

**BATTERSEA DOGS' AND CATS' HOME**  
**ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2024**

Company Limited by Guarantee  
Registration Number 278802 (England and Wales)

Charity Registration Number  
206394

**BATTERSEA DOGS' AND CATS' HOME  
TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE  
YEAR ENDED 31 DECEMBER 2024**

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## **Report of the Council of Trustees**

The Council of Trustees is pleased to present the annual report and financial statements of Battersea Dogs & Cats Home for the year ended 31 December 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, 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.

The Trustees confirm that they comply with their duty to have regard to the guidance on public benefit, published by the Charity Commission, when exercising their powers and duties.

## **Section 172 statement**

The Trustees of Battersea, as those of all UK charitable companies, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised as follows:

A Trustee of a charitable company must act in the way they consider, in good faith, would be most likely to promote the success of the charity for the benefit of its stakeholders as a whole and, in doing so have regard to:

- The likely consequences of any decisions in the long term;
- The interests of the charitable company's employees;
- The need to foster the charitable company's business relationships with suppliers, customers and others;
- The impact of the charitable company's operations on the community and environment;
- The desirability of the charitable company maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the charitable company.

The following statement summarises how the Trustees fulfil their duties.

## **Long-term decision making**

The Trustees are responsible for strategic planning and, accordingly, all key decisions are referred to and taken by the Board of Trustees with implications for all stakeholders carefully considered.

A robust governance structure is in place as outlined on page 32. Sub-committees of the Board of Trustees are responsible for ensuring oversight of key strategic areas and embedding of best practice. This ensures decision-making processes are informed, rigorous and timely and effective controls, and risk assessment and management systems are in place and regularly monitored.

## **People Engagement & Wellbeing**

The Board of Trustees recognises that our people (employees and volunteers) are our biggest asset given their specialist skills and knowledge and propensity to go above and beyond.

In 2024, a new People Strategy was developed, following extensive consultation with key staff groups and valuable insights gained through our all-staff survey and wider sector and societal insights. 85% of employees responded to the biennial staff survey. Results showed 76% of respondents would recommend Battersea as a good place to work - a 5% improvement

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compared with 2022, alongside positive results for Diversity & Inclusion (D&I) and line management.

The Volunteering team has further professionalised, twice achieving Investing in Volunteers accreditation - the UK quality standard for good practice in volunteer management recognising an organisation's ability to provide an outstanding volunteer experience. 95% of respondents to our volunteer survey stated that they enjoy their volunteering, and 90% would recommend Battersea as a good place to volunteer.

In addition to our existing provision for all employees of a Health Cash Plan, Employee Assistance Programme, Mental Health First Aider network and support, flu vaccinations and bereavement support, new wellbeing initiatives included Samaritans training for Academy staff to support their interactions with adults at risk and Helplines training for frontline Operations staff to support their skills in managing challenging situations as well as piloting of a dedicated wellbeing coach which provides additional in person or virtual support to teams or individuals that experience traumatic situations. We have improved our mandatory health and safety and compliance training programmes achieving high levels of completion, engagement, developing knowledge and skills in the areas of Data Protection and Cyber Security, Safeguarding, Whistleblowing, Health and Safety, Fire Safety and First Aid.

Battersea continues to engage with its employees through a variety of face to face and digital channels including our Intranet and digital communication channels, weekly news bulletins, monthly managers cascades, regular leadership updates, Strategy Roadshows, staff social events and activities, end of year events and quarterly pulse surveys. Battersea Matters is our staff consultation group, made up of elected representatives from across the whole organisation, to discuss key organisational and employee priorities. The group met four times in 2024.

Battersea continued to adapt its communications with its volunteers and foster carers to keep them engaged and up to date with Battersea's news and key projects, and to seek their feedback. As well as the regular newsletter, volunteers were invited to organisation-wide webinars and the Strategy Roadshows undertaken this year.

### **Community and Environment**

The trustees considered the charity's environmental impact and implemented several measures to support sustainability. These are outlined in full in the SECR report on page 24.

### **Reputation and business conduct**

All decisions were made with integrity, ensuring the charity's reputation and relationships were maintained. This includes adhering to ethical fundraising practices and safeguarding policies.

### **Stakeholder Engagement**

#### **Our Service Users**

Battersea continues to engage with service users to help understand and improve their experience. In 2024 we:

- Surveyed users of Battersea's Pet Advice Line to understand their experience with the service and collected data to track the impact of the service.
- Polled Battersea Academy alumni on specific leadership learning needs in anticipation of a Leadership and Management programme for development in 2025.
- Conducted market research with rescue organisations in Greece and South Africa (some of whom we currently work with) to inform our understanding of the context in those countries and future country marketing strategies.

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**Donors**

At Battersea, we are indebted to our supporters and greatly value all the donations given to us, ensuring they are carefully spent to allow us to be here for every dog and cat. This year a new Supporter Experience team was established to enhance Battersea's relationships with supporters enabling us to adopt a more holistic approach, better understand their perspectives and leverage data and insights. Loyalty scores rose from 6.07 to 6.17 out of seven, ranking Battersea 3rd among 44 charities in the About Loyalty Chase Index.

**Parliamentarian and Government Policy Teams**

Battersea's work to drive policy and legislative change to benefit animal welfare wouldn't be achieved without close collaboration with politicians and government policy teams. This has remained the case throughout 2024. During the year, we engaged with teams through various visits, briefings on various draft laws, consultation responses, regular meetings across Westminster and the devolved nations, and appearances at receptions and in front of committees. This was critical in building relationships with the over 300 newly elected MPs after the General Election through a range of activities including a reception in Westminster in November and the return of the Purr Minister competition. Our political engagement is based around advancing the Our Voice strategic priorities, identifying sympathetic politicians and helping them further our legislative priorities with the new Government.

**Sector Partners**

We continue to work with our sector partners to drive forward Battersea's 'Our Voice' strategy.

We are part of a wide range of formal and informal partnerships across a range of different issues. In 2024 this included managing the impact of the XL Bully ban with partners in the Dog Control Coalition, growing our partnerships with Mars Petcare, across the housing sector and with academia under the Pet Friendly Properties banner and working closely with 4 sector partners to try and secure passage of key priorities around imports and dog theft before the 2024 General Election. We have also partnered with The Crown Estate on the creation of their regulatory regime for dog walking, several Councils on how to manage the dog populations in their public spaces and developing a theory of change towards preventative dog control policies with the Dog Control Coalition.

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## **Our objectives and activities**

Battersea puts the health and welfare of dogs and cats at the very core of everything it does and in doing so we make a significant difference to the lives of animals through our activities.

Battersea's core operational activities are directed towards improving the lives of dogs and cats, principally those that come directly into our centres, through our intake, assessment, rehoming, and clinical activities, but also those beyond our centres through our work and engagement with key stakeholders and decision-makers in Government on animal welfare issues and supporting other organisations in the UK and worldwide through our Global Programmes.

**In 2024** Battersea introduced its new five-year Strategy '**Here for Every Dog and Cat**' with a clear Mission:

*Working with others we will create lasting change for dogs and cats. We will seek to **prevent** the causes of poor dog and cat health and welfare, **support** individuals and communities who most need help with their dogs and cats, and provide and enable expert **care** for the dogs and cats that need a place in rescue.*

Our ambition through this Strategy is to help many more dogs and cats than ever before. We will champion the sharing of knowledge, learning, and experience, and a collaborative approach in responding to the challenges we face. We will place a significant, additional emphasis on upstream, preventative work and help more owners keep their pets through a new strategic focus on advice and support, all the time ensuring we are here for owners facing the heartbreaking decision to give up a much-loved pet.

**By 2029**, we will:

- Help more people make better choices when acquiring and caring for dogs and cats.
- Improve health and welfare standards in the breeding and sale of dogs and cats.
- Expand our efforts to reduce stray and roaming dog and cat populations.
- Help people better understand the health and welfare needs of their dogs and cats.
- Deliver targeted, accessible, empathetic, and timely advice and support to those in most need.
- Open up the benefits of pet ownership to more people.
- Invest in our centres to constantly improve their ability to meet the needs of all the dogs and cats in our care.
- Ensure Battersea is a trusted, preferred choice for those giving up or seeking a dog or cat.
- Bring the rescue and welfare sector together to share knowledge and expertise and achieve better outcomes for more dogs and cats.

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## **Our achievements and performance**

In 2024, the foundational year of this Strategy, Battersea developed new plans, partnerships, and strategic alliances that will enable us to create lasting change for dogs and cats.

**In 2024, we:**

- Directly helped **5,220** animals at our centres, **2,766 dogs** and **2,454 cats**, an increase of 5% on 2023. We rehomed 10% more dogs and 3% more cats year on year.
- Responded to 775 requests for support from dog owners and 716 from cat owners through our **free behaviour advice line**, the outcome of which saw 85% of these dogs and 77% of these cats remain in their homes.
- Helped an estimated **88,000 dogs and cats in our focus countries** (UK, South Africa, Greece, Sri Lanka, Thailand) through 14 new grants to empower communities to proactively manage dog and cat populations. A further, estimated **181,000 dogs and cats** were helped in the year through previously awarded grants.
- Reached **418 individual learners**, more than ever before, through our Battersea Academy **helping an estimated 90,000 animals**.
- Hosted our largest **International Dog and Cat Welfare conference** to-date with c.200 delegates from 26 countries.
- Maintained our support of **StreetVet** to help more pets owned by those experiencing homelessness. This included the approval of our first ever **Strategic Alliance to support 5,000 pets and their owners in 12 new locations over five years**.
- Celebrated the progress of the Renter's Rights Bill following our **Pet Friendly Properties** campaign.
- Published new research commissioned across three universities looking into the **financial impact of pet ownership in rental properties**, the results of which are already informing Government policy.
- Conducted **3,669 hydrotherapy and physiotherapy appointments**, treating a mix of internal cases and external referrals.
- Delivered our highest total income to date, including a record-breaking **£35.1m of fundraised income** and **£32.6m legacy income**.
- Increased year on year corporate income by **£162k** and Trusts income by **£965k**.
- Launched our new **'We're all in for them'** brand platform and campaign, placing us in the top three most trusted, loved, and distinctive rescue and rehoming charities.
- Saw high engagement scores in our biennial staff survey with **76% of respondents recommending Battersea as a good place to work**, a 5% improvement compared with 2022.
- Received **51,545 hours of support** from our onsite volunteers, an 11% increase on 2023.
- Continued to make good progress against our **D&I Action plan**, including advances towards our 2026 workforce diversity targets, embedding inclusive recruitment practices, and positive results on D&I in our staff survey.

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## **PERFORMANCE BY STRATEGIC THEME**

### **PREVENT**

*We will prevent the causes of poor dog and cat health and welfare and reduce the numbers of dogs and cats needing rescue centres.*

### **USING OUR VOICE**

As part of our Our Voice programme, four focus areas have been defined to deliver significant animal welfare benefits over the strategy period and beyond. These are: **tackling problem demand; ethical sourcing; safety around dogs; and pet friendly properties.**

All four issues were promoted through an integrated marketing and communications campaign ahead of the **General Election**. We arranged MP visits to rescues nationwide, leading to key Battersea policies appearing in most party manifestos. Engagement with the new Labour Government began immediately, including a Parliamentary reception with 92 MPs and Peers, and our most successful Purr Minister campaign, which drew national media coverage, 11 Parliamentary entries, and 5,272 votes. Battersea was invited to help shape a new animal welfare strategy, and the Government has backed a Private Members Bill on puppy and kitten imports. However, the new Government has so far shown less focus on animal welfare than expected, so we will be working to highlight the societal benefits that accompany good animal welfare.

Alongside **informing, engaging, inspiring and mobilising** the public to **change behaviour and take action**, we are collaborating with others within and beyond the sector to improve the systems at play, influence and shape policy and legislation through relationship building and develop strong, nuanced and evidence-based policies and solutions to the issues we're seeking to address.

### **ENABLING BETTER CHOICES**

We were involved in **132 partnerships** with other organisations including working with Defra to support owners in the run up to the introduction of **compulsory cat microchipping**, reaching owners through a series of interviews including ITV News, generating 300+ pieces of coverage with 287m reach. A new **breed disruption project** is progressing in partnership with Gumtree, aiming to tackle breed fixation in prospective owners through a test and learn approach. Alongside this, **My Developing Dog**, a breed-specific WhatsApp tool supporting new puppy owners was positively tested and will be piloted in 2025.

### **REDUCING STRAY AND ROAMING DOG AND CAT POPULATIONS**

The Grants & Programmes team awarded **14 new grants with a total value of £5.1m**, to help empower communities to proactively manage dog and cat populations, which will help **88,000 dogs and cats**, while previously awarded grants helped a further 181,000 dogs and cats.

All programmes funded by Battersea are compliant with International Companion Animal Management coalition (ICAM) guidelines and are designed specifically to address the local and national contexts and the dog/ cat population management systems in which they operate.

