

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021
FOR
RSPCA BURY & OLDHAM BRANCH

Champion TLL Limited
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

RSPCA BURY & OLDHAM BRANCH

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FOR THE YEAR ENDED 31 DECEMBER 2021

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RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

The trustees present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objectives are to promote the work and objectives of the RSPCA in the Branch area. Namely to use all lawful means to prevent cruelty, promote kindness to and alleviate suffering of animals.

The Trustees have reviewed the outcomes and achievements of our objectives and activities for the year, to ensure that they remain focussed on our charitable aims and continue to deliver benefits to the public. We have complied with the duty under the Charities Act 2006 to have due regard to public benefit guidance published by the Commission.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

Public benefit

The Trustees have reviewed our objectives and activities for the year to ensure that they remain focussed on our charitable aims and continue to deliver benefits to the public. We consider we have complied with the duty under the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission and that the Charity's activities as described below have met the Charity Commission's requirements.

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Animal welfare

The animal centre at Strinesdale, Holgate Street, Oldham OL4 2JW continued its operation utilising its National Society licensed facilities for the support of the protection, rehabilitation and rehoming of cats. Dogs were unfortunately not able to be accommodated this period due to the continuing financial pressures of the covid pandemic and the additional staffing this required. The Centre is now in its fourth year of operation. We continued to work closely with the RSPCA Inspectorate providing accommodation and extensive rehabilitation treatment to animals prior to re-homing.

As just mentioned the limited financial resources restricted the numbers of animals the Branch was able to accommodate during the year, however, the dedicated work of the animal centre team under the guidance of the Animal Centre Manager, Vikki Walsh resulted in increased numbers of animals helped compared to 2020.

We were also able to continue to offer neutering, microchipping and welfare services on the Animal Centre premises.

We believe welfare and preventative work is important to improve the quality of life for animals, enable members of the public to retain the companionship of their animals in their homes and to reduce the numbers of unwanted and abandoned animals.

The continuing covid crisis meant we were not able, regrettably, to restart the programme initiated by the Greater Manchester Animal Hospital to train undergraduate veterinary students from Nottingham University at RSPCA clinics as had been done pre-pandemic.

The Trustees would like to thank all the animal centre team under the leadership of Vikki Walsh, Animal Centre Manager for their dedication and hard work in running a first-class facility serving the Bury and Oldham areas.

Retail Operations

The work undertaken by the Retail Operations Manager, Mary Mulkeen and her team in continuing to implement the 2017-2020 Retail Strategy saw turnover in the remaining shops increase substantially during the year. The Trustees are extremely grateful to them for their support.

The local high street continued to be challenging given the ongoing effects of the pandemic, lockdowns, restrictions and overall shopper resistance to returning to normal behaviour and whilst the overall sales made were better than in 2020, there was much less government assistance available such that overall revenue was much reduced.

Volunteers

We are also extremely indebted to the volunteers who support the Branch. We have previously provided opportunities to members of the public who wish to help at the animal centre, in the Branch charity shops, or at events and with fundraising activities. Without these volunteers the Branch would be unable to run smoothly and to undertake the amount of animal welfare work currently achieved. This year the Charity had some 69 volunteers each donating their personal time and commitment (total hours = 12,977). The ongoing restrictions of covid meant many of our volunteers were not able to return to both the retail network and animal centre but nevertheless we have been able to retain many and we are very grateful for this support. It goes without saying that the support from these volunteers is invaluable in reducing our operating costs and enabling us to provide the services and support we do.

Key Performance Indicators

The Trustees monitor a range of key performance indicators at the monthly Trustees meetings. This helps to assess the financial performance of the Branch and effectiveness of our activities against targets set for the year. The indicators monitored include the following:

Key Performance Indicator	2020	2021
Retail Income	£280,450	£796,439
Gift Aid percentage recovered	12%	19.16%
Retail Volunteer Hours	1,359	41,430
Animals Rehomed	176	221

RSPCA BURY & OLDHAM BRANCH

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 DECEMBER 2021**

Key Performance Indicator	2020	2021
Animals Neutered	181	387
Animals Microchipped Welfare Assistance	117248	4351,234
Animal Centre Volunteer Hours	703	3,953
Absence levels	-408 hours	2.11%

FINANCIAL REVIEW

Financial position

The financial statements are as presented on pages 11 to 25 inclusive. The statements reflect a deficit in funds of £23,124 and a fund balance of £1,718,936 as at 31st December 2021.

