

# Royal Society for the Prevention of Cruelty to Animals Central London Branch

England & Wales · Charity number 248489

## Details

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<b>Other names</b>	ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS CENTRAL & NORTH EAST LONDON BRANCH, ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS CENTRAL LONDON BRANCH, ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS CENTRAL, WEST & NORTH EAST LONDON BRANCH, RSPCA - CENTRAL LONDON BRANCH, Royal Society for the Prevention of Cruelty to Animals Central London, RSPCA CENTRAL LONDON BRANCH
<b>Status</b>	Registered
<b>Legal form</b>	Other
<b>Registered</b>	1966-07-26
<b>Register</b>	<a href="#">View on the Charity Commission register</a>

## Contact

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<b>Email</b>	<a href="mailto:animals@rspcacentrallondon.org.uk">animals@rspcacentrallondon.org.uk</a>
<b>Website</b>	<a href="http://www.rspcacentrallondon.org.uk">www.rspcacentrallondon.org.uk</a>

## Activities

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**Objects:** THE OBJECTS OF THE BRANCH ARE TO PROMOTE THE WORK AND OBJECTS OF THE SOCIETY [ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS (219099)], WITH PARTICULAR REFERENCE TO THE AREA OF THE BRANCH, IN ACCORDANCE WITH THE POLICIES OF THE SOCIETY.

**Activities:** Promoting animal welfare and endeavouring to prevent cruelty to animals in the Central, West and North East areas of London.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Animals
- **Who:** Other Defined Groups, The General Public/mankind

## Geography

- **Area of benefit:** CENTRAL, WEST & NORTH EAST LONDON.
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,754,403	£1,874,882	£1,619,179	49
2023-12-31	£2,122,492	£2,003,836	£1,683,566	51
2022-12-31	£1,994,454	£2,066,738	£1,556,973	45
2021-12-31	£2,083,959	£1,730,017	£1,669,736	46
2020-12-31	£1,591,481	£1,642,287	£1,308,659	44

## Trustees

Name	Role	Appointed
Angela Beatriz Eugenia Hayes		2024-06-25
Christine Julie Beaumont-Kerridge		2024-06-25
Daniel Thomas Oliver Caines		2024-06-25
Dr Leigh Chantal Pharand		2025-06-25
Elena Arau		2024-06-25
Jennifer Margaret Cranston		2025-06-25
Mary Jane Kirkby		2024-06-25
William Dulude		2024-08-17

**Royal Society for the Prevention of Cruelty to Animals Central London Branch**

England & Wales - Charity number 248489

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# Accounts

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**THE ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO  
ANIMALS CENTRAL LONDON BRANCH**

**CHARITY REGISTRATION NUMBER: 248489**

**ANNUAL REPORT AND ACCOUNTS**

**YEAR ENDED 31 DECEMBER 2024**



**Operating in some of the most disadvantaged areas in London, RSPCA Central London Branch helps the most abused and neglected animals at the extreme end of suffering.**

# RSPCA CENTRAL LONDON BRANCH

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# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 DECEMBER 2024

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The trustees present their annual report and financial statements for the year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

#### Reference and administrative details

The Royal Society for the Prevention of Cruelty to Animals Central London Branch, 45 Primrose Avenue, Enfield, EN2 0SZ (formerly Box 145, 2 Lansdowne Row, London W1J 6HL), is registered with the Charity Commission (No. 248489) and is governed by the rules and regulations laid down by The Royal Society for the Prevention of Cruelty to Animals (RSPCA).

#### Auditor:

John Lee BA FCA  
Xeinadin Audit Ltd  
26 High Street, Rickmansworth, Hertfordshire, WD3 1ER

#### Main bankers:

National Westminster Bank PLC  
St. James's and Piccadilly Branch,  
208 Piccadilly, London, W1A 2DG

Web Address: [www.rspcacentrallondon.org.uk](http://www.rspcacentrallondon.org.uk)

The charity is administered by a management committee, currently comprising:

Chairperson	- Dan Caines
Secretary	- Jennifer Cranston
Treasurer	- Christine Beaumont-Kerridge
Vice Chair	- Mary-Jane Kirkby
Other trustees	- Elle Arau, William Dulude, Angela Hayes, Leigh Pharand

Kate Pun did not stand for election at the AGM in June 2024. Will Dulude did not stand for re-election at the AGM but was co-opted back onto the Board at the meeting of the 14th August 2024. All other trustees above served throughout the period.

#### Branch overview

RSPCA Central London Branch is the leading animal welfare organisation in its areas of operation. It provides high quality services including adoption and fostering, care and treatment, RSPCA inspector support, specific affordable veterinary services such as neutering and dental care and advocacy - with a primary focus on cats and small furry animals. It funds these services primarily via income generated from a small network of charity shops, supplemented by bequests, donations, grants, and public fundraising.