**In the UK** Hope Rescue in Wales and RAIN Rescue in Yorkshire delivered effectively against their grants and a £600k grant was awarded to the Capital Cat Care Campaign (C4) to fund the neutering of c.9,000 cats owned by low-income households in 2025.



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**In Greece** Animal Action Greece and Nine Lives continued their focused trap, neuter, vaccinate and release work in Paros and Athens respectively, helping thousands of unowned cats and challenging the public's perception of this vital work. Zero Strays Pawject continued to work relentlessly to change animal welfare laws and the enforcement within national and local government, working closely with the police, judiciary, and municipalities to get owned pets registered and neutered.

**In South Africa**, the grants portfolio grew to 17 grants. A key achievement in this programme is that SAVA CVC has now vaccinated 100,000 cats and dogs against rabies.

**In Thailand** Jai Dog Rescue exceeded their sterilisation and vaccination targets, neutering 11,901 dogs against a target of 10,791. Jai Dog also expanded their education initiatives, reaching over 6,300 people through school sessions and village meetings. A new £970k grant to Soi Dog in Phuket aims to help 35,000 cats and the local community through a holistic approach to cat health and wellbeing.

**In Sri Lanka** Dogstar achieved their annual target of sterilising 2,750 cats. Dogstar's innovative capacity-building initiatives, including the training of eight practical learners and the development of online resources, laid a strong foundation for scaling up in 2025.

We awarded four new **Special Programmes** grants and completed our first round of research funding which includes supporting research on the animal-human bond. A new partnership with ICAM was established, and we hosted our first-ever global UN event at the World Urban Forum. Numerous scientific papers are being published on the back of our funding, achieving increased media exposure, positioning Battersea as a growing thought-leader and raising public awareness of challenges in the animal welfare sector.

## **SUPPORT**

*We will support individuals and communities who most need help with their dogs and cats to enable animals to remain where they are loved and cared for.*

### **DELIVERING ACCESSIBLE SUPPORT TO THOSE IN MOST NEED**

Across the year our canine behaviour team responded to 775 requests for support from owners through our **free behaviour advice line**, the outcome of which saw 85% of these animals stay at home, potentially avoiding admission or a return to Battersea. The feline behaviour team responded to 716 requests for support and 77% of these animals remained in their homes.

A new **Advice, Support and Education** programme was developed in 2024, ready to implement from 2025 as part of Battersea's new strategy. This will provide targeted support that will improve the welfare of dogs and cats before they need to enter Battersea's care, and support people and communities to better manage their animals. Meanwhile, research was completed with 24 Local Authority dog wardens to inform a new Stray Dog Support Programme to launch in 2025.

## **WORKING WITH PARTNERS**

We continued to support **StreetVet** to help the pets of those experiencing homelessness. This included the development and approval of our first ever **Strategic Alliance to support 5,000 pets and their owners in 12 new locations over five years**.

A new contract was agreed to continue Battersea's partnership with **FareShare** in 2025, providing free pet food via a network of food banks.

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Battersea, along with Blue Cross and the RSPCA, was the largest contributor to an important **hardship fund** established to support over 1,800 low-income American Bully XL owners who otherwise would have struggled to meet neutering costs ahead of the Government deadline, potentially facing the heartbreaking decision to have their pets put to sleep.

#### **ENCOURAGING MORE PET FRIENDLY HOMES**

Our **Pet Friendly Properties** campaign continued to make great strides. The new Government introduced the **Renters' Rights Bill** which reflected our efforts to influence the new Housing Minister. **Mars Petcare** partnered with us on a joint fringe event at the Labour Party Conference and 4,150 Battersea supporters acted within the space of a week to contact their MPs before the Second Reading of the Bill. 13 MPs spoke in the debate to raise the importance of pets and housing as an issue, and over 13,000 supporters visited our campaign page before the debate.

#### **CARE**

*We will provide expert care for those dogs and cats that still need a place in rescue so that they receive the support they need as soon as possible.*

#### **APPLYING OUR EXPERTISE**

Battersea directly helped **5,220 animals** at our centres, an increase of 5% on 2023. As a proportion of intake, stray dogs accounted for 39% in 2024 and 33% of dogs came from local authority care. Stray cat intake again increased year on year, accounting for 31% of cat intake. These cats stayed longer on average, slowing down the throughput of cats through our centres. 725 kittens were cared for (803 in 2023), and 374 puppies (451 in 2023). 31 puppies and 52 kittens were born on site. Animals also came to us from 41 external partners including Police, vets, and other rescues such as Hope Rescue (100 dogs helped). All three centres experienced an increase in large bull breeds following the ban on American Bully XLs in early 2024, and whilst a far smaller number of XL's came into Battersea's care than expected, difficult behaviours and limited rehoming appeal for large bull breeds contributed to a longer length of stay.

We experienced a rise in **unplanned arrivals** where people turn up with cats and dogs wanting Battersea to admit them immediately. An average of 22 dogs and 37 cats each month were unscheduled arrivals to the London centre. Many of these animals were brought in by members of the public experiencing extremely difficult and desperate circumstances and the animals were frequently in a poor behavioural and/or medical state resulting in longer stays.

The **average length of stay** for **dogs** before rehoming was **38.4 days**, an additional 3.2 days compared to 2023. For **cats**, the average length of stay was **28.3 days**, an increase of 0.5 days from the previous year. **894 animals, or 16% of intake, benefitted from a placement in temporary foster.**

**4,019 operations** were conducted by our Clinic, **up 8%** on 2023, including an 18% increase in dog neuters and a 5% increase in cat neuters. **110 airway surgeries** were carried out, compared to 78 in 2023, including 14 on behalf of Dogs Trust. We also carried out an increased range of orthopaedic surgeries in-house and continued to offer surgical support to Dogs Trust and Blue Cross, carrying out 22 XL Bully neuters for Blue Cross clients as they struggled to complete these surgeries for their clients ahead of the Government deadline.

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**Hydrotherapy and physiotherapy services** were both fully booked throughout the year treating a mix of internal cases and external referrals, totalling 3,669 appointments. The Clinic team completed triage training for Operations staff across all three centres to help manage medical challenges for animals under their care, and two exchange trips with members of the clinic team were arranged for grantee partners in Thailand and South Africa.

**We rehomed 3,735 animals. Dog rehoming rose 10%** year on year from 1,417 to 1,559 dogs and **cat rehoming rose 3%** from 2,114 to 2,176. This was despite a challenging context that saw interest in cat rehoming across the sector drop during the summer months, a growing rise in unplanned admissions and an increase in dogs put to sleep, mainly due to a rise in banned breeds.

Battersea is proud to operate a non-selective intake policy which means it takes in all dogs and cats, regardless of their breed, age, medical condition, behavioural history or any other characteristic. As a result, we receive some of the most challenging dogs and cats in society and we invest our 164 years of expertise into the care of each one. Some of our animals have untreatable medical problems or behavioural issues so severe that we believe we will be unable to safely rehome them, and some of the dogs we receive are of types banned under law. In these cases, we will put an animal to sleep. We care deeply for all the animals we look after, and such decisions are never taken lightly or in isolation. Battersea offers hope and the chance of a happy life to many dogs and cats who, if not for Battersea, would have nowhere else to go.

In 2024, 913 dogs were put to sleep, equivalent to 31% of total intake (+1% from 2023). Whilst 19% of dogs were put to sleep for behavioural reasons (+1% from 2023), the biggest rise for PTS was due to being a banned breed. 114 dogs were put to sleep due to being a banned breed, up 185% from 40 in 2023. An additional 80 dogs were put to sleep as consented euthanasia cases, up from 68 dogs in 2023.

#### **RAISING STANDARDS AND DRIVING A MORE CONNECTED SECTOR**

Battersea's Academy reached more learners than ever before helping an estimated **90,000 animals**. 87 learning opportunities were delivered online and face to face to **1083 attendees**. 418 individual learners attended an average of three learning opportunities each and we welcomed **309 new learners**. Academy learners represented 133 UK organisations, 24 South African organisations, 7 Greek, 3 Sri Lankan organisations and one from Thailand, alongside 55 organisations from 27 other countries. A new-look Practical Week (renamed the Residential Week) was delivered with tremendous success. The Academy enjoys a consistent **Net Promoter Score in the high 80s**.

We hosted our largest annual **International Dog and Cat Welfare Conference** yet, a one-day free online event, open to anyone working or volunteering in a dog or cat shelter or rehoming organisation in the UK or overseas. Nearly 200 delegates from 26 countries joined, all with the common goal of learning and sharing. We also remained major supporters to the **Association of Dogs and Cats Homes (ADCH)** including sponsoring and speaking at its Annual Conference. Chief Executive Peter Laurie served as Trustee and Honorary Secretary throughout the year.

We undertook testing and learning of the 2025 Academy delivery schedule for a new **Foundations in Shelter Management Programme**.

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## OUR ENABLERS

### OUR SUPPORTERS

In 2024 we raised a total of **£70.3m** in income from all activities, thanks entirely to our generous supporters. Annual **gross fundraising income** reached **£35.1m** with **legacy income** hitting a record high of **£32.6m** representing over 850 kind gifts left to Battersea in supporters Wills.

#### Key achievements in 2024 include:

- Creation of a new Supporter Experience team boosted loyalty scores to 6.17/7, ranking Battersea 3rd out of 44 charities in the Chase Index.
- Two new face-to-face fundraising agencies were recruited and onboarded.
- New TV advertisements for Legacy and Regular Giving.
- Third-party events income grew by 46%.
- Our Wear Blue for Rescue campaign achieved 44% awareness among younger audiences, reaching 1.6m through social media, while collaborations with Lioness Chloe Kelly helped us reach new audiences.
- Carol concerts raised a record £51k with support from ambassadors Dame Jacqueline Wilson, Sue Perkins and Greg James.
- Battersea Backstage hosted by Ambassador Amanda Holden and TV presenter Alan Carr, was the most successful to date, raising £350k (vs. a £160k target), with ambassadors and friends of Battersea in attendance.
- Securing a major donation to upgrade the digital X-ray system at our Windsor clinic.
- People's Postcode Lottery awarded an annual grant of £2m in the tenth year of our partnership.
- Denzel's dog treats licensed, now stocked in Ocado, Co-Op, Spar, and Tesco, highlighting Battersea's brand strength.

While average gift values for the Muddy Dog Challenge increased, low registration numbers and rising costs meant the series fell short of its benchmarked targets. As a result, we have made the strategic decision to discontinue these events moving forward.

### OUR PEOPLE

A new **People Strategy** was developed, following extensive consultation with key staff groups and valuable insights gained through our all-staff survey and wider sector and societal insights. 85% of employees responded to the biennial **staff survey**. Results showed 76% of respondents would recommend Battersea as a good place to work - a 5% improvement compared with 2022.

Battersea was supported by **747 volunteers** in a range of roles. This converted into 51,545 hours donated by onsite volunteers, an **11% increase** on 2023. This is the equivalent of an additional **26 full time** roles at Battersea. 129 new onsite volunteers and 120 new foster carers were recruited.

87% of staff participated in at least one non-mandatory learning and development opportunity in 2024. After a successful pilot in 2023/4, we launched a second round of the **cross-charity mentoring programme**. 33 applications were received from Battersea colleagues, 19 of whom have been and will participate in the programme that will run in 2025. We continue to make excellent use of our Apprenticeship levy, using £88,767 of funding with 16 staff enrolled on programmes, including leadership and management, fundraising, veterinary nursing, Data, and L&D. 42 managers started the final **Foundations of people management programme** cohort, and we launched a new improved Management Training programmes for new managers

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**"Leading with Impact"** which will better address the needs of experienced managers joining Battersea as well as staff being promoted into their first management or leadership role.

We launched a development project with our Directors team, introducing a **360-feedback programme**, aligned with our Values and My Leadership behaviours that will be used to provide **insight** for personal and team development plans and activities for our **Directors** in 2025 as well as drive an **organisational culture of feedback** and **continuous improvement**.

A key focus in 2024 was on **inclusive recruitment** to enable us to increase the proportion of diverse candidates applying to and securing jobs at Battersea. We ran workshops for our hiring managers and developed digital inclusive recruitment learning modules (job design, shortlisting, and interviewing) that will be rolled out in 2025. We also developed new, more inclusive and accessible recruitment guidance documents for candidates - new Recruitment Packs, a 'Life at Battersea' pack, a new Employee Benefits document and a new 'How to Apply' guide and reviewed content on our careers site to provide signposting to candidates on getting adjustment support throughout the recruitment process. For the first time this year we **partnered with Flexa** to highlight our workplace flexibility within our office-based roles to attract more candidates and improve diversity – we are rated in their top 100 most flexible companies to work for.

We remain focused on the wellbeing of our people, especially our frontline animal-facing teams, and continue to trial various initiatives alongside our Employee Assistance Programme. In Q3, we introduced a wellbeing coach for Operations colleagues to offer extra support, for those facing particularly challenging and traumatic situations. Initial feedback has been positive, with a full review planned for 2025.