Principal funding sources

The principal funding source available to the charity during the year has continued to be our charity shop network.

Investment policy and objectives

At 31st December 2021, the branch investment policy was:

- Following the volatility in the stock market the majority of branch funds should be held in cash invested, when appropriate, in longer term high interest deposit accounts or on the money market.
- A range of small unit trust investments may also be held, these investments being placed in a portfolio of equities, gilts, bonds and cash holdings with the restriction that no investment be lodged in a company associated with animal testing or experimentation contrary to the aims, objectives and policies of the RSPCA.
- The Trustees recognise that this policy should be reviewed on an annual basis following the publication of the audited annual accounts for the previous year.

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

FINANCIAL REVIEW

Reserves policy

The branch holds reserves in order that levels of service provided for animal welfare may be maintained should there be a reduction in incoming reserves. The trustees propose to maintain the charity's reserves at a level which is at least equivalent to 3 month's operational expenditure and have done so having regards to its manner of operation of likely funding streams.

Reserves in this context mean funds that are freely available for the Branch's general purpose after all commitments have been met. Tangible fixed assets such as property, vehicles and equipment are therefore excluded from the calculation of branch reserves.

The Branch has unrestricted reserves of £194,706, after designating amounts already tied up/spent on fixed assets, for the year ending 31st December 2021. Such reserves represent around 2.5 months expenditure based on 2021 expenditure levels.

Financial Stability

The cost of maintaining our animal centre continues to be funded from our retail income, our own reserves as needed and fundraising, when possible. The Trustees and senior management team will ensure that the Branch continues to have strong financial management to meet this additional financial challenge and to ensure that the Branch remains financially viable without reliance on legacy income by the following means:

- Eliminate waste and unnecessary expenditure
- Close unprofitable shops/or shops not fit for purpose
- Open new shops with potential to increase revenue
- Focus on profitable sales (furniture & electrical items)
- Look at new ways to generate sales via outlets such as eBay
- Increase gift aided sales
- Establish and maintain a healthy portfolio of regular monthly donors
- Strengthen links with the corporate sector
- Sell a proportion of the investment portfolio, if needed

It is the opinion of the Trustees that the existing reserves are starting to become insufficient to meet any reduction in incoming resources given the threat to retail income, and immediate steps are required to review our financial position and ensure all liabilities can be met.

Related Party Transactions

During the year as part of the branch legacy scheme, net legacies of £132,138 (£125,173 in 2021) were received from RSPCA National Society after charging their commission for administration.

We also received £36,594.00 by way of a grant from the RSPCA Regional Board.

In addition, during the year and in the normal course of business on an arm's length basis, the Charity received sundry income from and incurred expenditure to the RSPCA National Society.

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

FUTURE PLANS

The facilities at Strinesdale provide an excellent working environment for colleagues and the large training facilities are already being utilised by the Branch and Inspectorate colleagues. We hope to utilise them further by continuing to develop links with local schools and colleges and offering learning opportunities at the centre.

Animal Welfare Services

During 2022 we will continue to deliver and improve animal welfare services in the North Manchester area using the Strinesdale Centre and by continuing to co-operate operationally with the Inspectorate, Greater Manchester Animal Hospital, and neighbouring branch Tameside & Glossop.

We had to cease to continue to provide kennelling for the Tameside and Glossop Branch given our staffing challenges.

Income Generation and Fundraising

The Branch strategy is to be financially viable without reliance on unpredictable legacy income.

Increasing the targets for our retail shops was done in 2019 but the impact of the pandemic in both 2020 and then again in 2021 meant we were very unsure on what the targets for 2021 ought to be set at. We are grateful for the flexibility of our staff and recognize that against this backdrop there were some excellent performances from some individual shops however, despite this, overall revenue was down and had it not been for legacy income our position would have been much worse. Costs continue to rise and increased demand for services have resulted in an operating deficit for the Branch.

