steps to prevent and detect fraud

10. Independent Examiner's / Auditor's Report

To be attached

11. Financial Statements

Statement of Receipts and Payments

Receipts

- Donations and voluntary income – **£45,346.70**
- Sales and trading income – **£25.50**
- Gift Aid received – **£4,951.07**
- VAT refunds received – **£0.00**
- **Total Receipts: £50,323.27**

Payments

- Refunds – **£175.00**
- Advertising and marketing – **£418.72**
- Animal feed – **£13,464.03**



Sally's Duck Rescue

Registered charity 1206783

- Bank charges – **£93.37**
- Cleaning – **£640.42**
- Fuel – **£1,296.66**
- Insurance – **£180.88**
- Light, power and heating – **£1,525.44**
- Motor vehicle expenses – **£3,322.26**
- Pest control – **£1,514.48**
- Postage, freight and courier – **£9.15**
- Printing and stationery – **£59.85**
- Rent – **£3,200.00**
- Repairs and maintenance – **£4,139.35**
- Sundries – **£28,532.54**
- Telephone and internet – **£26.91**
- Veterinary costs – **£9,383.68**
- **Total Payments: £45,931.75**

Net Receipts / (Payments)

- Net cash movement for the year: £50,323.27–£45,931.75=£4,391.52

Statement of Assets and Liabilities (Cash Basis)

- Opening bank balance: **£392.83**
- Net receipts/(payments): **£4,391.52**
- Closing bank balance: **£4,784.35**
- Creditors due within one year: **£601.72**
- Net assets/(liabilities): **£4,182.63**
- Represented by: **£4,182.63**
- Current year earnings (cash basis): **£4,182.63**

12. Approval of the Trustees' Annual Report

This report was approved by the trustees on 20.03.26 and signed on their behalf by:

Sally Jones
Chair of Trustees

Signature:

Sally Jones

Profit and Loss

Sally's Duck Rescue

For the period 30 January 2024 to 30 March 2025

	30 JAN 2024-30 MAR 2025	TOTAL
Turnover		
Charitable Donations	45,346.70	45,346.70
Sales	25.50	25.50
Total Turnover	45,372.20	45,372.20
Cost of Sales		
Refunds	175.00	175.00
Total Cost of Sales	175.00	175.00
Gross Profit	45,197.20	45,197.20
Administrative Costs		
Advertising & Marketing	418.72	418.72
Animal feed	13,464.03	13,464.03
Bank Fees	93.37	93.37
Cleaning	640.42	640.42
Fuel	1,296.66	1,296.66
Insurance	180.88	180.88
IT Software and Consumables	6.66	6.66
Light, Power, Heating	1,525.44	1,525.44
Motor Vehicle Expenses	3,322.26	3,322.26
Pest Control	1,514.48	1,514.48
Postage, Freight & Courier	9.15	9.15
Printing & Stationery	59.85	59.85
Rent	3,200.00	3,200.00
Repairs & Maintenance	4,139.35	4,139.35
Sundries	28,532.54	28,532.54
Telephone & Internet	26.91	26.91
Vets	9,383.68	9,383.68
Total Administrative Costs	67,814.40	67,814.40
Operating Profit	(22,617.20)	(22,617.20)
Other Income		
HMRC Gift Aid	4,951.07	4,951.07
VAT Refund	(8,185.16)	(8,185.16)
Total Other Income	(3,234.09)	(3,234.09)
Profit on Ordinary Activities Before Taxation	(25,851.29)	(25,851.29)
Profit after Taxation	(25,851.29)	(25,851.29)

Independent Examiner's Report to the Trustees of Sally's Duck Rescue

I report on the accounts of Sally's Duck Rescue for the year ended 31 March 2025, which comprise the Statement of Receipts and Payments and the Statement of Assets and Liabilities, together with the related notes.

Responsibilities and Basis of Report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011.

I have carried out an independent examination of the accounts in accordance with Section 145 of the Charities Act 2011 and the applicable Directions given by the Charity Commission.

An independent examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit and consequently I do not express an audit opinion on the accounts.

Independent Examiner's Statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:
 - o to keep accounting records in accordance with Section 130 of the Charities Act 2011; and
 - o to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Act have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Independent Examiner:

Name: Professional status (if applicable): S. GRIFFITHS
Address: 45 QUEENS AVE KINGSLYNN PE30SLK
Date: 10/5/26