## **OUR AUDIENCES**

Brand, marketing, and communications output across the year sustained our brand health, including our position in the **top three most trusted, loved, and distinctive** rescue and rehoming charities. Battersea also moved from 12<sup>th</sup> to 6<sup>th</sup> place in the 2024 YouGov Charity Brand Index.

Our new **'We're all in for them'** brand platform and campaign launched to grow awareness of our evolving work, with a digital-first paid media approach and a focus on recall to maximise investment. Tracking results across year one showed positive foundations to build on – exposure to the campaign increased key perceptions of Battersea as *Leading* and *Different*, alongside awareness, affinity and understanding of the depth and breadth of our work.

Alison Hammond was announced as the presenter of **ITV's *For the Love of Dogs***. Series 12 aired from 16 April gaining an average 1.8m consolidated viewers and generating 3,394 pieces of coverage. Although overall social media engagement dipped compared to previous series, audience sentiment became more positive as the series progressed (60-80% positive depending on channel). Contracts were signed for a 13th series (6x30') airing in 2025 and a Christmas special, which aired 19 December (1.4m viewers).

We generated 17,345 pieces of coverage across the year, a slight decline from 2023. Highlights included a BBC package reaching 18.7m highlighting how donations from the Paul O'Grady tribute fund were spent. Partnership PR opportunities included announcing a garden at Chelsea Flower Show, collaborating with The King's Foundation on a photoshoot at Highgrove, and video content with McLaren Racing.

Throughout the year we continued to approach and secure visits from high profile celebrities

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across the world of film, TV, sport and radio for behind-the-scenes tours and rehoming. These included visits from Italian fashion designer Donatella Versace (12.2m social media followers), actor Ambika Mod, and TV presenters Kirsty Gallacher, Vicky Pattison, Jeff Brazier, Faye Winter, and Amber Gill. Ambassador Amanda Holden talked about rehoming a Battersea puppy on her Heart FM Breakfast radio show (4.2 million weekly listeners), as well as to her 2.3 million Instagram followers.

#### **CONTINUOUS IMPROVEMENT**

New **research projects** were delivered across a range of organisational areas including the rescue and rehoming landscape in Greece and South Africa to inform Academy plans; Local Authority challenges and opportunities for Battersea's Stray Dog Programme; audience profiling for key income generation products; and Legacy campaign development and creative testing. A new **Theory of Change** was developed to measure progress against Battersea's new strategy, and a new monitoring and evaluation approach was rolled out for the Academy, and our work in South Africa.

**Compliance monitoring** has continued to expand into new areas. Our Income Generation shadowing programme was updated, incorporating actions from income generation, directors, external monitoring, and internal monitoring. We commenced Door to Door audits with no compliance issues raised since November. We continue to enhance our Animal Welfare monitoring programme.

Our programme of **Internal Audits** continued to be used as a means of ongoing learning and development of our control environment, with a focus in the year on areas including Cyber Security, Health & Safety and Procurement. A new payroll system (Moorepay) and a new electronic cheque scanning system (Hague) were both introduced, delivering efficiencies in processing time, improved accuracy, and better-quality reporting.

#### **TECHNOLOGY**

Our **Launchpad** programme aims to transform how we collect, store and use data to deliver increased impact for our animals. This is a multi-year programme of work which, alongside wider process and organisational change, also includes the direct replacement of our two core Customer Relationship Management (CRM) systems which support the day-to-day delivery of our care for dogs and cats, and wider supporter engagement.

During 2024 we have worked together with our delivery partners on the development of the replacement systems, and with the support of our new Programme Manager the delivery of the programme is on track for implementation of the system for animal operations in the summer of 2025, with further development for our supporter CRM to follow thereafter.

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## Financial review

### Income

Total income was £70.3m (2023: £64.5m) for the year – an increase of £5.8m from 2023. This was due to higher legacy income at £32.6m (2023: £27.6m). Income received from Donations was also higher at £26.8m (2023: £26.2m). Income from Trading activities (which includes income from our Raffle and Lottery products) remained flat versus 2023. Investment and charitable income grew year-on-year with increases of £0.2m and £0.1m respectively versus 2023.

	<b>2024 £m</b>	<b>2023 £m</b>	<b>Change %</b>	<b>Ratio %</b>
Legacies	32.6	27.6	18	46
Donations	26.8	26.2	2	38
Gifts in kind	0.7	0.7	14	1
Trading activities	7.6	7.6	0	11
Investment income	1.8	1.6	13	3
Charitable income	0.9	0.8	8	1
<b>Total Income</b>	<b>70.3</b>	<b>64.5</b>	<b>9</b>	<b>100</b>

### Expenditure

Total expenditure increased by £5.5m to £63.4m for the year (2023: £58.2m). The amount we spent on caring for animals at Battersea increased to £23.1m (2023: £22.3m), reflecting the increase in animals helped and inflationary increases in costs. The costs of raising funds reduced versus 2023 being £16.3m (2023: £17.3m). Grant giving and Academy expenditure increased to £6.3m (2023: £3.8m) due to the compounding nature of building a multi-year grant programme. Education and awareness costs remained flat year-on-year being £8.2m (2023: £8.2m). Support and governance costs increased by £2.8m to £8.8m (2023: £6.0m) largely driven by asset impairment.

	<b>2024 £m</b>	<b>2023 £m</b>	<b>Change %</b>	<b>Ratio %</b>
Care of animals	23.1	22.3	4	36
Raising funds	16.3	17.3	-6	26
Gifts in kind	0.7	0.7	14	1
Grant giving and Academy	6.3	3.8	66	10
Education and awareness	8.2	8.2	0	13
Support and governance	8.8	6.0	47	14
<b>Total Expenditure</b>	<b>63.4</b>	<b>58.2</b>	<b>9</b>	<b>100</b>

### Pension

Battersea operates a defined contribution pension scheme for its employees. It also has a legacy defined benefit pension scheme which was closed to new members from September 2010. At the end of September 2013 this was also closed to future benefit accrual, to help mitigate any future liability.

Despite this, Battersea will continue to have ongoing obligations, the funding of which is agreed between the Trustees of the pension scheme and the charity's Trustees. These liabilities are subject to fluctuation as assumptions change over time. As at 31 December 2024 the pension scheme was in a surplus position of £10.2m (2023: £10.1m). In line with FRS 102, the surplus

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on the pension scheme has not been recognised in the financial statements for the year ended 31 December 2024.

Full detailed information on Battersea's pension schemes, including the defined contribution scheme, can be found in note 18.

**Investment powers and policy**

Under the Memorandum and Articles of Association, the charity has the power to make any investments which the Council of Trustees see fit. The Trustees are aware of the importance of responsible investment in making decisions that align with our charitable purpose and objectives, alongside their responsibility for maximising investment returns without jeopardising the charity's reputation. They therefore require their investment advisers to refrain from investing in any company that is involved directly in the use of experimental animals for non-clinical research, or sub-contracts to companies that make use of such animals, unless there is a legal or regulatory requirement to do so. In addition, Trustees have committed to applying principles of ESG in investment decisions in so far as they do not result in significant financial detriment to the Charity and will therefore ask Sarasin & Partners and Close Brothers to make the appropriate recommendations. If in doubt, they are asked to refer to the Chair of Council. Our investment advisers confirm adherence to this policy through a formal quarterly screening of our investment portfolio.

This gives Trustees assurance that there are no listed investments adverse to the purpose of the charity, thereby complying with the requirements of the Statement of Recommended Practice (SORP) and the Charity Commission's revised guidance note CC14.

Investment diversification within the above criteria is used to reduce risk exposure. The Trustees also prohibit high-risk investment, e.g., derivatives. The Council of Trustees, together with their advisers, set benchmark weightings for the portfolio and a benchmark for income yield.

The Council of Trustees place the emphasis on maximising long-term, sustainable investment growth and actual performance is reviewed against the benchmark return with both Sarasin & Partners and Close Brothers annually.

**Reserves**

The aim of Battersea's Reserves Policy is to ensure that the charity's ongoing activities are protected from unexpected fluctuations in its income and expenditure. In setting the reserves Policy, the Council of Trustees is influenced by strategic risks facing the charity – not least the fact that the charity is close to wholly reliant on voluntary income to continue its charitable undertakings – which being uncertain sources of revenue may not always provide the necessary funds to cover essential costs. Trustees have affirmed the target range for free reserves to be maintained between 6 to 12 months of future budgeted charitable, support cost and capital expenditure which equates to between £24.0m and £50.5m. This would allow for our activities to continue as normal during temporary falls in income or allow contingency plans to be implemented in the event of a more significant downturn in income or unanticipated increase in expenditure. This level is deemed appropriate when considered alongside the major strategic and operational risks currently faced by the Charity.

Free reserves (that is, those unrestricted funds not tied up in tangible fixed assets or other designated funds, excluding any pension assets) increased during 2024 to £52.6m (2023: £41.5m), representing approximately 12.5 months of charitable, support cost and capital expenditure.



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Trustees balance the need to maintain an appropriate level of free reserves to manage anticipated risks with funding of key initiatives to increase Battersea's charitable impact. Our plan for 2025 involves significant additional investment across charitable spend and income generation and as such an operating deficit is projected. This will reduce free reserves to between the mid-point and maximum of our target range by the end of 2025, with free reserves projected to remain within this range in future periods.

The **Fixed Asset Fund** of £61.6m (2023: £62.1m), represents the net book value of Battersea's fixed assets – principally the value of the land and buildings on our three sites.

The **Multi Year Grants fund** exists to ringfence funds for grants awarded but where conditions for release have not yet been met. At 31 December 2024, the balance on the fund stood at £8.4m (2023: £7.7m), which represents awards to nineteen organisations (2023: eleven).

The **Data Strategy fund** reflects monies set aside to deliver our Launchpad programme. The fund has decreased in the year to reflect the work underway on this project, to £3.2m (2023: £4.3m).

The **Site Development Fund** represents monies set aside to meet the costs of future planned capital refurbishment works across Battersea's three sites. As at 31 December 2024, this stands at £2.0m (2023: £5.8m).

A new **Strategic Implementation fund** has been established to meet the costs of implementing new initiatives to support the delivery of Battersea's new five-year organisational strategy. The balance on this fund at 31 December 2024 is £3.2m.

Total funds at year end were £130.9m (2023: £121.8m).

Trustees review and monitor this policy annually.

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## **Plans for future periods**

2025 represents the first full year of implementation of our new strategy. Alongside the continued delivery of existing significant programmes of work, including Launchpad, we will deliver growth in impact for dogs and cats.

**In 2025 we will...**

### **PREVENT**

- Implement Our Voice strategy to deliver regulatory and behavioural change, around better welfare supply, ethical sourcing, and public safety around dogs.
- Develop a strategic approach to UK cat population management.
- Award grants to support Prevent initiatives in overseas focus countries.
- Launch Academy population management training.

### **SUPPORT**

- Implement our Advice, Support and Education strategy.
- Help more pets owned by those experiencing homelessness through a strategic alliance with StreetVet.
- Partner with FareShare to help ensure pet food is available in food banks.
- Create a more inclusive rental market for pet owners through our Pet Friendly Properties campaign.
- Award grants to fund Support initiatives in overseas focus countries.

### **CARE**

- Introduce new processes to improve customer experience and more efficient ways of working across key operational areas.
- Launch our strategic Stray Dog Support programme.
- Continue to invest to improve and maintain our facilities.
- Increase the number of Academy learners.
- Improve shelter standards in focus countries, including the launch of a programme to improve the professionalism and sustainability of the UK rescue sector.

### **OUR PEOPLE**

- Year 1 of implementation of the People Strategy across three focus areas:
  - Teams and ways of working- Getting the structural foundations right to set people and teams up for success.
  - Talent and capabilities- Growing individual and organisational skills and capabilities to be more impactful in our work.
  - Our People experience- Creating a culture where people at Battersea feel included, heard and supported to make a positive impact.
- Working to improve trust in leadership and maintain connection to our cause.
- Developing inclusive, engaging communication channels for our people.

### **OUR SUPPORTERS**

Our overarching priority for 2025 is to embed the new income generation strategy and continue setting up the building blocks for success including working with teams across the organisation to develop our strategic foundations (People, Data & Insight, Cases for Support, Cohesion and Agility & Adaptability).

Our priorities focus around our three strategic aims:

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- Increasing the value of supporters that we have.
- Attracting and engaging new supporters.
- Developing diverse and sustainable income source.

**OUR AUDIENCES**

- Growing visibility and understanding of our evolving story with new and existing audiences through our brand campaign and wider storytelling. Ensuring our distinctiveness through reactive work, high profile PR opportunities and For the Love of Dogs series. Maintaining trust in our brand through international trademarking, brand architecture to guide work with partners and reputation management. Continuing to improve the effectiveness of our marketing via econometrics and campaign reviews.