The Trustees and senior management team are currently considering options for eliminating the operating deficit, including reducing our current reliance on charity shop income by diversifying into other sources of income generation such as corporate sponsorship, monthly donors and increased fundraising initiatives, including capital fund raising activities.

We will continue to investigate whether more, small marginal profit shop premises should be closed, and larger, more profitable venues sought. We will also use any retail profit over and above target to upgrade and rebrand the shops the Branch decides to retain. The Retail Operations Manager will continue to closely manage performance and ensure all shop managers have the training and opportunity to fulfil their potential.

A key priority continues to be increasing the numbers of volunteers in the shops and animal centre to support paid colleagues and to recruit additional Trustees especially with experience and skills in finance and commerce, working with volunteers, PR and marketing.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

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

The Charity was established by a charitable trust deed.

The Trustees who served during the year were:

- Mrs Diane Peart
- Mr D Haigh
- Mr T Jones
- Mr C Peart
- Mrs J Khaliq
- Ms S Paterson

The Trustees would like to recognise the contribution of Miss A Garvin and Mrs S Walker who stepped down as Trustees following many years of service.

The Society for the Prevention of Cruelty to Animals was founded on 16th June 1824 and granted the "Royal" prefix by Queen Victoria in 1840. The current constitution of the RSPCA was created with the adoption of the Royal Society for the Prevention of Cruelty to Animals Act 1932, the work of the Society is governed by the RSPCA Act and by the rules of the Society. Membership of the Society is by subscription and may be on a life, annual or junior basis. The society is managed by an elected Council which, subject to the rules, control the affairs, funds, property and proceedings of the Society. They are assisted in the administration of the Society by a central organisation, headquarters and branches.

The Branch is governed by a Board who are Trustees of the Branch. They have individual and collective responsibility for the management of the Branch and its funds. Subject to the overall supervision of the Society, the Committee controls and monitors all the fundraising and animal welfare initiatives of the Branch, including the work of the Bury, Oldham & District RSPCA Animal Centre.

The Trustees are supported in running the Branch by the Branch Support Specialist, who is employed by the Society, the paid employees of the Branch under the leadership of the Branch Manager and a team of volunteers to whom the Branch are extremely grateful for their commitment and dedication.

Recruitment and appointment of new trustees

The Board of Trustees reviews the skills and expertise on the Board at annual strategy events. Any gaps identified may be specifically recruited for by placing advertisements in the Branch charity shops, the local press, RSPCA websites or by word of mouth. Applicants are interviewed by at least 2 members of the Board of Trustees and if successful are invited to attend up to 3 Board meetings as observers after which time they may be invited to fill a casual vacancy, be co-opted or be invited to stand for election at the next AGM.

Trustee appointments are made in accordance with the 2012 Branch rules. A minimum of 5 and maximum of 14 Trustees are elected annually by members of the Branch at the AGM. All elected Trustees must be qualifying Branch members and serve for one year with no limits on the number of consecutive years' service. Candidates for election must be nominated in writing by at least two eligible Branch members. Nominations must be delivered to the Branch Secretary at least 10 days before the date fixed for the AGM and must be accompanied by the candidate's written consent to stand for election. At the AGM all candidates are listed on the voting paper and every eligible Branch member may cast a vote for each vacancy. To be elected candidates must receive the votes of at least 50 per cent of the eligible members present. If the votes are equal the available places are to be filled by resubmitting the names of tied candidates at the meeting as often as is required to achieve a clear result.

In addition, the Branch may co-opt up to 3 Trustees who may, but need not be, Branch members (but who must not be members of another Branch or have received less than 50 per cent of the votes at the last election. Co-opted members serve until the next election.

If a casual vacancy arises during the year this may be filled by an eligible Branch member (provided they did not receive less than 50 per cent of the votes at the last election.)