We are a separate registered charity from the main RSPCA National Society and are separately managed and financed but operate under their umbrella rules and share the logo and other brand items.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### Objectives and activities

##### *Objects, objectives and principal activities (including branch strategy)*

The object of the charity is to promote kindness and good care and prevent or suppress cruelty to animals by all lawful means with particular reference to the area of the branch, in accordance with the policies of the Society.

This is made specific and monitored through our Branch Strategy. In 2024, we were operating under the 2024-26 Branch Strategy, highlights of which are included below.

However, it should be noted that in late 2024 discussions began about a revision of the Branch Strategy, to reflect the changing external and internal financial and commercial situation faced by the Branch. As a result of this revision, and due to the lack of a realistic and sustainable financial model for operating rescue services at scale in London, from 2025 onwards the Branch plans to focus more on prevention and “clinic-style” animal health services, and reduce its involvement in rescue activities.

##### *Our strategy in 2024*

The overall 2024-26 strategic ambition for the Branch, which reflects our enduring and unwavering commitment to animal welfare and robust governance, is to deliver a meaningful, measurable and sustainable improvement in animal welfare and the prevention of animal cruelty and suffering in our area – while supporting the delivery of the wider RSPCA National “2021-2030: Together For Animal Welfare” strategy.

##### *Our strategic objectives*

In 2024 the Branch was working to achieve six key strategic objectives:

**1. Maintenance of best-in-class animal welfare, prevention and treatment standards:** continue to deliver high quality prevention services, treatments, animal care and adoption support - both as a Branch, and through work with partners.

- *Key success measure:* Branch maintains current welfare and treatment standards, as assessed by annual audits and welfare KPIs (some Branch-set, some mandated by regulators and other bodies).
- *Note from Trustees, as of end 2024:* in 2024 the Branch performed well vs. this objective, achieving high welfare and treatment standards in all areas - and receiving strong external validation from regulators and inspectors.

**2. Financial sustainability:** achieve in-year budget breakeven or an excess of income over expenditure in 2025 and 2026 (with a limited deficit in 2024, if agreed by Trustees) to avoid eroding development funds and reserves.

- *Key success measure:* achievement of agreed deficit target in 2024, and in 2025 and 2026 the Branch breaks even or makes a net annual excess of income over expenditure.
- *Note from Trustees, as of end 2024:* the financial performance of the Branch in 2024 was broadly in line with the operating deficit plan agreed by Trustees as part of the budget-setting process. However, entering 2025 there is no realistic prospect of the Branch breaking even in 2025 or 2026 without major changes to operating model and scope of services. As mentioned above in “Our Strategy in 2024”, such major changes began to be debated in Q4 2024, and were refined and agreed by the Trustees in Q1 2025.

**3. New animal centre:** fundraise for, plan, develop and open new flagship animal welfare centre on the site of our current Enfield cattery - to ensure long-term financial sustainability and increase our ability to support animal welfare.

- *Key success measure:* enhanced and expanded Enfield Cattery opens by end FY26, to be the enduring home of Branch animal welfare activities.
- *Note from Trustees, as of end 2024:* unexpectedly, multiple planning applications for the re-development of Enfield Cattery were rejected by the local council during 2024 and early 2025. As a result, the Branch does not yet have a clear and time-bound plan for the redevelopment of Enfield Cattery, with options including a revised planning application or the potential sale of the Enfield site and search for an alternative property being considered.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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**4. Fundraising enhancement:** significantly develop fundraising capabilities and increase total annual fundraising - with a particular focus on donations and bequests, to supplement charity shop income.

- *Key success measure:* in 2026, total fundraising to increase by +10% vs. 2023 levels, with amount generated from donations and bequests increased by +20%.
- *Note from Trustees, as of end 2024:* significant effort is being put into fundraising and revenue generation. However, the challenging national economic climate and the financial situation of the charity sector as a whole continues to put pressure on the achievement of these goals.

**5. Social media and communications:** broaden awareness and reach and improve relevance of social media and comms messages and campaigns - to drive adoptions, donations and other forms of Branch engagement.

- *Key success measure:* in 2026, Branch followers on social media to increase by +50% vs. 2023 levels and clicks on Branch website (inc. adoption pages) also increased by +50%.
- *Note from Trustees, as of end 2024:* steps were taken in 2024 to revitalise the social media presence of the Branch, including launching a re-branded version of the Branch website, and significantly increasing the volume and quality of Branch Instagram activity. We have seen social media views and users grow, and expect that to continue in 2025 and 2026.

**6. Organisational status:** adopt CIO status and new partnering arrangements with the RSPCA National Society, to ensure robust governance and protect trustees and staff.