**TECHNOLOGY**

- Deliver our new Animal CRM system within the Launchpad project and develop and implement the delivery plan for Income Generation.
- Design and implementation of a post go live target operating model to ensure a safe and effective handover of the Animal CRM system during the go live period and beyond.
- Begin the development of an organisational Technology Strategy.
- Rollout improvements and upgrades across our IT infrastructure platform.

**CONTINUOUS IMPROVEMENT**

- Commence work on a 5-year estates strategy.
- Implement dynamic risk profiling to further our cyber and data protection.
- Publish environmental strategy and integrate with existing organisational strategies.
- Improve employee subject access request process.
- Improve Business Continuity Planning and run a Cyber readiness exercise.
- Deliver efficiencies in tracking research and audience insight mapping.
- Introduce new Value for Money (VfM) principles
- Roll out the Battersea Theory of Change and Impact Toolkit to enable colleagues to assess and demonstrate our impact across the three pillars.

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## **Principal Risks and Uncertainties**

An organisation-wide risk management approach is in place which identifies our key strategic and operational risks, and monitors that they are effectively managed through effective controls, clear accountability, and escalation as required.

The Battersea risk management approach comprises:

- on-going review by Directors and Senior Leadership of strategic and operational risks (both existing and emerging risks), which have the potential to adversely affect the organisation;
- a quarterly review by the Finance, Audit & Risk Committee (FARC) of the strategic risks and material issues arising;
- the establishment of policies, processes, and procedures to mitigate the risks identified, as applicable; and
- the implementation of processes and procedures to minimise or manage potential impact on the Charity should those risks materialise.

Battersea considers the current major risks to the charity to be:

<b>Category</b>	<b>Risk Description</b>	<b>Mitigation</b>
<b>Financial</b>	<b>Liquidity/Financial stability</b> Risk that economic uncertainty or unforeseen costs affects our financial wellbeing and liquidity.	Controls have been shown to be effective in this area, and business plans have areas identified that can be amended should circumstances require.
	<b>Fundraising</b> - External factors negatively affect our ability to generate income.	Five-year strategy for income generation agreed alongside organisational strategy, including agreement to invest for growth.
<b>People</b>	<b>Staffing</b> – achieving desired recruitment and retention	Five-year strategy for People agreed alongside organisational strategy.
	<b>Wellbeing</b> - Risk that our current work environment and practices do not support good mental and physical wellbeing.	Wellbeing programme of work included in our People strategy.
<b>Operation of Charity</b>	<b>Delivery of strategy</b> - Risk that we are unable to manage our resources effectively to achieve our organisational and strategic objectives.	Implementation of change and project management principles coupled with efficient governance controls in place for strategic and high-risk projects/programmes of work.

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	<b>Cyber</b> - Risk that our systems are compromised due to a cyber security breach.	Refreshed BCP in 2024 with testing and monitoring regime in place specifically for Cyber.
	<b>CRM Replacement and Data Strategy Project</b> – ongoing CRM replacement and data strategy project fails to be delivered or fails to bring the expected facilitated benefits of the programme, requiring significant resource, time and money to resolve.	Agreed governance, risk and delivery framework in place, project on track to deliver benefits to animal welfare in summer 2025. Detailed planning and budget process for income generation utilising the new framework underway.
<b>Compliance</b>	<b>Risk of negative publicity</b> - affects public trust in Battersea, and/or the broader rescue sector.	Communications and media plan in place, with significant governance and oversight controls for all areas of our activity to ensure that Battersea is operating within its charitable purpose and to the highest standards.
	<b>Regulatory Failure</b> - Material failure to comply with regulatory or statutory requirements	Three-lines-of-defence model in place with dedicated Governance, Risk and Compliance team monitoring key regulatory risks.
	<b>Major Incident (BCP)</b> - Major unforeseen event such as arson, natural disaster, terrorism or major IT infrastructure failure.	Refreshed BCP in 2024 with testing and monitoring regime in place for all key risks to continuous ability to work.
	<b>Health and Safety</b> – risk that our Health and Safety controls are ineffective, leading to injury, regulatory reprisal, financial settlements and/or legal proceedings.	Implementation of training, rolling programme of risk assessments, and maintenance of our estate, alongside comprehensive H&S reporting, with dedicated internal resource to assess and advise on H&S issues.

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## **Fundraising standards**

### **Open and accountable**

All fundraising at Battersea is carried out with the full oversight of the Directors and the Council of Trustees. Battersea strives to provide an excellent service to all our supporters, and this is reflected in the low levels of complaints that we receive. Complaints are dealt with by our experienced Supporter Services team and are generally resolved without the need for escalation. Battersea takes any complaints very seriously and sees them as an opportunity to continue to improve our relationship with our supporters and the public.

### **Complaints**

We record and monitor all fundraising related complaints received and these are reported to our Trustees annually. We aim to acknowledge complaints within one working day with the vast majority being resolved within three working days.

- As a percentage against the volume of fundraising activity Battersea undertakes, we have received a very low number of complaints. For 2024, we recorded 458 complaints – 0.00011% of our total volume of fundraising activity (2023: 569 complaints – 0.00013% of our total volume of fundraising activity) and we continue to strive to improve how we measure, record and resolve complaints across Battersea.
- In 2024, we continued to use the tiering and tracking system introduced in 2022. This approach enables us to identify themes and trends, and areas where complaints are increasing, so we can take proactive action to manage this and ensure that the trends do not persist.
- We also improved our complaints management and reporting further by implementing an Overarching Complaints Procedure. This sets out clear roles and responsibilities for the management of all complaints across Battersea including fundraising and is reinforced with new complaints reporting to Trustees.

### **Protecting the vulnerable**

Battersea takes its responsibility towards supporters who may be considered vulnerable very seriously. We have a Vulnerable Persons Policy which is shared with staff and agencies working for us and we review our agencies policies to ensure these align with our own. Our Income Generation and Supporter Services teams have been trained to respond sensitively and appropriately to any individual whom they might consider to be in a vulnerable circumstance.

### **Contacting our supporters and supervising our fundraisers**

Battersea prides itself on a high standard of ethical fundraising and we continually review how we contact the public to ask for support. This ensures that we follow regulations, meet our own high standards and exceed the public's expectations. We are registered with the Fundraising Regulator and as such their logo appears on our fundraising collateral as a kitemark of approval. All contracts with our third-party agencies include clauses to be able to monitor, mystery shop and train their fundraisers. Each agency is required to commit to the Code of Practice and provide copies of their compliance policies. Weekly status calls with our agencies allow us to monitor their operating procedures.

Battersea manages two society lottery products; the Paw Draw weekly lottery and the Superdraw quarterly raffle. We take steps to ensure the product design, marketing and fulfilment adheres to Licensing Conditions and Codes of Practice requirements of the

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Gambling Commission and best practice. Our marketing strategy is ethical and age specific. Battersea follows the UN Rights of the Child and perceives a child to be anyone under the age of 18. As such, whilst legislation permits gambling products to be open to those over 16, we require players to be over 18 years of age.

This approach to age informs our marketing activity and we will not actively market to anyone we know is under 18 years of age.

We deliver a robust training programme to agencies working on our behalf, adhering to the Fundraising Code of Practice, and demonstrating best practice. Each training session has a section on compliance, consent for future contact preferences and dealing with vulnerable people and is delivered quarterly. We recognise that staff turnover at agencies can be high, so it is key that we ensure that anyone representing Battersea is aware of what is expected of them in this area. We actively engage with and encourage our agency fundraisers to be proud Battersea ambassadors. Our mystery shopping and call monitoring programme ensures that fundraisers are treating our potential donors fairly, respectfully, and appropriately. Our staff aim to shadow our third-party fundraisers across all channels on a quarterly basis and provide feedback and/or recommendations for any improvement. We also carry out monthly independent shadowing of our face-to-face agencies. All these visits are recorded and form part of an annual report to our Council of Trustees.

We also regularly attend the agency induction training sessions to observe and audit the content and delivery of the fundraisers' initial training using the Chartered Institute of Fundraising (CIOF) /Fundraising Regulator checklist. Battersea is a member of the CIOF and the Fundraising Regulator and takes part in their compliance round table events.

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## **Streamlined Energy and Carbon Reporting (SECR)**

### **Our SECR obligations**

Battersea understands that, like all organisations, our activities and services have an impact on the environment. As such, we are committed to the continual improvement of our environmental performance and ensure compliance with all relevant environmental legislation, including the Streamlined Energy and Carbon Reporting (SECR) scheme. Implemented in 2019, SECR requires all qualifying businesses to comply for financial years starting on or after 1 April 2019. This report corresponds to our financial year ending December 2024, though the previous year (2023) is revisited as well.

The greenhouse gas (GHG) emissions associated with our core business operations have been measured and verified in accordance with SECR category guidance; Scope 1 (direct resource use), Scope 2 (bought resources for use in our direct operations), and specific Scope 3 emissions (indirect emissions due to business activities) surplus to compliance requirements. We have also identified appropriate intensity ratios to normalise and monitor our carbon emissions and energy efficiency measures, which support our drive to minimise costs and improve productivity whilst reducing carbon emissions in line with the UK's 2050 net zero target.

### **Our Carbon Impact**

**Table 1**

<b>Scope</b>	<b>GHG Emissions Source</b>	<b>2024</b>	<b>2023</b>	<b>2019</b>
<b>1</b>	Natural Gas	176.24	177.67	486.25
	Propane	20.49	53.89	58.14
	Fleet Transport	12.87	41.53	38.45
	Isoflurane	26.89	27.85	49.78
	Nitrous Oxide	17.76	8.88	149.76
	Refrigerants	38.48	120.60	N/A
<b>2</b>	Purchased Electricity	596.80	569.33	675.47
<b>3</b>	Purchased Goods and Services (water only)	3.25	3.77	10.13
	Fuel & Energy-Related Activities	231.59	232.78	231.32
	Waste Generated in Operations (wastewater only)	3.55	3.87	20.86
<b>Total (tCO<sub>2</sub>e)</b>		<b>1,127.92</b>	<b>1,240.17</b>	<b>1,720.16</b>

*All data used to calculate the table above has been tracked monthly, where possible. However, due to gaps in recording, some electricity, natural gas, and water values for the month of December 2023 have been estimated based on their respective 11-month average. For two water meters, missing monthly values have been estimated using their 10-month and 8-month averages. For 2023 and 2024, transport data for fleet vehicles has been obtained from fuel card records and data for staff transport expenses has been recorded in miles. For 2019, all transport data was obtained from miles.*



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***Reporting Year (2024)***

The total GHG emissions associated with our combined business operations during this SECR period (2024) were 1,127.92 tonnes of carbon dioxide equivalents (tCO<sub>2</sub>e). Utilities at our three sites accounted for approximately 91% of our emissions, with the remaining amount pertaining to transport, anaesthetic gas use within our clinic operations, and refrigerants. Like the previous reporting years, this proportionality indicates that our approach to carbon reduction should continue to primarily target the operational efficiency of our building operations.

As in previous years, we have expanded the scope of our reporting to exceed mandatory requirements by including emissions associated with water use, transmission distribution (T&D) of electricity to site, and well-to-tank (WTT) emissions for all fuels. In future years we will look to include further Scope 3 emissions, such as employee commuting, purchased goods and services, and remote working. We will also aim to present any green tariffs and renewable energy generation that we can procure as part of our wider sustainability goals.

***Previous Reporting Year (2023)***

For the previous reporting year (2023), our combined business operations during the previous SECR period were 1,240.17 tCO<sub>2</sub>e. Utilities at our three sites accounted for approximately 84% of our emissions, with the remaining amount pertaining to transport, anaesthetic gas use within our clinic operations, and refrigerants.

***Baseline Year (2019)***

Due to COVID-19 impacts on our operational capacity, we were unable to use our Year 1 or Year 2 datum as an accurate baseline. Therefore, we have also retroactively calculated our carbon emissions for 2019 to represent a "business as usual" baseline. The total GHG emissions associated with our operations during 2019 was 1,720.16 tCO<sub>2</sub>e.

***Emission Intensity Ratios***

Current government environmental reporting guidance recommends the development of at least two Key Performance Indicators (KPIs) associated with key environmental impacts. In Table 2, we have identified two intensity ratios which divide our carbon emissions by an appropriate normalisation factor to enable performance tracking over time and comparison against organisations operating in equivalent sectors. These include (1) average carbon emissions per £100k turnover and (2) average carbon emissions per FTE employee. We chose to incorporate an employee-based indicator to encourage staff engagement with our organisational aim to minimise our impact on the environment.

***Table 2***

	tCO <sub>2</sub> e/£100k	tCO <sub>2</sub> e/FTE
<b>2024</b>	1.67	1.87
<b>2023</b>	1.94	2.19
<b>2019</b>	3.91	3.29

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***Calculation Methodology***

The raw consumption data of our 2024 business operations has been obtained using a combination of direct meter reads, half-hourly meter data, utility and product invoices, expense reports, fuel card data (fleet), and mileage data (staff transport expenses). Where averages or estimates have been used, this is identified. All carbon emissions have been calculated in accordance with guidance provided by the UK Government, GHG Reporting Protocol, and using DEFRA conversion factors. For our anaesthetics, recommended conversion factors from the NHS Sustainable Development Unit (SDU) were followed.