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New Trustees are required to attend an induction session with the Branch Support Specialist to explain the role and responsibilities of a Trustee, the structure of the RSPCA and the Branch and the work undertaken by the Branch. New Trustees are given an induction pack including the Branch rules and other relevant documents and are invited to spend a day with the Operations Director at the animal centre to orientate them into the workings of the Branch. They are also invited to visit the Branch's charity shops.

Attendance at up to 3 meetings before candidates are formally appointed as Trustees is intended to ensure potential Trustees are sufficiently informed to understand the role of a Trustee and the work of the Branch to decide whether to proceed with their candidature and for the Branch to decide whether candidates have the required skills and experience.

Trustees are encouraged to attend relevant training sessions.

The Trustees were incorporated in January 2018 (allowing a form of legal status affiliated to the Charity, allowing legal documents, and the like, to be signed in the name of the incorporated Trustees).

Remuneration policy

The Trustees consider the Board of Trustees, the Branch Manager, the Retail Operations Manager and Animal Centre Manager as comprising the key management personnel of the Charity in charge of directing and controlling the Charity and running and operating the Charity on a day to day basis. Trustees give of their time freely and no Trustee remuneration was paid in the year.

Trustees are required to disclose all relevant interests and register them in the minutes of the relevant meeting and withdraw from decisions where a conflict of interest arises.

All employees have the same contract of employment and terms and conditions with the exception of increased notice periods for senior employees.

Pension payments by both employee and employer are determined by statute and are paid accordingly.

The arrangements for setting the pay and remuneration of the Charity's key management personnel are as follows:

The Operation's Director's remuneration and terms and conditions of employment are set by the Board of Trustees. Remuneration is performance related and reviewed annually taking into account regular performance reviews and an annual appraisal conducted by one of the Trustees. Remuneration is also benchmarked against other similar RSPCA posts and similar posts in the wider charity sector. An annual performance related non-consolidated bonus may also be awarded at the discretion of the Board.

All remuneration pay scales for the other key management personnel are set by the Board of Trustees and are benchmarked against other similar RSPCA posts and similar posts in the wider charity sector.

The Animal Centre Manager and Retail Operation Managers' remuneration is reviewed annually by the Branch Manager. Salaries are set within the scales agreed by the Board and the budget set annually by the Board. Annual non-consolidated performance related bonuses may also be awarded using the same criteria.

We adhere to UK Government requirements for the payment of the national minimum wage

Risk management

The Trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate and manage exposure to the major risks. The major risks identified by the Trustees are recorded in the Branch's risk register which is reviewed on a six monthly basis.

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Employment Policy

The Charity's policy is to promote equality of opportunity to all in employment and the selection process irrespective of their gender, race, ethnic origin, disability, age, nationality, sexuality, marital status and social class. The Branch opposes all forms of unlawful and unfair discrimination.

All employees and volunteers will be treated fairly and equally. Selection for employment, promotion, training and any other benefits will be on the basis of aptitude and ability. All employees will be helped and encouraged to further develop their full potential and the talents, and the resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

226624

Principal address

The Strinesdale Centre
Holgate Street
Oldham
OL4 2JW

Trustees

D Haigh
T Jones
Mrs D Peart
Mr C Peart
Ms J Khaliq (resigned 31.12.2021)
Ms S M Paterson (appointed 17.6.2021)
Mrs K Jakeman (appointed 31.8.2021)

Independent Examiner

P Buck FCA, DChA
Champion TLL Limited
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

Bankers

Natwest
10 Yorkshire Street
Oldham
Greater Manchester
OL1 1QT

KEY MANAGEMENT PERSONNEL

During the year the Trustees delegated responsibility for the day-to-day management of the charity to the following senior employees:

Vincent Sherard-Borshin - Operations Director
Vikki Walsh - Animal Centre Manager
Mary Mulkeen - Retail Operations Manager

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

RSPCA BURY & OLDHAM BRANCH
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

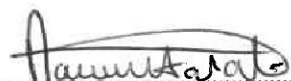
STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

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

The trustees are responsible for keeping proper accounting records which 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on12.10.22..... and signed on its behalf by:



.....
D Haigh - Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
RSPCA BURY & OLDHAM BRANCH

Independent examiner's report to the trustees of RSPCA Bury & Oldham Branch

I report to the charity trustees on my examination of the accounts of RSPCA Bury & Oldham Branch (the Trust) for the year ended 31st December 2021.