- *Key success measure:* by end 2024 Branch has adopted CIO status and signed updated Partnership Agreement with the RSPCA National Society.
- *Note from Trustees, as of end 2024:* the Branch did not complete a conversion to CIO status by end 2024, due to (i) delays in the overall CIO conversion programme of RSPCA Branches, and (ii) the lack of clarity about the redevelopment of Enfield Cattery, which made a CIO application challenging to complete. However, the Branch does plan to submit a CIO application in Q3 2025.

#### *Our principal activities*

The principal activities of the Branch in 2024 were as follows:

#### **1. Animal Welfare:**

- Run our Emergency Fostering Unit with maximum animal turnover and veterinary capacity, and an ability to help animals that are difficult to handle and rehome.
- Run Enfield Cattery with maximum rehoming capability to ensure a space is always available for a cat in need.
- Operate an emergency boarding and fostering scheme for rabbits, birds, exotics and small furries.
- Operate our dog rescue and assessment operation through specialist kennels, in recognition of the particular skills needed to handle rescue dogs and the risks involved in dealing with ex-fighting or ex-guard dogs. Doing this will ensure that we never have to turn away a dog in need.
- Run a fostering scheme to protect the most vulnerable animals from shelter risk - including kittens; elderly, sick and convalescing animals; and unhomeable animals. We will support all of these animals so as to maximise their remaining quality of life and to minimise pain.
- Operate a compassionate euthanasia policy – no healthy, rehomeable animal will be euthanized, but we will on occasion choose a compassionate release for those we cannot free from suffering, under advice from a veterinary practitioner and/or behaviourist where applicable.
- Operate our feral/timid stables resiting programme with the help of the charity SNIP to prevent the need for euthanasia of cats not suited to a domestic environment.
- Provide pinpoint community support and regular welfare visits to ongoing pockets of need (e.g., by stabilising multi-cat households with ongoing support).

We will also work with and through third parties to:

- Support the RSPCA Inspectorate by accepting animals from our area for rehabilitation and rehoming. We will continue to review and enhance our support as the role and functions of the Inspectorate evolve.
- Support other charities and rescues, including other RSPCA branches, by allowing use of our dental suite and scanner and contracting out our pens. We participate in the Greater London Rescue Network WhatsApp Group to share workload, resources and advice and enhance emergency rescue capability across London.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 2. Prevention:

- We continue to participate in the C4 Subsidised Neutering For Cats Scheme (was free, now £10 including microchip) but passed the administration and financial risk over to Cats Protection in May 2023 as part of a rationalisation of voucher schemes across the UK. We employ a project manager funded by The Battersea Dogs & Cats Home Grants Programme and ourselves to lead the strategic direction of the Consortium of charities who work together on stabilising the cat population in Greater London, and carry out targeted promotion of the offer and fundraising plus help with the management of relationships with participating vets.
- Use our communications channels, shops, and outreach programme to educate and support pet owners, and to ask the public we help and third parties we work with to spread the word by leafleting and posterage on our behalf.
- Use our social media channels to raise awareness of specific issues related to the prevention of animal cruelty and suffering, and to support broader RSPCA and nationwide programmes.
- Directly support preventative interventions via targeted, case-by-case financial assistance for the neutering of dogs, rabbits, ferrets and small furies.

#### 3. Advocacy and Engagement:

- Use our communications channels, shops and outreach programme to advocate for animal welfare issues, causes and campaigns deemed important by Branch staff and Trustees.
- To support broader / overarching RSPCA national and regional campaigns by harnessing the above channels, and also by pursuing petitions, posters, MP letter and email campaigns.
- To advocate for good causes through our operational arrangements, including by adopting ethical investment policies.
- To provide financial support for advocacy and engagement campaigns on a case-by-case basis (e.g., when we are able to do so without impacting the sustainability of our branch, by providing donations to the main RSPCA's International Department where the impact of even modest expenditure can improve the lives of billions of animals).
- We will also seek to maximise our impact by providing expertise and support to other RSPCA branches and small charities and rescues, via a commitment to sharing resources and expertise and training and seconding staff to grow animal welfare capability.

#### 4. Branch Sustainability:

- Build on progress by continuing to significantly overhaul our fundraising efforts, with the aim of developing other recurrent income streams alongside charity shop income.
- Develop our fundraising capabilities by continuing to operate our donor management system and increasing our tailored fundraising and legacy marketing efforts.
- Maximise the profitability of our charity shop portfolio by (i) continuing to exit the leases of unprofitable or underperforming shops, (ii) identifying new leases with profit potential, and (iii) supporting shop managers to increase profits.
- Review our expenditure on a rolling basis to ensure that we can proactively make choices and limit costs, when doing so is essential to the long-term survival of the branch and delivering a balanced operational budget.