***Energy Saving Measures***

Considering our key emissions areas and previous Energy Savings Opportunity Scheme (ESOS) recommendations, we have continued to focus much of our energy saving efforts on improving building efficiency, including ongoing work to develop a unified Building Management System (BMS) across all three of our sites. At its core, this project aims to optimise the visibility of plant health and building statuses, therefore ensuring that the conditions of our facilities are safe and suitable for our dogs and cats. In addition, the project also brings greater visibility to our energy consumption patterns, providing us with the data and information necessary to identify key trends, make informed adjustments, and track our progress over time.

To further improve cost efficiency and reduce our reliance on natural gas, we have transitioned eight of our remaining Brands Hatch and Old Windsor boilers to air source heat pumps, which absorb latent heat from outside air and transfer it to radiators and underfloor heating. Additionally, we implemented new air handling unit schedules for eight systems at our Battersea site, removing unnecessary run times by an average of 8 hours/ day. We have continued LED installations, replacing some of our less energy efficient light fixtures across all three sites. Additionally, during a recent contract renewal process, all our half-hourly energy supplies were switched to a 100% zero-carbon mix (renewables and nuclear only).

In response to findings from a TM44 audit, we also underwent full servicing of all air conditioning equipment across our three sites, helping to improve their efficiency and performance. Several other energy saving actions were identified during this audit, and an associated action plan is being developed.

Behavioural change programmes have been continued internally, including providing staff with relevant environmental updates and informational communications on sustainable/ energy-efficient working. Lastly, we are planning to renew our Silver level accreditation for our environmental management system through Investors in the Environment, which requires ongoing monitoring of resources and demonstrating the progress being made towards meeting our reduction targets.

***Energy Consumption Data***

**Table 3**

kWh Consumption Totals				
Scope	GHG Emissions Source	2024	2023	2019
	Natural Gas	593,766	883,292	2,380,311

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1	Propane	240,432	231,720	252,464
	Fleet Transport	137,591	169,879	147,928
2	Purchased Electricity	2,882,379	2,749,165	2,642,581

Other Consumption Totals					
Scope	GHG Emissions Source	Unit	2024	2023	2019
1	Isoflurane	250ml bottles	141	146	261
	Nitrous Oxide	9,000L canisters	4	2	30
	Refrigerants	kg	20	62.68	N/A
3	Water	m <sup>3</sup>	21,249	21,351	29,457

*All figures have been rounded to the nearest whole number. 2023 consumption figures for natural gas, propane/transport (fleet), and transport (staff expenses) were converted to kWh from m<sup>3</sup>, L, and miles, respectively, by using the relevant year's UK Government's GHG Conversion Factors for Company Reporting. For 2019 transport mileage figures, 2020 UK Government GHG conversion factors were used as these were not provided in the 2019 UK Government guidance.*

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## **Diversity & Inclusion**

At Battersea, we are committed to developing and supporting a diverse workforce and inclusive culture in all that we do. We aim to ensure that this commitment, reinforced by our values, is embedded in our day-to-day working practices and our work together.

We want to ensure that everyone who comes into contact with Battersea is welcomed, valued and respected regardless of their race, age, gender, sex, disability, sexual orientation, social class, religion or belief. We strive to create lasting change for animals and the people that care for them and believe that creating a truly diverse and inclusive Battersea, which is proudly open to all, will be essential in our mission to deliver greater impact for dogs and cats everywhere.

Our comprehensive Diversity & Inclusion Action plan has been in place since 2021 with 2024 marking an extremely positive year, including the following successes:

- D&I forming a key cornerstone of our newly launched People Strategy around 'Our People Experience', ensuring people feel valued, included, heard and supported to make a positive impact in their work.
- Implementation of inclusive recruitment recommendations including the design of new digital learning modules and live workshops for all hiring managers for roll out in 2025.
- Completing a site accessibility audit for our London site to maximise the inclusivity of our buildings, environment and service so everyone who comes into contact with Battersea feels welcome. Recommendations are feeding into our longer-term design and refurbishment plans. Further audits will be completed for Windsor and Brands Hatch in due course.
- Progress has been made towards our five-year diversity target for 2026 of 15% for our two most underrepresented workforce communities by end of 2026. At the end of 2024 12.8% of our workforce had declared a disability, a 1% increase from 2023 and ethnic diversity remained in line with 2023 at 10.6%.
- Our bi-annual all staff survey in 2024 saw 79% positive responses to our question 'I feel that I belong at Battersea and can be myself at work' (up 7% from our 2022 survey).
- With active involvement from leadership, our four inclusion networks (listed below) have continued to grow in membership and impact throughout 2024, creating safe spaces for staff and volunteers from under-represented groups to support each other, raise issues and work together with allies to continuously improve inclusion at Battersea:
  - Disability and Wellbeing Network and allies
  - Ethnic Diversity Network and allies
  - LGBTQ+ Network and allies
  - Menopause Support Network and allies

Developing an even more diverse and inclusive Battersea is a priority for us. Future planned activities include:

- Delivering on our D&I calendar to celebrate the diversity of our people throughout the year, involving our networks to celebrate events and develop initiatives which are meaningful and impactful.
- Provide opportunities for staff to understand the lived experience of underrepresented groups at Battersea and how they can help build a more inclusive environment for all.

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- Externally showcase Battersea's commitment to D&I to help attract a more diverse workforce, and demonstrate our ongoing commitment to D&I.
- Further embedding of D&I in Management and Leadership courses.
- Further work on creating an inclusive culture including work on inclusive language and challenging microaggressions.
- Ongoing monitoring of progress against our benchmarks and targets, including D&I questions in our bi-annual staff survey and ongoing pulse surveys throughout the year.
- Connect with other animal welfare charities on shared D&I challenges and work to collectively address barriers to D&I in our sector.

**Employment of Disabled Persons**

Battersea is committed to supporting employees with disabilities. Our recruitment and employment practices ensure equal opportunities and compliance with the Equality Act 2010. Adjustments are made to accommodate individual needs wherever possible, and training and ongoing development is provided to all staff and volunteers to support inclusion.

Battersea remains committed to developing an inclusive environment and will continue to monitor and improve its practices to support disabled persons in its workforce.

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**Reference and administrative details**

Charity number: 206394  
Company number: 278802  
Registered office: 4 Battersea Park Road, London SW8 4AA

**Council of Trustees**

Paul Baldwin	Chair
Patricia Stafford	Vice Chair
Patrick Aylmer	
Heather Bacon	
Julie Carlyle	
Sir Alan Collins	
Sunwinder Mann	(resigned 24 April 2024)
Alan Martin	
Maria Novell	
Susan Paterson	
Lucy Shamdasani	(appointed 4 March 2025)
David Turner	(resigned 4 March 2025)
Deri Watkins	
Helen Webb	
The Worshipful Mayor of Wandsworth	(Ex Officio)

**Senior Staff**

Peter Laurie	Chief Executive
Ciara Bosworth	Programme Director (resigned 30 August 2024)
Kelly Brown	Director of Finance & Corporate Services
Bryony Glenn	Director of Human Resources
Lucy Hastings	Director of Operations
Julian Holmes-Taylor	Director of Income Generation
Paul Marvell	Director of Global Programmes
Sarah Matthews	Director of Marketing & Communications
Shaun Opperman	Director of Veterinary Services

**Our advisers**

**External Auditors**

Moore Kingston Smith LLP  
9 Appold Street  
London EC2A 2AP

**Internal Auditors**

RSM UK Risk Assurance Services LLP  
Davidson House  
Forbury Square  
Reading  
Berkshire RG1 3EU

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**Solicitors**

Bates Wells  
10 Queen Street Place  
London EC4R 1BE

**Investment Advisers**

Sarasin & Partners  
Juxon House  
100 St Paul's Churchyard  
London EC4M 8BU

Close Brothers Asset Management  
55 Grosvenor Street  
Mayfair  
London W1K 3HY

**Bankers**

Barclays Bank Plc  
7-11 St John's Hill  
London SW11 1TR

Lloyds Bank Plc  
25 Gresham Street  
London EC2V 7HN

National Westminster Bank Plc  
250 Bishopsgate  
London EC2M 4AA

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## **Structure, Governance and Management**

### **Trustee appointments**

Battersea is governed by a Council of Trustees (who are also Directors of the charitable company for the purposes of company law). Trustees, who are volunteers with distinguished careers and experience in a wide variety of fields, are subject to fixed term appointments and election or re-election according to procedures set out in the Memorandum and Articles.

New Trustees are nominated via an external search led by the Chair of Trustees, interviewed by a panel of Trustees and the Chief Executive, and appointed where they have the necessary skills to contribute to the charity's governance and strategic development. New Trustees undergo tailored induction programs covering legal obligations, Charity Commission guidance, Memorandum and Articles of Association, committee structure, decision-making processes, strategic plan, and financial performance.

More information on Battersea's Trustees and Executive Team can be found on Battersea's website.

### **Trustee delegation**

The Council is responsible for setting strategic direction, agreeing the financial plan and approving the delegation of financial authority through the Chief Executive, with specific limits imposed on delegation. The Council acts on advice and information from regular meetings with the Chief Executive. The Council met formally five times during 2024.

The Chief Executive is responsible for the day-to-day management of the Charity and for implementing policies agreed by the Council. The Chief Executive is assisted by a group of directors and senior managers.

The Finance, Audit and Risk Committee meets at least quarterly to oversee all financial aspects of the charity. It takes delegated responsibility for ensuring there is a framework for accountability and for ensuring that the charity complies with all financial aspects of the law, relevant regulations, and good practice. The Committee is also responsible for reviewing the performance of the charity's investment portfolio. It met four times during 2024.

A Governance and Nominations Committee was established to review compliance with appropriate legislation and codes issued by the Charity Commission and other regulatory bodies and to lead on any process for appointments to Council and committees. The Committee met three times in 2024.

The People Committee was formed to address key areas of focus for the Trustees including reviewing and approving Battersea's remuneration policy, diversity, safeguarding, and learning and development. The Committee met three times in 2024.

The Global Programmes Committee provides governance oversight of Battersea's Global Programmes work (encompassing Grant Programmes and the Academy). Key responsibilities of the Committee include overseeing the development and outcomes of the Global Programmes Strategy, reviewing the performance of Battersea's existing portfolio of work, as well as reviewing new proposals for major investments in grants and strategic partnerships. The Committee met four times in 2024.



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The Animal Health and Welfare Committee was formed in 2024 and met once in the year. It provides governance oversight and support in respect of the animal health and welfare activities across the charity, including our operations and veterinary work.

During 2024 the following served as Trustees:

	Attendance at Council Meeting (max 5)	Attendance at Finance, Audit & Risk Committee (max 4)	Attendance at Governance & Nominations Committee (max 3)	Attendance at People Committee (max 3)	Attendance at Global Programmes Committee (max 4)	Attendance at Animal Health & Welfare Committee (max 1)
Paul Baldwin (Council Chair and Chair of Governance & Nominations Committee)	5/5	-	3/3	3/3	-	-
Patricia Stafford (Vice Chair of Council and Chair of People Committee)	3/5	-	2/3	3/3	-	-
Julie Carlyle (Chair of Finance, Audit & Risk Committee)	5/5	4/4	1/1	-	-	-
Alan Martin (Chair of Global Programmes Committee)	5/5	4/4	3/3	-	4/4	-
Susan Paterson (Chair of Animal Health and Welfare Committee)	4/5	-	-	-	2/4	1/1
Patrick Aylmer	4/5	2/2	2/2	-	-	-
Heather Bacon	3/5	-	-	-	2/3	1/1
Alan Collins	5/5	-	3/3	-	4/4	-
Sunwinder Mann	2/2	-	-	1/1	-	-
Maria Novell	4/5	3/4	-	-	-	-
David Turner	2/5	-	-	-	-	-
Deri Watkins	2/5	-	-	-	4/4	-
Helen Webb	4/5	-	-	3/3	-	-

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**Related parties**

None of our Trustees receive remuneration or other benefit from their work with the Charity. Any connection between a Trustee or senior executive with a related party or competitor of the charity must be disclosed to the Council of Trustees. In the current year, no such related party transactions were reported. Donations made by Trustees and Directors to Battersea totalled £11,367 (2023: £9,377) for the year.

The charity has two wholly owned subsidiaries: Battersea Dogs Home Limited (BDH), which operates the Battersea's trading activities; and Bell Mead Kennels Limited, under which name the charity's annex at Old Windsor operated. Bell Mead Kennels Limited is now dormant. The companies' trading results and balance sheets are consolidated with those of the charity.

**Pay policy for the Executive Team**

Executive pay at Battersea reflects the market rate for comparable jobs in comparable organisations, the level of knowledge, skills and experience required, and the responsibilities and accountabilities associated with each role. Our pay policy aims to:

- recruit and retain talented individuals to lead and further develop our rapidly growing organisation.
- develop and sustain high performance, and;
- recognise individual performance in the preceding year.