Responsibilities and basis of report

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

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



P Buck FCA, DChA
ICAEW
Champion TLL Limited
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

Date: 12.10.2022

RSPCA BURY & OLDHAM BRANCH

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	395,258	-	395,258	577,933
Charitable activities					
Animal centre		36,774	-	36,774	19,476
Animal welfare		17,591	-	17,591	7,140
Other trading activities	3	422,531	-	422,531	283,372
Investment income	4	5,183	-	5,183	4,350
Total		<u>877,337</u>	<u>-</u>	<u>877,337</u>	<u>892,271</u>
EXPENDITURE ON					
Raising funds	6	537,113	-	537,113	524,001
Charitable activities	7				
Animal centre		159,277	-	159,277	379,170
Animal welfare		214,186	-	214,186	3,161
Total		<u>910,576</u>	<u>-</u>	<u>910,576</u>	<u>906,332</u>
Net gains/(losses) on investments		<u>10,115</u>	<u>-</u>	<u>10,115</u>	<u>(14,733)</u>
NET INCOME/(EXPENDITURE)		(23,124)	-	(23,124)	(28,794)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>1,742,060</u>	<u>-</u>	<u>1,742,060</u>	<u>1,770,854</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>1,718,936</u></u>	<u><u>-</u></u>	<u><u>1,718,936</u></u>	<u><u>1,742,060</u></u>

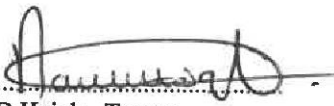
The notes form part of these financial statements

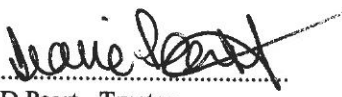
RSPCA BURY & OLDHAM BRANCH

BALANCE SHEET
31 DECEMBER 2021

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	11	1,524,230	-	1,524,230	1,558,014
CURRENT ASSETS					
Stocks	12	5,000	-	5,000	6,944
Debtors: amounts falling due within one year	13	134,373	-	134,373	51,975
Investments	14	96,822	-	96,822	94,886
Cash at bank		<u>79,542</u>	<u>-</u>	<u>79,542</u>	<u>99,575</u>
		315,737	-	315,737	253,380
CREDITORS					
Amounts falling due within one year	15	(121,031)	-	(121,031)	(69,334)
NET CURRENT ASSETS		<u>194,706</u>	<u>-</u>	<u>194,706</u>	<u>184,046</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,718,936</u>	<u>-</u>	<u>1,718,936</u>	<u>1,742,060</u>
NET ASSETS		<u>1,718,936</u>	<u>-</u>	<u>1,718,936</u>	<u>1,742,060</u>
FUNDS	16				
Unrestricted funds:					
General fund				194,706	184,046
Designated fund				<u>1,524,230</u>	<u>1,558,014</u>
				<u>1,718,936</u>	<u>1,742,060</u>
TOTAL FUNDS				<u>1,718,936</u>	<u>1,742,060</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 12.10.22 and were signed on its behalf by:


D Haigh - Trustee


D Peart - Trustee

RSPCA BURY & OLDHAM BRANCH

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(24,900)</u>	<u>54,349</u>
Net cash (used in)/provided by operating activities		<u>(24,900)</u>	<u>54,349</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		(8,495)	-
Sale of fixed asset investments		8,179	(14,733)
Interest received		<u>5,183</u>	<u>4,350</u>
Net cash provided by/(used in) investing activities		<u>4,867</u>	<u>(10,383)</u>
Change in cash and cash equivalents in the reporting period		(20,033)	43,966
Cash and cash equivalents at the beginning of the reporting period		<u>99,575</u>	<u>55,609</u>
 Cash and cash equivalents at the end of the reporting period		<u><u>79,542</u></u>	<u><u>99,575</u></u>