#### 5. Branch Organisation and Governance:

- Maintain governance that is fit for purpose and in line with best practice and regulatory standards.
- Provide financial reports which are timely and forward facing.
- Maintain strong financial controls with internal audit procedures.
- Comply with all relevant legislation and best practice including GDPR and Health and Safety guidance – while ensuring that staff and Trustees fully understand all policies and procedures.
- Protect and maximise the use of all assets, to maximise the impact of the branch.
- Provide a timely telephone and email response service for the Inspectorate and the public.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 6. Branch People:

- Maintain workforce surveying and feedback gathering, and our clear whistleblowing policy.
- Review and consider the different needs of our various staff groups, including operational / clinical staff, managerial staff, shop staff, volunteers, and other groups.
- Develop a volunteer strategy to maximise recruitment and retention.
- Review our safeguarding policy to ensure that all staff are appropriately protected.
- Plan opportunities and progression for our key staff, while developing succession plans to minimise “key person risk”.
- Provide Royal Veterinary College students with the best experience possible while working with our branch, to increase their long-term impact on animal welfare.
- Assess the skills and capabilities of our Branch Trustees, with a view to upskilling existing Trustees and to ensure that any new Trustees recruited fill a branch skills requirement.
- Update our Trustee recruitment and onboarding processes, to ensure that appropriate and skillful Trustees are selected, and that new Trustees are onboarded robustly.

#### *Public benefit*

Our 7 days per week, 365 days per year care programme focuses on providing care for those animals which have been mistreated, neglected, or abandoned, strays unable to cope with free living and animals at risk. We take in lost animals and take steps to reunite them with owners. The work benefits our local community including local authorities as it reduces the incidence of abandonment and cruelty and animals straying and posing a risk to themselves and to people through road traffic accidents. The public know that we assist animals in need which reduces their distress when they are able to report animal suffering and whilst we are primarily an animal charity, the service we offer pet owners who cannot assist their pets themselves in times of crisis can relieve much distress for owner as well as pet.

We support our local Inspectors by taking in mistreated or abandoned animals, including pets whose owners suffer ill health or financial difficulties or pass away. The Society's Inspectorate, as well as providing education, information, and advice, rescues the most abused and neglected animals at the extreme end of suffering and enforces laws against the cruel mistreatment of animals in England and Wales by bringing prosecutions. This work is key to 'the prevention or suppression of cruelty' part of the RSPCA objects and promotes humane sentiments towards animals which involves moral benefit to humankind as a whole.

We provide many volunteering opportunities for those who wish to support our work, including fostering, fundraising, retail opportunities and animal care. This benefits local people and companies by providing the possibility of doing work which is both compassionate and rewarding and offers experience which may assist participants in finding paid work. In particular we offer work experience for many veterinary students, most of whom will end up in private practice. By showing them the most disadvantaged animals in Society we hope they will carry forward a passion to help stray animals in their future careers and support the work of local charities.

Our charity shops provide a valuable source of low-cost good quality recycled goods to the benefit of the public and the environment, and we also provide work experience opportunities for members of the public.

The Branch responded to hundreds of enquiries weekly from the public during the period, both direct and via the Society's national call centre, by way of telephone calls, texts, emails, and letters. The public benefits from knowing that we give advice and intervene to assist animals in need, which also assists the owner.

The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. Our branch prides itself on using innovative ideas to assist as many of the most needy and at-risk animals as our resources allow, by networking with other charities, recruiting volunteer fosterers and appealing to the public through networking media where our conventional facilities are full. Our aim is to not turn away any animal in desperate need that we can possibly find the means and resources to help. We aim not to say 'we are full' but to find another way to help and this benefits the public when they find themselves in distressing situations involving their pets or stray animals they find in need of help.

The trustees have reviewed the outcomes and achievements of our objectives and activities for the year, to ensure they remain focused on our charitable aims and continue to deliver benefits to the public. In deciding which activities the Branch should undertake we have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### **Achievements and performance**

##### *Animal Welfare*

Our provision of animal welfare services is based out of our facilities at The RSPCA Emergency Fostering Unit, Unit 1G, 1 Thane Villas, Holloway, London, N7 7PH and RSPCA Enfield Cattery, 45 Primrose Avenue, EN2 0SZ.

During 2024 we faced high volumes of animals needing care, rehoming or other forms of support. This was driven by (i) the cost of living crisis, causing some pet owners to relinquish or abandon their animals, (ii) post-Covid developments which saw pet owners who had adopted or bought animals during Covid no longer willing to support them, again leading to abandonment, and (iii) problems with other parts of the animal welfare and rescue system leading to further unmet demand. On the supply side, a continued lack of accessible and affordable veterinary care (including significant price increases) has led to challenges for the public in accessing vet care – again, increasing pressure on the branch. Unfortunately we remain unable to financially assist owners who cannot afford vet care for their pets except in the most extreme of circumstances. Our focus must be on unowned and stray animals in need.

This complex and compounding set of challenges meant Trustees continued to accommodate as many desperate animals as our finances and other resources would allow. The emergency boarding, fostering, rehoming and outreach scheme helped 1,533 (2023: 1,284) of the most abused, neglected and at-risk animals at the extreme end of suffering.