The People Committee are responsible for overseeing the remuneration of Battersea's Executive Team. The Executive Team's annual pay reviews are paid in accordance with the wider organisational approach to pay reviews, which is currently to pay the same fixed percentage pay increase to staff at all levels. Pay for all roles at all levels is re-benchmarked on a triennial basis using externally validated voluntary sector pay data and adjusted accordingly to ensure competitive pay for comparable roles.

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## **Statement of Responsibilities of the Council of Trustees**

The Council of Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Council of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the group, including its income and expenditure, for that period. In preparing these financial statements the Council of Trustees is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

The Council of Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Statement as to disclosure to our auditors**

In so far as the Council of Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the Council of Trustees, having made enquiries of fellow Trustees and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Council of Trustees



Paul Baldwin (Chair)  
Approving the Report of the Council of Trustees and the Strategic Report  
8 July 2025

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## **Independent Auditor's Report to the Members of Battersea Dogs' and Cats' Home**

### **Opinion**

We have audited the financial statements of Battersea Dogs and Cats Home Limited for the year ended 31 December 2024 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. 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 group's and the parent charitable company's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, including 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 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 Trustees' 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 charitable 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 Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. 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.

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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.

**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 strategic report and the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the Trustees' annual report have 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' annual report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

**Responsibilities of Trustees**

As explained more fully in the Council of Trustees' responsibilities statement set out on page 35, 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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**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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of 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 to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due 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

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properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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**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 which 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Date 28/07/2025

Luke Holt (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor  
9 Appold Street  
London  
EC2A 2AP



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**Consolidated Statement of Financial Activities**

**For the year ended 31 December 2024**

	Notes	Unrestricted 2024 £000	Restricted 2024 £000	Total 2024 £000	Total 2023 £000
<b>Income from:</b>					
Donations and legacies	2	58,938	410	<b>59,348</b>	53,755
Gifts in kind	3	741	-	<b>741</b>	651
Trading activities	4	7,575	-	<b>7,575</b>	7,632
Investment income	5	1,807	-	<b>1,807</b>	1,648
Charitable activities:					
Animal sales and claim fees		869	-	<b>869</b>	798
<b>Total income</b>		<b>69,930</b>	<b>410</b>	<b>70,340</b>	<b>64,484</b>
<b>Expenditure on:</b>					
	6				
Cost of raising funds:					
Donations and legacies		13,741	-	<b>13,741</b>	14,325
Gifts in kind		741	-	<b>741</b>	651
Trading activities		3,257	-	<b>3,257</b>	3,631
Investment management fees		361	-	<b>361</b>	116
		<b>18,100</b>	<b>-</b>	<b>18,100</b>	<b>18,722</b>
Charitable activities:	6				
Care of dogs and cats		29,092	427	<b>29,519</b>	26,539
Grant giving and Academy		6,464	143	<b>6,606</b>	4,022
Education and awareness		9,206	-	<b>9,206</b>	8,895
		<b>44,763</b>	<b>569</b>	<b>45,332</b>	<b>39,457</b>
<b>Total expenditure</b>		<b>62,863</b>	<b>569</b>	<b>63,432</b>	<b>58,179</b>
Net (losses)/gains on investments	12	2,767	-	<b>2,767</b>	739
<b>Net income/(expenditure)</b>	7	<b>9,834</b>	<b>(159)</b>	<b>9,675</b>	<b>7,044</b>
<b>Other recognised losses</b>					
Actuarial gains/(losses) on defined benefit pension scheme	18	(226)	-	<b>(226)</b>	(466)
<b>Net movement in funds</b>		<b>9,608</b>	<b>(159)</b>	<b>9,449</b>	<b>6,598</b>
<b>Reconciliation of funds:</b>					
Total funds at 1 January		121,273	246	<b>121,519</b>	114,921
<b>Total funds at 31 December</b>	16	<b>130,882</b>	<b>86</b>	<b>130,968</b>	<b>121,519</b>

All amounts are derived from continuing activities. All gains and losses recognised in the year are included above.

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**Consolidated and Charity Balance Sheet**

**As at 31 December 2024**

		<b>Group</b>		<b>Charity</b>	
	<b>Notes</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Fixed assets</b>					
Intangible assets	9	6,557	4,291	6,557	4,291
Tangible assets	10	54,996	57,763	54,996	57,763
Investments:					
Investment in subsidiary undertakings	11	-	-	5	5
Other fixed asset investments	12	33,331	29,974	33,331	29,974
		<b>94,884</b>	<b>92,028</b>	<b>94,889</b>	<b>92,033</b>
<b>Current assets</b>					
Stock	13	70	138	-	-
Debtors	14	10,796	8,669	11,383	10,884
Short term investments		8,198	3,000	8,198	3,000
Cash at bank and in hand		23,652	23,931	23,050	21,751
		<b>42,716</b>	<b>35,738</b>	<b>42,632</b>	<b>35,635</b>
<b>Liabilities</b>					
Creditors: amounts falling due within one year	15	(6,632)	(6,247)	(6,553)	(6,149)
Net current assets		<b>36,084</b>	<b>29,491</b>	<b>36,079</b>	<b>29,486</b>
Total assets less current liabilities		<b>130,968</b>	<b>121,519</b>	<b>130,968</b>	<b>121,519</b>
Defined benefit pension scheme asset	18	-	-	-	-
<b>Net assets</b>		<b>130,968</b>	<b>121,519</b>	<b>130,968</b>	<b>121,519</b>
<b>Funds</b>					
Unrestricted funds					
- Designated	16	78,306	79,783	78,306	79,783
- General	16	52,575	41,490	52,575	41,490
		<b>130,882</b>	<b>121,273</b>	<b>130,882</b>	<b>121,273</b>
Restricted funds	16	86	246	86	246
<b>Total funds</b>		<b>130,968</b>	<b>121,519</b>	<b>130,968</b>	<b>121,519</b>

As permitted by s408 Companies Act 2006, the charitable company has not presented its own income and expenditure statement and related notes. The charitable company's surplus for the year was £9.3m (2023: £6.5m).

The financial statements were approved and authorised for issue by the Council of Trustees and were signed on its behalf on 8 July 2025.



P Baldwin, Chair of Trustees



J Carlyle, Chair of Finance, Audit and Risk Committee

Company registration number 278802

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**Consolidated Statement of Cash Flows**

**For the year ended 31 December 2024**

		<b>Group</b>	
		<b>2024</b>	<b>2023</b>
	<b>Notes</b>	<b>£000</b>	<b>£000</b>
Cash inflow from operating activities	(a)	3,690	6,481
Returns on investments	(b)	1,807	1,648
Capital expenditure and financial investment	(c)	(5,777)	(14,899)
<b>Cash (outflow)/inflow before use of liquid resources</b>		<b>(280)</b>	<b>(6,770)</b>
 (Decrease)/Increase in cash in the year	 (d)	 <b>(280)</b>	 <b>(6,770)</b>

**Notes to the cash flow statement**

**a) Net cash from operating activities**

Net income	9,449	6,598
Losses/(gains) on investments	(2,767)	(739)
Depreciation and amortization	4,420	4,289
Decrease/(increase) in stocks	67	(55)
Decrease/(increase) in debtors	(2,126)	123
Decrease/(increase) in short term investments	(5,198)	(3,000)
(Decrease)/Increase in creditors	385	913
Bank interest receivable	(567)	(388)
Interest income received	(782)	(814)
Interest received from defined benefit scheme pension	(457)	(446)
Impairment loss on fixed assets	1,270	-
(Profit) / Loss on sale of fixed assets	(3)	-
<b>Net cash inflow from operating activities</b>	<b>3,690</b>	<b>6,481</b>

**b) Returns on investments**

Interest received	567	388
Investment income received	782	814
Interest received from defined benefit scheme pension	457	446
	<b>1,807</b>	<b>1,648</b>

**c) Capital expenditure and financial investment**

Purchase of tangible fixed assets	(1,336)	(3,490)
Purchase of intangible fixed assets	(3,854)	(771)
Proceeds from sale of fixed assets	3	-
Purchase of investments	(14,903)	(27,658)
Proceeds from sale of investments	14,974	16,104
Decrease/(Increase) in portfolio cash	(660)	916
	<b>(5,777)</b>	<b>(14,899)</b>

**d) Analysis of consolidated net cash resources**

	<b>At 1 January 2024</b>	<b>Cash flow</b>	<b>At 31 December 2024</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Cash at bank and in hand	23,931	(280)	23,652

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## **Notes and Accounting Policies**

### **1. Accounting policies**

#### **(a) Basis of preparation**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The company is a public benefit entity for the purposes of FRS 102 and a registered charity established as a company limited by guarantee and therefore has also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP including Update Bulletin 2), the Companies Act 2006 and Charities Act 2011. 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 whole £1,000 except where otherwise indicated.

#### **(b) Basis of consolidation**

The consolidated accounts include the accounts of the charitable company, Battersea Dogs & Cats Home, and its trading subsidiary Battersea Dogs' Home Limited, which is consolidated on a line-by-line basis. No separate Statement of Financial Activities ("SOFA") has been presented for the charity as permitted by Section 408 of the Companies Act 2006. Bell Mead Kennels remains dormant and therefore is not included in the consolidated accounts. For 2024 the Charity entity had income, including gains and losses, of £72.1m (2023: £64.1m) and incurred expenditure of £62.8m (2023: £57.6m).

#### **(c) Incoming resources**

Legacies are credited to incoming resources when the charity becomes entitled to the income, there is probability of receipt, and the amount is quantifiable. Legacies received in the form of investments are included at probate value. Legacy income is recognised as accrued income under the following circumstances: (1) There has been a grant of probate. (2) Any conditions attached to the legacy are either within our control or have been met. (3) It is probable that the legacy will be received, and its value can be measured reliably. For a legacy to be accrued, there must be no known claims or legal challenges that exist which may reduce the probability of Battersea receiving a legacy. Life interest and other residual legacies, where there is uncertainty of the amount to be received, are not accrued.

Donations and sponsorship income is recognised as income when the conditions for its receipt have been met.

Proceeds from lottery and raffle income are recorded gross of prize money and other expenditure. Income is recognised when the conditions for its receipt have been met.

Donated goods are recognised at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of the goods or service provided, at the same value and time.

Income from trading activities predominately relates to income generated by Battersea Dogs Home Limited and paid to the charity annually. The accounts of the Company set out the income recognition policies applied. Income from trading activities also relates to income received in respect of insurance commission which is accrued for in the period in which it relates.

Battersea recognises the income from a charitable fundraising event in the year in which the event takes place. Income received for an event taking place in a future period is treated as deferred income in the Balance Sheet.

Where income is received for a specific purpose, the income is included in restricted funds.

All other income is accounted for on a receivable basis.

#### **(d) Expenditure**

The costs of raising funds and charitable expenditure comprise staff and other costs directly attributable

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to an activity and an allocation of support costs. Where costs have been allocated, this has been done based on staff costs directly attributable to each of the charity's activities. The costs of generating funds are those incurred in seeking voluntary contributions and do not include costs of disseminating information in support of the charitable objectives. Governance costs are those incurred in compliance with constitutional and statutory requirements.

Grants payable are considered to be part of cost of activities in furtherance of the objectives of the charity. Our accounting policy is to recognise grant expenditure when grant awards are appropriately approved and conditions for making the payment are met. When grants span more than one financial year and conditions are still to be met, a designated fund is created for the balance remaining on the award. We diligently evaluate substantive review conditions to ensure compliance, mitigating the risk of grant reversals.

**(e)(i) Tangible fixed assets and depreciation**

A tangible fixed asset is capitalised if (a) the cost is greater than £5,000 or (b) is less than £5,000 but is part of a larger project. It is depreciated over its estimated useful life as follows: -

Freehold land	nil
Freehold and long leasehold properties	25 years
Short leasehold properties	Over the shorter of the remaining period of the lease or 25 years
Equipment, fittings, and vehicles	4 to 10 years

Where fixed assets are purchased with restricted funding, the purchase or building of the assets is the fulfilment of the restriction. The asset then becomes part of unrestricted funds.

Assets under construction consist of expenditure incurred in respect of tangible assets in the course of their construction and installation and that are directly attributable to bringing the asset into operation; these assets are not depreciated. Transfers are made to the relevant fixed assets category as and when the assets are available for use.

**(e)(ii) Intangible fixed assets and amortisation**

Intangible fixed assets comprise website, trademarks, and management system costs. Intangible fixed assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised to write off the cost or valuation of the assets less their residual values over their useful lives on the following bases:

Website development & management systems	2 to 5 years
Trademarks	10 years

The capitalisation threshold for intangible fixed assets is £5,000.

Assets under construction consist of expenditure incurred in respect of intangible assets in the course of their construction and installation and that are directly attributable to bringing the asset into operation; these assets are not depreciated. Transfers are made to the relevant fixed assets category as and when the assets are available for use.