The notes form part of these financial statements

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(23,124)	(28,794)
Adjustments for:		
Depreciation charges	42,279	41,580
(Gain)/losses on investments	(10,115)	29,465
Interest received	(5,183)	(4,350)
Decrease in stocks	1,944	1,954
(Increase)/decrease in debtors	(82,398)	4,590
Increase in creditors	<u>51,697</u>	<u>9,904</u>
Net cash (used in)/provided by operations	<u>(24,900)</u>	<u>54,349</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.21 £	Cash flow £	At 31.12.21 £
Net cash			
Cash at bank	<u>99,575</u>	<u>(20,033)</u>	<u>79,542</u>
	<u>99,575</u>	<u>(20,033)</u>	<u>79,542</u>
Liquid resources			
Deposits included in cash	-	-	-
Current asset investments	<u>94,886</u>	<u>1,936</u>	<u>96,822</u>
	<u>94,886</u>	<u>1,936</u>	<u>96,822</u>
Total	<u>194,461</u>	<u>(18,097)</u>	<u>176,364</u>

The notes form part of these financial statements

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to grants have been met, it is probable that the income will be received and the amount of the income can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that the probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received by the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition is met.

Expenditure

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

Tangible fixed assets

Fixed assets are included within the accounts at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Freehold Property (Lees Shop)	- 2% on cost
Freehold Property (Strinesdale)	- 2% on cost
Short Leasehold	- 33% on cost
Plant and Machinery	- 15% on cost
Motor Vehicles	- 25% on reducing balance
Computer Equipment	- 15% on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

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

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

Donated goods

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustee's annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Support costs

Costs not directly associated with a given charitable activity or fundraising activity should be allocated to these activities on an appropriate basis. As described in the notes to the accounts, support costs relating to fundraising (namely the shops activities) are absorbed during the year as part of the management account process and as such a fair allocation has already been made to this activity. The remaining support costs are all allocated to the Animal Centre charitable activity since the costs relating to the Welfare activity are so small in comparison and the complication of allocating the small amounts that would arise for support costs on Welfare is not warranted.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Current asset investments

Investment assets are stated at market value which represents the Trustees best estimate of a true and fair view of the value of these assets to the charity based on professional advice, given their duty to administer the portfolio so as to obtain the best investment performance without undue risk.

Pension costs and other post-retirement benefits

Employees of the charity are entitled to join a work-based defined contribution pension scheme (NEST). The charity's contributions during the year are included in the wages figures in the notes to the financial statements. There were no outstanding contributions at the year end.

Gift Aid

Income from gift aid claimed on valid donations is accrued in the accounts based on the date that the related donation was received.

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	38,225	88,879
Legacies	132,138	125,173
Grants	224,895	362,981
Donated services and facilities	-	900
	<u>395,258</u>	<u>577,933</u>

Grants received, included in the above, are as follows:

	2021	2020
	£	£
RSPCA Grant	36,594	15,400
Oldham Borough Council	44,009	45,336
Jean Sainsbury Trust	-	10,000
Bacup Covid-19 Grant	-	21,334
Bury MBC - Covid-19	12,001	61,002
High Peak BC - Covid-19	4,000	27,000
Mayor's Appeal	-	2,000
RSPCA Branch Emergency Fund	-	50,000
Coronavirus Job Retention Scheme	76,058	130,909
Rossendale BC - Covid-19	5,334	-
Other grants	<u>46,899</u>	<u>-</u>
	<u>224,895</u>	<u>362,981</u>

3. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Shop income	403,490	280,450
Animal centre shop sales	16,378	2,414
Fundraising	<u>2,663</u>	<u>508</u>
	<u>422,531</u>	<u>283,372</u>

4. INVESTMENT INCOME

	2021	2020
	£	£
Interest receivable - trading	2	-
Current asset investment income	<u>5,181</u>	<u>4,350</u>
	<u>5,183</u>	<u>4,350</u>

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

5. INCOME FROM CHARITABLE ACTIVITIES

		2021	2020
		£	£
Animal centre income	Animal centre	31,449	15,369
Other income	Animal centre	5,325	4,107
Welfare clinic income	Animal welfare	17,591	7,140
		<u>54,365</u>	<u>26,616</u>