In 2024 the Branch made full use of its state-of-the-art dental suite at the Emergency Fostering Unit and 110 dentals were undertaken (2023: 148) at considerably reduced cost compared with out-sourcing. We made the facility available to other charities at cost. The Branch also did 55 in-house scans in 2024 (2023: 35) to identify kidney, liver and gut problems, at great cost saving over private vet charges.

Our limited resources are concentrated on animals unable to find help elsewhere.

- Our thanks also go to the RSPCA Finsbury Park Animal Hospital, The Beaumont Sainsbury Animals' Hospital, the Royal Veterinary College, RSPCA Sussex North & Brighton Branch and RSPCA Sussex West Branch for their amazing support in helping so many animals from our area for rehabilitation and rehoming. Without them we would not be able to help anywhere near as many animals.

##### *Neutering Scheme Administration*

- In early 2024 we transferred over the balance of the C4 Restricted Fund to Cats Protection who now administer the Greater London Neutering Scheme, which offers neutering and a microchip at a cost of £10 to means tested cat owners who would otherwise not be able to afford to neuter or comply with the law on microchipping.
- A new one-year position of C4 Project Manager was created from 15 January 2024, within the Branch, funded by a generous Battersea Dogs and Cats Home grant, to support the C4 Consortium and RSPCA Central London Branch continue to play a vital role in ensuring London's most needy cats are able to access such vital preventative procedures for their safety and wellbeing.

##### *Charity Shops*

The Branch now operates eight charity shops selling mostly donated goods as follows:

285 Caledonian Road, Islington, N1 1EF  
6 Blackstock Road, Finsbury Park, N4 2DL  
18 Broadway Parade, Crouch End, N8 9DE  
180 Stoke Newington High Street, N16 7JD  
404 High Road, Tottenham, N17 9JB  
123 Lower Clapton Road, Hackney, E5 0NP  
27 High Street, Ealing, W5 5DB  
127 Northfield Avenue, Northfield, W13 9QR

In June 2024 we closed our shop at 389 Green Lanes, Palmers Green, N13 4JG as it was loss making.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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Overall our charity shop profitability continues to fall due mainly to the upward pressure on wages and other costs. Staffing has been a challenge as the retail sector continues to experience a staffing crisis and we spent most of 2023 and 2024 without a full complement of shop staff. Total shop turnover including gift aid for 2024 was £1,206,023 (2023: £1,327,450) against total operating costs, including gift aid costs, of £941,520 (2023: £945,076). Net profit on shop income was £264,503 (2023: £382,374). Our thanks go to all our shop managers for their hard work. We also thank all our wonderful shop volunteers for their dedication. A huge thank you to our Branch Manager Colette Jensen and our Retail Manager Margaret Davies for their hard work and commitment in navigating this difficult sector.

We estimate that the volunteers on our Board and in our animal centres and shops contributed some 65,000 hours of their free time during 2024 and over 100 fosterers opened up their homes to an animal in need. We thank all of them deeply for their support, dedication, and commitment.

#### Summary of Aims

The Summary of Aims for the Branch in 2024 can be found above under *Objects, Objectives and Principal Activities*. The Branch and its Trustees use its agreed 2024-26 Strategic Objectives - which clearly articulate the key aims of the Branch - to guide all Branch activities and decision-making.

#### Financial review

##### *Financial Summary*

The charity's funds are collected from membership subscriptions, shop sales, rehoming fees, donations, legacies, recycling schemes and grants. The Branch aims to achieve operational breakeven each year to maximise our animal welfare operations, but the pressure on our resources and the rising costs of wages and salaries in particular is making this increasingly difficult to achieve. We were very grateful to receive legacies of £104,691 from the estate of MK George (deceased) and £750 from the estate of Mrs H. H. Ridgway (deceased) into the restricted Enfield fund and £4,163 from the estate of Ms Tobin (deceased) and £4,324 from the estate of Ms Stewart (deceased) into the unrestricted fund. Our deepest condolences go out to the loved ones of the deceased.

Overall turnover for the year was £1,754,403, a material drop on the 2023 figure of £2,122,492 as we passed the financial administration of the C4 scheme over to Cats Protection. Total costs were £1,874,882 (2023: £2,003,836) including the balance of the C4 restricted fund as 31 December 2023 of £157,961 transferred to Cats Protection, and net movement in funds, after investment gains of £11,092 and the increased revaluation reserve of Enfield Cattery £45,000, was a reduction of £64,387 (2023 increase £126,593 after investment movement of £7,937).

##### *Investment Summary*

The paper gain on the EdenTree Investment fund was £11,092 (2023: £7,937). This investment will be cashed in to fund the Enfield cattery refurbishment / development in the next five years. See *Investment policy and governance* below for investment policy and details of our investment governance approach.