**(e)(iii) Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the charity estimates the recoverable amount of the cash-generating unit to which the asset belongs. Intangibles with indefinite useful lives and intangible assets not yet available for use are tested for

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impairment annually, and whenever there is an indication that the asset may be impaired.

**(f) Going Concern**

The Trustees assess whether the use of going concern is appropriate i.e., whether there are any 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 make this assessment in respect of a period of one year from the date of approval of the financial statements.

In making this assessment the Trustees, have considered the charitable group's revised forecasts and projections for income and expenditure, as well as long term cash flow. These continue to be regularly monitored by Directors and Trustees. Battersea holds significant reserves and has liquid assets in the form of investments which are readily available to convert into cash.

After making enquiries, the Trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

**(g) Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

***Other financial assets***

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

***Basic financial liabilities***

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

**(h) Investments**

Fixed Asset Investments are stated at market value. It is Battersea's policy to keep valuations up to date so that, when investments are sold, no gain or loss arises. As a result, the SOFA includes those unrealised gains and losses arising from the revaluation on the investment portfolio throughout the year. The SOFA does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio.

**(i) Stocks**

Stocks are stated at the lower of cost and net realisable value.

**(j) Pensions**

In accordance with FRS 102 "Retirement Benefits", the movement in the defined benefit pension scheme liability, as determined by the actuary, is charged to the SOFA each year. Current and past service costs

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and experience gains are allocated across the SOFA expense categories in proportion to total salary costs in each category. Where expected returns on assets and interest costs result in a net charge this is also allocated on the above basis. Where it results in a net income this is included within investment income. Actuarial gains or losses are shown separately on the face of the SOFA.

**(k) Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

**(l) Funds**

Unrestricted funds, including designated funds, are expendable at the Trustees' discretion in furtherance of the charity's objects. Restricted funds can be spent only in accordance with the donors' specific requirements.

**(m) Gifts in kind**

Gifts in kind and donated services and facilities are recognised within incoming resources and expenditure at an estimate of the value to the charity of the donated services or goods.

**(n) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**(o) Critical accounting estimates and areas of judgement**

In view of the Trustees applying the accounting policies adopted, the following estimates were required that have a significant effect on the amounts recognised in the financial statements:

The charity operated a defined benefit pension scheme, which closed to further accrual at the end of September 2013. An actuarial valuation of the scheme is undertaken to reflect the current position as at the year ended 31 December 2024. Assumptions used in this calculation, which include the level of future salary increases and the applicable discount rate, all require elements of estimation.

**2. Donations and legacies**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Legacies	<b>32,568</b>	27,596
Donations	<b>26,780</b>	26,159
	<b>59,348</b>	53,755

The estimated value of legacies notified but neither received nor accrued into income (as they do not meet the SORP recognition criteria) at 31 December 2024 is £29.9m (2023: £28.3m).

Included in the above figure is unrestricted income of £58.9m (2023: £51.1m) and restricted income of £0.4m (2023: £2.6m).

**3. Gifts in kind**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Donated goods	<b>372</b>	186

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Donated facilities	-	4
Donated services	369	461
	<b>741</b>	<b>651</b>

**4. Trading activities**

	2024 £000	2023 £000
Sale of shop goods	403	384
Fundraising events, raffle, and lottery	6,845	6,881
Sundry activities	327	367
	<b>7,575</b>	<b>7,632</b>

Fundraising events income includes donations received from Battersea's Lottery and Raffle functions. Sundry activities include hydrotherapy, physiotherapy, public training courses, admissions, programme fees, royalties, commercial filming, advances, rental income and sale of fixed assets. All amounts relate to unrestricted income in the current and prior year.

**5. Investment income**

	2024 £000	2023 £000
Listed investment income	782	814
Finance income on defined benefit pension	567	388
Deposit and bank interest	457	446
	<b>1,807</b>	<b>1,648</b>

All amounts relate to unrestricted income in the current and prior year.

**6. Group analysis of total expenditure**

	Direct activities £000	Support costs £000	2024 £000	Direct activities £000	Support costs £000	2023 £000
<b>Cost of raising funds</b>						
Donations and legacies	12,871	870	13,741	13,800	525	14,325
Gifts in kind	741	-	741	651	-	651
Trading activities	3,026	231	3,257	3,341	290	3,631
Investment management fee	361	-	361	116	-	116
Total cost of raising funds	16,999	1,101	18,100	17,908	815	18,723
<b>Charitable activities</b>						
Care of dogs and cats	23,123	6,396	29,519	22,278	4,260	26,538
Grant giving and Academy	6,296	311	6,606	3,810	213	4,023
Education and awareness	8,168	1,039	9,206	8,189	706	8,895
Total cost of charitable activities	37,587	7,745	45,332	34,277	5,179	39,456
<b>Total Group expenditure</b>	54,586	8,846	63,432	52,185	5,994	58,179



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**Analysis of support costs**  
**Support costs – 2024**

	Donations and legacies £000	Cost of raising funds £000	Care of cats and dogs £000	Grant giving and Academy £000	Education and awareness £000	2024 £000
<b>Support cost</b>						
Finance	207	55	1,519	74	247	2,101
Facilities	18	5	129	6	21	179
IT	288	77	2,119	103	344	2,930
HR	197	52	1,452	71	236	2,008
Secretariat	58	15	428	21	70	593
Governance	102	27	749	36	122	1,036
	870	231	6,396	311	1,039	8,846

Governance costs consist of accountancy and audit fees, as well as other compliance costs.

**Support costs – 2023**

	Donations and legacies £000	Cost of raising funds £000	Care of cats and dogs £000	Grant giving and Academy £000	Education and awareness £000	2023 £000
<b>Support cost</b>						
Finance	95	145	765	38	127	1,170
Facilities	10	3	81	4	13	112
IT	115	39	931	47	154	1,285
HR	164	55	1,335	67	221	1,843
Secretariat	65	22	529	26	88	730
Governance	76	26	619	31	103	854
	525	290	4,260	213	706	5,994

**7. Net income before transfers**

Net income before other recognised (losses)/gains is stated after charging the following items:

	2024 £000	2023 £000
Auditor's remuneration charged by Moore Kingston Smith LLP:		
- Charity	40	40
- Subsidiary	7	6
- Other audit work	19	12
Non audit services charged by Moore Kingston Smith LLP:		
- Tax advice	22	21
- Other tax work	3	6
Depreciation	4,102	3,948

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Amortisation	318	341
Impairment losses on intangible assets	1,270	-
Operating lease rentals:		
- Land	479	466
- Other	8	9

**8. Staff costs**

	2024	2023
	£000	£000
Salaries and wages	21,281	19,389
Social security costs	2,075	1,858
Pension costs	1,380	1,243
Other employee benefits	283	280
	<u>25,018</u>	<u>22,770</u>

The actual average number of employees involved in the following activities during the year was as follows:

	2024	2023
	Number	Number
Donations and legacies	56	49
Trading activities	15	17
Care of dogs and cats	412	398
Grant giving and Academy	20	20
Education and awareness	67	66
Support staff	84	77
	<u>653</u>	<u>626</u>

The number of employees whose emoluments exceeded £60,000 for the year was:

	2024	2023
	Number	Number
£60,001 - £70,000	25	17
£70,001 - £80,000	6	2
£80,001 - £90,000	4	1
£90,001 - £100,000	2	3
£100,001 - £110,000	1	2
£110,001 - £120,000	1	3
£120,001 - £130,000	1	
£140,001 - £150,000	1	1
£150,001 - £160,000	-	
£160,001 - £170,000	-	-

During the year, retirement pension benefits of £78,187 and other benefits of £6,619 were accrued to 10 higher paid employees (2023: 9).

£141 of reimbursed expenditure was paid to members of the Council of Trustees during the year (2023: £842). No remuneration was paid to members of the Council of Trustees during the year (2023: Nil), nor were any emoluments waived in the year (2023: £Nil). Indemnity insurance was provided in the year, covering Trustees and staff, at a cost of £4,595 (2023: £4,595) to the charity.

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**Additional information:**

The key management personnel of Battersea comprise the Trustees, the Chief Executive Officer, and the Directors of Finance and Corporate Services, Operations, Veterinary, Global Programmes, Fundraising, Marketing & Communications, Human Resources and the Programme Director. The total employee benefits (including salaries, employer pension contributions and national insurance) of the key management personnel of the charity were £1,114,808 (2023: £1,134,696).

Battersea operates a defined contribution pension scheme for the benefit of the employees and directors. The assets of the scheme are administered by an independent pension provider. The amount for pension cost shown above includes Battersea's contribution to this scheme during the year of £1,380,000 (2023: £1,243,000).

Pension costs also include the administration costs of Battersea's defined benefit pension scheme of £4,000 (2023: £28,000). Pension costs related to the defined benefit scheme are covered by the fund itself.

Total redundancy and termination payments during the year of £5,238 (2023: £20,070) for 1 employee (2023: 4 employees) were recognised as an expense and did not give rise to a funding requirement.

**9. Intangible fixed assets**

<b>Charity and Group</b>	<b>Intangible assets £000</b>	<b>Assets under construction £000</b>	<b>Total £000</b>
<b>Cost</b>			
At 1 January 2024	1,271	3,810	5,082
Additions	177	3,677	3,854
Transfers	559	(559)	-
Impairment loss		(1,270)	(1,270)
Disposals	(146)	-	(146)
At 31 December 2024	1,862	5,658	7,520
<b>Amortisation</b>			
At 1 January 2023	790	-	790
Charge for the year	318	-	318
Disposals	(146)	-	(146)
At 31 December 2024	963	-	963
<b>Net book value</b>			
At 31 December 2024	899	5,658	6,557
At 31 December 2023	481	3,810	4,291

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**10. Tangible assets**

Group and Charity	Land and buildings			Equipment, fittings, and vehicles	Assets under construction	Total
	Freehold land and buildings	Long leasehold	Short leasehold			
	£000	£000	£000	£000	£000	£000
<b>Cost:</b>						
At 1 January 2024	32,187	59,779	1,048	3,724	105	96,842
Additions	-	-	-	1,146	190	1,336
Disposals	-	-	-	(254)	-	(254)
At 31 December 2024	32,187	59,779	1,048	4,617	294	97,925
<b>Depreciation:</b>						
At 1 January 2024	14,132	21,942	689	2,317	-	39,080
Charge for the year	1,208	2,218	42	634	-	4,102
Disposals	-	-	-	(254)	-	(254)
At 31 December 2024	15,340	24,160	731	2,698	-	42,928
<b>Net book value:</b>						
At 31 December 2024	16,847	35,619	317	1,919	294	54,996
At 31 December 2023	18,055	37,836	359	1,407	105	57,762

All assets held in Tangible Fixed Assets are for charity use only.

**11. Investment in subsidiary undertakings**

Battersea Dogs Home Limited (company number 3472633) and Bell Mead Kennels Limited (company number 247077) are both wholly owned subsidiaries, being companies incorporated in Great Britain. The principal activity of Battersea Dogs Home Limited is that of operating the shop of Battersea Dogs & Cats Home and developing commercial income streams. Bell Mead Kennels Limited continues to be a dormant company.

	2024	2023
	£	£
Shares at cost:		
Bell Mead Kennels Limited	5,000	5,000
Battersea Dogs Home Limited	100	100
	<b>5,100</b>	<b>5,100</b>

A summary of the trading results and balance sheet of Battersea Dogs Home Limited is shown below:

	2024	2023
	£000	£000
<b>Profit and loss account</b>		
Turnover	747	683
Administrative expenses	(614)	(593)
Interest paid on intergroup balance	(4)	(4)

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Net profit/(loss)	130	86
Tax on ordinary activities	-	-
Profit/(loss) on ordinary activities for the year before distribution	130	86
<b>Balance sheet</b>		
Current assets	823	2,523
Current liabilities	(823)	(2,522)
Net current assets/(liabilities) and total assets/(liabilities)	1	1
<b>Capital and reserves</b>		
Called up share capital	1	1
Opening Profit and loss account	-	-
Profit/(loss) during the year	130	86
Amounts distributed to parent charity	(130)	(86)
Equity shareholders' funds	1	1

Bell Mead Kennels Limited ceased trading on 31 December 1998 and has been dormant since that date. It has a current asset debtor of £5,000 and called up share capital of £5,000 at 31 December 2024 and 31 December 2023.

**12. Other fixed asset investments**

	2024 £000	2023 £000
<b>Shares at cost and market valuation</b>		
Market value at 1 January	29,628	17,335
Acquisitions at cost	14,903	27,658
Disposal proceeds	(14,974)	(16,104)
Realised (loss)/gain on disposal	(184)	(1,415)
(Loss)/gain on revaluation during the year	2,952	2,154
Market value at 31 December	32,325	29,628
Cash held in portfolio at 31 December	1,005	346
	33,331	29,974
 Historical cost at 31 December	 28,800	 29,057
Cash held in portfolio at 31 December	1,005	346
Historical cost and cash held in portfolio at 31 December	29,805	29,403
 <b>Listed investments at market value comprise:</b>	 2024 £000	 2023 £000
UK fixed interest securities	10,501	10,600
UK equity investments	1,694	1,550
Overseas equity investments	17,248	14,413

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UK and European alternative investments	2,883	3,065
Cash deposits held as part of portfolio	1,005	346
	33,331	29,974

At 31 December 2024 and at 31 December 2023, no single investment was considered material to the overall portfolio held.