6. RAISING FUNDS

Other trading activities

	2021	2020
	£	£
Purchases	2,267	4,903
Staff costs	310,097	308,758
Gift aid expenditure	3,841	16,029
Rent and rates	179,407	149,907
Insurance	79	97
Heat and light	16,450	17,743
Other general premises expenses	15,356	19,800
Travelling and entertainment	1,470	2,490
Vehicle costs	1,398	1,167
Telephone and internet	113	82
Bank charges and interest	6,635	3,025
	<u>537,113</u>	<u>524,001</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £
Animal centre	159,277
Animal welfare	214,186
	<u>373,463</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

9. STAFF COSTS

None of the employees have employee benefits in excess of £60,000.

The average number of staff employed during the period was 32 (2020: 40).

The key management personnel of the charity during the year comprised the Trustees, the Chief Executive Officer, Retail Operations Manager(s), the Animal Centre Manager and the Deputy Animal Centre manager. The total employee benefits of the key management personnel of the charity were £130,613 (2020 : £120,942).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	577,933	-	577,933
Charitable activities			
Animal centre	19,476	-	19,476
Animal welfare	7,140	-	7,140
Other trading activities	283,372	-	283,372
Investment income	4,350	-	4,350
Total	<u>892,271</u>	<u>-</u>	<u>892,271</u>
EXPENDITURE ON			
Raising funds	524,001	-	524,001
Charitable activities			
Animal centre	379,170	-	379,170
Animal welfare	3,161	-	3,161
Total	<u>906,332</u>	<u>-</u>	<u>906,332</u>
Net gains/(losses) on investments	<u>(14,733)</u>	<u>-</u>	<u>(14,733)</u>
NET INCOME/(EXPENDITURE)	(28,794)	-	(28,794)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>1,770,854</u>	<u>-</u>	<u>1,770,854</u>
TOTAL FUNDS CARRIED FORWARD	<u>1,742,060</u>	<u>-</u>	<u>1,742,060</u>

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

11. TANGIBLE FIXED ASSETS

	Freehold property £	Short leasehold £	Plant and machinery £
COST			
At 1 January 2021	1,662,978	159,512	31,797
Additions	-	-	-
At 31 December 2021	<u>1,662,978</u>	<u>159,512</u>	<u>31,797</u>
DEPRECIATION			
At 1 January 2021	120,822	151,269	30,215
Charge for year	<u>33,260</u>	<u>3,190</u>	<u>987</u>
At 31 December 2021	<u>154,082</u>	<u>154,459</u>	<u>31,202</u>
NET BOOK VALUE			
At 31 December 2021	<u>1,508,896</u>	<u>5,053</u>	<u>595</u>
At 31 December 2020	<u>1,542,156</u>	<u>8,243</u>	<u>1,582</u>
	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 January 2021	53,745	54,812	1,962,844
Additions	<u>8,495</u>	-	<u>8,495</u>
At 31 December 2021	<u>62,240</u>	<u>54,812</u>	<u>1,971,339</u>
DEPRECIATION			
At 1 January 2021	50,043	52,481	404,830
Charge for year	<u>3,050</u>	<u>1,792</u>	<u>42,279</u>
At 31 December 2021	<u>53,093</u>	<u>54,273</u>	<u>447,109</u>
NET BOOK VALUE			
At 31 December 2021	<u>9,147</u>	<u>539</u>	<u>1,524,230</u>
At 31 December 2020	<u>3,702</u>	<u>2,331</u>	<u>1,558,014</u>

Included within freehold property is land costing £100,000 which is not depreciated.