#### Reserves

The branch has an unrestricted reserve level of £1,432,018 (2023: £1,422,262) at the period end but after designations of £475,466 (2023: £426,233) representing money unavailable for expenditure and a substantial £640,000 (2023: £640,000) for the major development of Enfield Cattery, £316,552 (2023: £356,029) remains as free reserves available for future projects. A reasonable level of reserves is vital to cover the continuing liabilities arising from the shop leases, the Emergency Fostering Unit Lease, the freehold Enfield Cattery, the employment of staff and the animals we have in long term foster care. The free reserves represent 2.3 months of total expenditure excluding the C4 Free Neutering for Cats Scheme restricted fund and transfer to Cats Protection (2023: 2.5 months).

The current reserves policy set by trustees is to keep a minimum of 3 months operational costs excluding the C4 Free Neutering for Cats Scheme restricted fund. We are compliant with the policy if all appropriate funds are included. However, the Trustees previously made a decision to ring-fence a significant amount of charity funds, with a view to investing these funds in a re-development of the Branch's owned Enfield Cattery in 2025-27. If that ring-fencing is taken into account, then the Branch is in breach of the reserves policy. As a result, whilst we will leave the designation in place for now we may need to rethink our plans as our financial position develops in 2025-26. We would not undertake the development at the level proposed if it would affect the financial sustainability of the Branch – see next section for information on the Enfield Cattery development and our future plans.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### *Financial adjustment – administration of the C4 Neutering Scheme*

We no longer administer the C4 Neutering Scheme and the C4 funds held for neutering were passed to the Cats Protection in early 2024. The remaining funds in the C4 restricted fund relate to a specific grant for the C4 Project Manager's salary. There is no need for C4 reserves as the role is contracted against specific funding on a short-term basis.

#### **Plans for future periods**

##### *Financial risks and further demand pressures*

2024 was defined by the cost-of-living crisis and 2025 looks to be a further period of uncertainty and austerity. Another sharp rise in minimum wage and now the Employer's National Insurance rate will impact on the profitability of our charity shops and the cost of delivering our animal welfare operation. The country continues to experience an acute shortage of qualified vets which is significantly impacting on the spare veterinary capacity on which the C4 neutering scheme relies and is also causing great difficulty for some pets to be able to have access to veterinary help, even in an emergency. A continued backlog of routine operations including neutering means we continued to experience an explosion of unplanned litters of kittens in 2024 and 2025 is expected to be as bad. 2025 requires our trustees to be agile in responding to financial pressures and associated risks.

##### *Enfield Cattery Development*

As noted above, in 2024 we had a clear strategic priority of redeveloping our owned Enfield Cattery into a modern, state-of-the-art cattery that is fully compliant with welfare standards and licensing requirements. This redevelopment is necessary as the cattery requires considerable refurbishment to meet current licensing standards - and there is a risk that the cattery will ultimately have its licence withdrawn if no redevelopment and refurbishment is undertaken. In 2024 we took significant steps to prepare for the redevelopment of Enfield Cattery, including commissioning multiple sets of architectural plans; preparing a full planning application for site redevelopment; articulating the strategic and community case for the redevelopment of the cattery; and developing financial forecasts of both the up-front costs of redevelopment and the long-term running costs of the site. Financially, consolidating our operations into a single, owned site was a key enabler of future Branch sustainability.

However, multiple planning permission applications have now been rejected by the Council. While we intend to further review and adapt our plans, to make them acceptable to the community and the planning officials, there is now a possibility that no proposal for the redevelopment of Enfield Cattery will secure the approval of local authorities. As a result, the Trustees in 2024 began considering alternative options, including the potential sale of the Enfield Cattery site, and consolidation of Branch activities in a new property. Work on the Enfield redevelopment and potential alternative options continues into 2025.

##### *Charitable Status and Branding*

As noted above, under *Objectives and activities*, the Branch did not complete a transition to Charitable Incorporated Organisation (CIO) status during 2024. However, the Branch intends to convert to being a CIO in line with RSPCA HQ plans for Branches during 2025.

#### **Investment policy and governance**

##### *Investment Policy*

The Committee members, who are trustees, have wide powers of investment governed and restricted by the Royal Society for the Prevention of Cruelty to Animals Act 1958. Our cash reserves are invested in three banks and the CAF Charity Deposit Platform (powered by Flagstone) to spread the risk, and maximise protection under the Financial Services Protection Scheme.

In August 2021 the Board of Trustees agreed to invest monies not immediately needed for its charitable purposes in an ethical investment fund. While Trustees have delegated authority for the management of these investments to an investment manager, they retain ultimate responsibility for all matters relating to and affecting the Charity's investments. The investment policy objectives are:

- Preservation of real value of the Charity's monetary assets.
- Optimisation of capital growth and income generated from the Charity's monetary assets, with appropriate consideration and management of investment risk.
- Invest in an ethical manner, consistent with the Charity's charitable status.
- Flexibility and accessibility of invested funds.

# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### *Investment Governance*

The trustees agreed to hold all investments within stocks, shares or funds in those investments that are subject to screening of an ethical nature and to ensure that no investments are made which are knowingly contrary to the objects of the Charity. All Charity investments are held in pooled funds, managed by EdenTree Investment Management.

#### **Fundraising**

##### *Fundraising Approach and Governance*

The Branch is heavily reliant on funds raised. Our main source of fundraising is charity shops, but we are diversifying into operating a fundraising database and are registered with The Fundraising Regulator. The Branch does not have a commercial participator or professional fundraiser agreement.

To ensure appropriate governance:

- We do have a vulnerable person's policy as we deal with many vulnerable people in our outreach programme who may seek to give us donations voluntarily in response to the help we give them with their animals.
- We do have a complaints policy to deal with all types of complaints in a prompt and professional manner.
- We are committed to operating at the highest level of best practice in our fundraising activities.
- We are registered with the Fundraising Regulator.

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

RSPCA Central London Branch is a charity constituted as an unincorporated association.

- The charity operates as an autonomous branch of the National RSPCA subject to its rules for branches. Committee members are elected at every Annual General Meeting, from the members of the Branch, to carry on the work for the ensuing year. Candidates must receive not less than 51% of the votes of the members present and voting. The elected Branch Committee can co-opt not more than three members onto the Committee until the next annual general meeting. All Committee members must be Society members for a minimum of three months on appointment.
- The Committee members are trustees of the branch and are briefed on their responsibilities as trustees prior to their acceptance of the role. The trustees hold monthly meetings at which decisions are made and conveyed to the staff and volunteers for actioning.
- The day-to-day running of the shops is delegated to the shop managers under the supervision of the Branch Manager Colette Jensen and the Retail Manager Margaret Davies. Colette Jensen also oversees all human resources and health & safety matters. The animal welfare work is delegated to the animal welfare staff and volunteers under the supervision of Colette Jensen.

The branch has carried out a risk assessment and identified the following key risks:

- Health and safety of staff and volunteers particularly those working with the most abused and neglected animals and their owners in the most difficult areas of animal welfare.
- Health and safety of staff and volunteers- risk of zoonoses.
- Insufficient resources to help all the animals that need us. The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. The pandemic and the cost-of-living crisis made this situation considerably worse.
- Insufficient suitable homes for the animals rescued and rehabilitated, particularly the elderly and abused.
- Risk of inadvertent non-compliance with complex legislation such as GDPR.
- Insufficient volunteers to rehabilitate animals and fundraise.
- Risk of claims against volunteers and staff and risk of claims by volunteers, staff, or the public.
- Loss of income and/or reputation through error or fraud.
- Loss of income through outside forces such as the cost-of-living crisis.
- Insufficient trustees to continue.
- Risk of adverse publicity and risk of activities of other RSPCA entities impacting on the Branch image.
- Over reliance on charity shop income, uncertainty in the sector.

The trustees actively review the risks which the charity faces on a regular basis, maintaining a risk register covering operational and financial aspects, and put systems in place to mitigate these risks. The Branch adheres to RSPCA policies and guidelines and Health and Safety law and best practice. A health and safety audit is undertaken by independent experts Acton Jennings LLP annually with whom the Branch have a human resources and health and safety contract for advice and insurance. A voluntary VAT review was undertaken by Grosvenor VAT Consultants in March 2025 to confirm our compliance with VAT law.

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# RSPCA CENTRAL LONDON BRANCH

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 DECEMBER 2024**

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### Key management remuneration

The Trustees set key management remuneration based on comparative charity salary rates taking into account the number of employees overseen and the number of premises managed within the Charity.

### Statement of Trustees' responsibilities

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

The law applicable to charities in England and Wales 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 of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and 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.

The Trustees' report was approved by the Board of Trustees.



.....  
Mr D Caines

Date: .....



# RSPCA CENTRAL LONDON BRANCH

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF RSPCA CENTRAL LONDON BRANCH

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#### Opinion

We have audited the financial statements of RSPCA Central London Branch (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charity's affairs as at 31 December 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011.