**13. Stock**

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£000</b>	£000	<b>£000</b>	£000
Goods for resale	70	137	-	-

**14. Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£000</b>	£000	<b>£000</b>	£000
<b>Amounts due within one year:</b>				
Operating debtors	170	243	68	79
Due from subsidiary undertaking	-	-	739	2,419
Other debtors	1,490	1,693	1,490	1,693
Prepayments and accrued income	9,135	6,733	9,086	6,693
	10,796	8,669	11,383	10,884

**15. Creditors**

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£000</b>	£000	<b>£000</b>	£000
<b>Amounts falling due within one year:</b>				
Operating creditors	3,869	3,397	3,806	3,333
Amounts due to subsidiary undertaking	-	-	5	5
Taxation and social security	509	499	509	499
Other creditors	368	235	368	235
Grant accruals	870	485	870	485
Other accruals	957	1,517	956	1,508
Deferred income	59	114	39	84
	6,632	6,247	6,553	6,149

Included within the figures above is £200,341 (2023: £168,358) relating to outstanding pension commitments at 31 December 2024.

Deferred income analysis

**Group**

B/f	Released	Deferred in the year	C/f
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£114,192	(£114,192)	£58,673	£58,673
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**Charity**

B/f	Released	Deferred in the year	C/f
£84,192	(£84,192)	£38,673	£38,673

Deferred income of £38,673 carried forward in the Charity entity relates to donations and registration fees paid in 2024 relating to events taking place in 2025. Deferred income of £20,000 carried forward in the Trading subsidiary relates to income received in 2024 for sponsorship and branding of a cat pen in the London cattery to take place in 2025.

**16. Group Funds**

	At 1 January 2024 £000	Income £000	Expenditure £000	Gains/ (losses) £000	Transfers £000	At 31 December 2024 £000
<b>Unrestricted funds:</b>						
General fund	41,490	69,183	(47,835)	2,541	(12,804)	52,575
Battersea Dogs Home Limited	-	747	(618)	-	(130)	-
<b>Designated funds</b>						
Fixed asset fund	62,054	-	(5,690)	-	5,190	61,554
Site development fund	5,800	-	-	-	(3,800)	2,000
Strategic implementation fund	-	-	-	-	3,150	3,150
Multi year grants fund	7,670	-	(5,168)	-	5,894	8,396
Data Strategy fund	4,259	-	(3,552)	-	2,500	3,207
	121,273	69,930	(62,863)	2,541	-	130,882
<b>Other restricted funds</b>						
Welfare of dogs and cats	22	163	(170)	-	-	15
Global Programmes	-	143	(143)	-	-	-
Other	224	104	(256)	-	-	72
	246	410	(569)	-	-	86
<b>Total funds</b>	121,519	70,340	(63,432)	2,541	-	130,968

**Group Funds – prior year**

	At 1 January 2023 £000	Income £000	Expenditure £000	Gains/ (losses) £000	Transfers £000	At 31 December 2023 £000
<b>Unrestricted funds:</b>						
General fund	36,510	61,235	(45,722)	293	(10,826)	41,490
Battersea Dogs Home Limited	-	683	(597)	-	(86)	-
<b>Designated funds</b>						
Fixed asset fund	62,082	-	(4,289)	-	4,261	62,054
Site development fund	6,000	-	-	-	(200)	5,800
Multi year grants fund	4,544	-	(2,547)	-	5,673	7,670
Data Strategy fund	5,700	-	(2,620)	-	1,179	4,259
<b>Capital fund</b>						
Bell Mead Kennels	5	-	(5)	-	-	-
	114,841	61,918	(55,780)	293	-	121,273

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**Other restricted funds**

Welfare of dogs and cats	-	765	(743)	-	-	<b>22</b>
Vehicles	-	45	(45)	-	-	-
Global programmes	-	146	(146)	-	-	-
Sighthound paddock	10	-	(10)	-	-	-
External treatments	20	-	(20)	-	-	-
Data Strategy fund	-	500	(500)	-	-	-
Other	50	1,109	(935)	-	-	<b>224</b>
	80	2,565	(2,399)	-	-	<b>246</b>
<b>Total funds</b>	<b>114,921</b>	<b>64,484</b>	<b>(58,179)</b>	<b>293</b>	<b>-</b>	<b>121,519</b>

**Designated Funds**

The fixed asset fund represents the net book value of Battersea's fixed tangible and intangible assets. These are all used for operational purposes in pursuance of Battersea's charitable activities. Transfers from the general fund to the fixed asset fund represents fixed asset additions and depreciation charges made in the year.

The site development fund is an amount set aside to cover planned upgrade works to Battersea's infrastructure across our three sites e.g. plant and power upgrades and energy efficiency initiatives. Movements to the fund reflect any changes to planned expenditure following an annual review, together with any costs incurred in relation to works previously planned.

The strategic implementation fund represents monies which have been set aside to meet the costs of implementing new initiatives to support the delivery of Battersea's new five-year organisational strategy. Movements represent the establishment of the fund following a review of planned expenditure.

The multi-year grants designated fund represents funds set aside for where the conditions to release the funds have not yet been met. Movements to the fund represent the net of new grants set aside and a drawdown of funds on previous grants as conditions are met.

The Data Strategy Fund represents monies set aside to meet the future costs of implementation of the data strategy, including the replacement of core systems. Movements to the fund represent any changes to planned expenditure to deliver the data strategy, together with any costs incurred in relation to the implementation as previously planned

The above funds are explained further in the reserves policy in the Trustees Report.

**Restricted Funds**

There were three restricted funds in the year: Welfare restricted are monies where the donor has restricted their use to the care and welfare of either dogs or cats across the charity as a whole or specifically to one of its three locations; Global Programmes restricted are monies only to be spent on grants assisting other dogs and cats rescue centres, or training courses for other rescue centres delivered by the Academy; Other restricted are monies where the donor has restricted their use for certain expenditure in the future.



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**17. Analysis of funds between net assets**

<b>2024</b>	<b>Fixed assets £000</b>	<b>Investments £000</b>	<b>Net current assets £000</b>	<b>2024 £000</b>
General funds	-	33,331	19,245	<b>52,575</b>
Fixed asset fund	61,554	-	-	<b>61,554</b>
Site development fund	-	-	2,000	<b>2,000</b>
Strategic implementation fund	-	-	3,150	<b>3,150</b>
Multi year grants fund	-	-	8,396	<b>8,396</b>
Data Strategy fund	-	-	3,207	<b>3,207</b>
Restricted fund	-	-	86	<b>86</b>
<b>Total funds</b>	<b>61,554</b>	<b>33,331</b>	<b>36,084</b>	<b>130,968</b>

<b>2023</b>	<b>Fixed assets £000</b>	<b>Investments £000</b>	<b>Net current assets £000</b>	<b>2023 £000</b>
General funds	-	29,974	11,516	<b>41,490</b>
Fixed asset fund	62,054	-	-	<b>62,054</b>
Site development fund	-	-	5,800	<b>5,800</b>
Multi year grants fund	-	-	7,670	<b>7,670</b>
Data Strategy fund	-	-	4,259	<b>4,259</b>
Restricted fund	-	-	246	<b>246</b>
<b>Total funds</b>	<b>62,054</b>	<b>29,974</b>	<b>29,491</b>	<b>121,519</b>

**18. Pensions**

Battersea operated a defined benefit pension scheme which closed to new members in September 2010 and closed to further accrual at the end September 2013. The assets of the scheme are held separately from those of Battersea, being invested with an insurance company which generates the funds to pay pensions as they fall due.

The most recent full actuarial valuation was carried out as at 1 January 2021. Employer contributions ceased in April 2016 as the scheme was deemed no longer in deficit. Employees were transferred to a group personal pension scheme where employer contributions range from between 5.33% and 10% dependent on employee contributions.

The most recent FRS 102 valuation was based on the state of affairs as at 31 December 2024.

The principal financial assumptions are:

	<b>2024</b>	<b>2023</b>
Inflation	<b>3.15%</b>	3.0%
Rate of increase in salaries	<b>N/A</b>	N/A
Rate of increase for pensions in payment	<b>1.95%</b>	1.85%
Scheme liabilities discount rate	<b>5.45%</b>	4.6%

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**Pre and post-retirement mortality tables used**

100% of S4NXA tables, based on members' year of birth, improving in line with CMI\_2023 projections with a long-term rate of improvement of 1.00% p.a.

**Weighted average life expectancy for mortality tables used to determine benefit obligations**

**Average expected future life at age 65 for:**

Member aged 65 (current life expectancy) - male	21.3 years
Member aged 65 (current life expectancy) - female	23.8 years
Member aged 45 (current life expectancy) - male	22.2 years
Member aged 45 (current life expectancy) - female	24.9 years

The assets in the scheme and their expected rate of return are:

	2024	% of fair value of plan assets	Expected overall return on plan assets %	2023	% of fair value of plan assets	Expected overall return on plan assets %
	£000			£000		
Equities	-	0%		10,630	39%	
Bonds	25,163	99%		8,456	31%	
Alternatives	-	0%		8,103	30%	
Cash	148	1%		66	0%	
Annuity policies	49	0%		48	0%	
Total value of assets	25,360		1.4	27,303		1.4
Present value of scheme liabilities	(15,185)			(17,240)		
Surplus/ (Deficit)	10,175			10,063		
Brought forward surplus restriction	(10,063)			(9,291)		
Surplus restriction	(112)			(772)		
<b>Surplus position on the Balance Sheet</b>	<b>Nil</b>			<b>Nil</b>		

**Movements in fair value of plan assets:**

	2024 £000	2023 £000
Value of assets at 1 January	27,303	25,633
Expected return	1,245	1,223
Actuarial gains/(losses)	(2,724)	757
Expenses paid	(231)	-
Benefits paid	(233)	(310)
<b>Value of assets at 31 December</b>	<b>25,360</b>	<b>27,303</b>

The actual return on plan assets was a loss of £1,479,000 (2023: gain of £1,980,000).

The fair value of the plan assets at the reporting period end was £25,360,000 (2023: £27,303,000).

**Movements in the liability value over the year:**

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	2024 £000	2023 £000
Value of liabilities at 1 January	17,240	16,342
Interest on liabilities	788	777
Actuarial losses / (gains):		
From change in financial assumptions	(2,133)	585
From change in demographic assumptions	(244)	(491)
From experience	(233)	337
Benefits paid	(233)	(310)
<b>Value of liabilities at 31 December</b>	<b>15,185</b>	<b>17,240</b>

**Expected contributions for the year ended 31 December 2025**

	£000
<b>Defined benefit pension plans</b>	
Employer	Nil – as closed to accrual

**Amounts recognised in the Statement of Financial Activities.**

	2024 £000	2023 £000
Net interest income	457	446
Scheme administration expenses	(231)	-
<b>Total credit</b>	<b>226</b>	<b>446</b>

**Analysis of actuarial gains:**

	2024 £000	2023 £000
Actuarial (losses)/gains from assets	(2,724)	757
Actuarial (losses)/gains from a change in financial assumptions	2,133	(585)
Actuarial (losses)/gains from a change in demographic assumptions	244	491
Actuarial (losses)/gains from experience	233	(337)
Decrease / (increase) in irrecoverable surplus	(112)	(772)
<b>Actuarial Gains/(losses)</b>	<b>(226)</b>	<b>(446)</b>

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**19. Financial commitments**

The group's total future minimum operating payments are as follows:

	<b>Land and buildings 2024 £000</b>	<b>Other 2024 £000</b>	<b>Land and buildings 2023 £000</b>	<b>Other 2023 £000</b>
Operating lease commitments:				
- within 1 year	479	11	466	8
- between 1- 5 years	1,859	39	1,862	26
- more than 5 years	5,892	3	6,315	3
From the balance sheet date				

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**20. Capital Commitments**

There were capital commitments of £2.3m at 31 December 2024 (2023: £nil).

**21. Related party transactions**

No disclosure has been made of transactions between the parent and subsidiary undertaking in accordance with the exemptions allowed by FRS 102.

Total donations received in the year from seven trustees and one director amounted to £11,367 (2023: £9,377 from five trustees and one director). Total shop purchases made in the year by one trustee amounted to £534 (2023: £nil).

Total reimbursements of expenses and professional fees paid in the year to one trustee and nine directors amounted to £2,045.

**22. Company Limited by Guarantee**

The guarantee given by the members of the charity is £1 per member in the event of there being a deficiency of assets should the charitable company be wound up. In 2024 there were 12 members (2023: 13 members).