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

12.	STOCKS		2021	2020	
			£	£	
	Stocks		<u>5,000</u>	<u>6,944</u>	
13.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		2021	2020	
			£	£	
	Trade debtors		-	2,079	
	Other debtors		24,970	19,645	
	Prepayments		<u>109,403</u>	<u>30,251</u>	
			<u>134,373</u>	<u>51,975</u>	
14.	CURRENT ASSET INVESTMENTS				
	Fixed asset investments		£		
	Market value at 1st January 2021		94,886		
	Change in value in year		<u>1,936</u>		
	Market value at 31st December 2020		<u>96,822</u>		
15.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		2021	2020	
			£	£	
	Trade creditors		66,728	41,750	
	Social security and other taxes		9,426	7,964	
	Other creditors		4,039	5,655	
	Accrued expenses		<u>40,838</u>	<u>13,965</u>	
			<u>121,031</u>	<u>69,334</u>	
16.	MOVEMENT IN FUNDS				
		At 1.1.21	Net movement in funds	Transfers between funds	At 31.12.21
		£	£	£	£
	Unrestricted funds				
	General fund	184,046	19,155	(8,495)	194,706
	Designated fund	<u>1,558,014</u>	<u>(42,279)</u>	<u>8,495</u>	<u>1,524,230</u>
		<u>1,742,060</u>	<u>(23,124)</u>	-	<u>1,718,936</u>
	TOTAL FUNDS	<u>1,742,060</u>	<u>(23,124)</u>	-	<u>1,718,936</u>

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	877,337	(868,297)	10,115	19,155
Designated fund	-	(42,279)	-	(42,279)
	<u>877,337</u>	<u>(910,576)</u>	<u>10,115</u>	<u>(23,124)</u>
TOTAL FUNDS	<u>877,337</u>	<u>(910,576)</u>	<u>10,115</u>	<u>(23,124)</u>

Comparatives for movement in funds

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	171,260	12,786	184,046
Designated fund	1,599,594	(41,580)	1,558,014
	<u>1,770,854</u>	<u>(28,794)</u>	<u>1,742,060</u>
TOTAL FUNDS	<u>1,770,854</u>	<u>(28,794)</u>	<u>1,742,060</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	892,271	(864,752)	(14,733)	12,786
Designated fund	-	(41,580)	-	(41,580)
	<u>892,271</u>	<u>(906,332)</u>	<u>(14,733)</u>	<u>(28,794)</u>
TOTAL FUNDS	<u>892,271</u>	<u>(906,332)</u>	<u>(14,733)</u>	<u>(28,794)</u>

RSPCA BURY & OLDHAM BRANCH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.20 £	Net movement in funds £	Transfers between funds £	At 31.12.21 £
Unrestricted funds				
General fund	171,260	31,941	(8,495)	194,706
Designated fund	<u>1,599,594</u>	<u>(83,859)</u>	<u>8,495</u>	<u>1,524,230</u>
	<u>1,770,854</u>	<u>(51,918)</u>	<u>-</u>	<u>1,718,936</u>
TOTAL FUNDS	<u>1,770,854</u>	<u>(51,918)</u>	<u>-</u>	<u>1,718,936</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,769,608	(1,733,049)	(4,618)	31,941
Designated fund	<u>-</u>	<u>(83,859)</u>	<u>-</u>	<u>(83,859)</u>
	<u>1,769,608</u>	<u>(1,816,908)</u>	<u>(4,618)</u>	<u>(51,918)</u>
TOTAL FUNDS	<u>1,769,608</u>	<u>(1,816,908)</u>	<u>(4,618)</u>	<u>(51,918)</u>

The designated fund represents the net book value of unrestricted fixed assets which do not consist of liquid balances.

17. RELATED PARTY DISCLOSURES

During the year the charity received grants from the RSPCA National Association totalling £36,594 (2020: £65,400).

During the year as part of the branch legacy scheme, net legacies of £132,138 (2021: £125,173) were received from RSPCA National Society after charging their commission for administration.

18. GOING CONCERN

The Accounts have been prepared on a going concern basis, which the Trustees consider appropriate having considered the foreseeable future.

As at 31 December 2021 the level of unrestricted liquid reserves amounted to £194,706, which represents 2.5 months' costs, which is just short of the target reserves level of 3 months. The Charity continues to meet its day-to-day working capital needs from ongoing income.

Since the charity is short of the reserves target, it remains reliant on voluntary income. There haven't been significant donations or legacies since year end, and the charity is not forecast to make a surplus in the short-term. If additional finance were required however, the Charity can rely on the support of the RSPCA National Society.

The Trustees and Management are continuing to introduce new income sources, cut costs, and improve the return

on retail activities.