#### 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 charity 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 charity'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 contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

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

# RSPCA CENTRAL LONDON BRANCH

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF RSPCA CENTRAL LONDON BRANCH

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#### **Responsibilities of trustees**

As explained more fully in the statement of Trustees' responsibilities, the trustees 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 charity'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 cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Discussions with and enquiries of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The following laws and regulations were identified as being of significance to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards, Tax and Pensions legislation.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the business and therefore may have a material effect on the financial statements include health and safety legislation, Charities SORP, GDPR, the Fundraising Regulator and the Veterinary Surgeons Act.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# RSPCA CENTRAL LONDON BRANCH

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF RSPCA CENTRAL LONDON BRANCH

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#### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



#### John Lee BA FCA (Senior Statutory Auditor)

For and on behalf of Xeinadin Audit Limited, Statutory Auditor

Chartered Accountants

26 High Street

Rickmansworth

Hertfordshire

WD3 1ER

Date: 23/06/25

Xeinadin Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

# RSPCA CENTRAL LONDON BRANCH

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 DECEMBER 2024**

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
<b>Income from:</b>							
Donations and legacies	3	81,080	151,215	232,295	104,168	117,015	221,183
Charitable activities	4	228,667	64,897	293,564	162,816	363,164	525,980
Other trading activities	5	1,206,023	-	1,206,023	1,350,950	-	1,350,950
Investments	6	20,383	2,138	22,521	24,255	124	24,379
<b>Total income</b>		<b>1,536,153</b>	<b>218,250</b>	<b>1,754,403</b>	<b>1,642,189</b>	<b>480,303</b>	<b>2,122,492</b>
<b>Expenditure on:</b>							
Raising funds	7	967,140	-	967,140	963,903	-	963,903
Charitable activities	8	615,349	292,393	907,742	579,335	460,598	1,039,933
<b>Total expenditure</b>		<b>1,582,489</b>	<b>292,393</b>	<b>1,874,882</b>	<b>1,543,238</b>	<b>460,598</b>	<b>2,003,836</b>
Net gains/(losses) on investments	13	11,092	-	11,092	7,937	-	7,937
<b>Net income/(expenditure)</b>		<b>(35,244)</b>	<b>(74,143)</b>	<b>(109,387)</b>	<b>106,888</b>	<b>19,705</b>	<b>126,593</b>
Transfers between funds		-	-	-	257	(257)	-
<b>Other recognised gains and losses:</b>							
Revaluation of tangible fixed assets		45,000	-	45,000	-	-	-
<b>Net movement in funds</b>	10	<b>9,756</b>	<b>(74,143)</b>	<b>(64,387)</b>	<b>107,145</b>	<b>19,448</b>	<b>126,593</b>
<b>Reconciliation of funds:</b>							
Fund balances at 1 January 2024		1,422,262	261,304	1,683,566	1,315,117	241,856	1,556,973
<b>Fund balances at 31 December 2024</b>		<b>1,432,018</b>	<b>187,161</b>	<b>1,619,179</b>	<b>1,422,262</b>	<b>261,304</b>	<b>1,683,566</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# RSPCA CENTRAL LONDON BRANCH

## BALANCE SHEET

AS AT 31 DECEMBER 2024

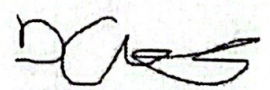
	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	15		348,389		316,454
Investments	16		320,838		302,495
			<u>669,227</u>		<u>618,949</u>
<b>Current assets</b>					
Debtors	17	284,951		241,770	
Cash at bank and in hand		828,937		1,018,252	
			<u>1,113,888</u>		<u>1,260,022</u>
<b>Creditors: amounts falling due within one year</b>	18	(163,936)		(195,405)	
<b>Net current assets</b>			<u>949,952</u>		<u>1,064,617</u>
<b>Total assets less current liabilities</b>			<u><u>1,619,179</u></u>		<u><u>1,683,566</u></u>
<b>The funds of the charity</b>					
Restricted income funds	19		187,161		261,304
Unrestricted funds	20		1,432,018		1,422,262
			<u>1,619,179</u>		<u>1,683,566</u>

20/06/2025

The financial statements were approved by the trustees on .....



Mrs C Beaumont-Kerridge



Mr D Caines

# RSPCA CENTRAL LONDON BRANCH

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

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	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	25		(210,335)		107,496
<b>Investing activities</b>					
Proceeds from disposal of tangible fixed assets		5,750		-	
Purchase of investments		(7,251)		(281,885)	
Proceeds from disposal of investments		-		282,463	
Investment income received		22,521		24,379	
<b>Net cash generated from investing activities</b>			21,020		24,957
<b>Net cash generated from financing activities</b>			-		-
<b>Net (decrease)/increase in cash and cash equivalents</b>			(189,315)		132,453
Cash and cash equivalents at beginning of year			1,018,252		885,799
<b>Cash and cash equivalents at end of year</b>			<u>828,937</u>		<u>1,018,252</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

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### 1 Accounting policies

#### Charity information

The Royal Society for the Prevention of Cruelty to Animals Central London Branch (45 Primrose Avenue, Enfield, EN2 0SZ) is a charity registered with the Charity Commission (No. 248489) and is governed by the rules and regulations laid down by The Royal Society for the Prevention of Cruelty to Animals (RSPCA).

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

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### 1 Accounting policies

(Continued)

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% straight line
Leasehold improvements	8.33% straight line
Plant and equipment	8.33% straight line
Fixtures and fittings	10% reducing balance
Enfield restricted fund motor vehicles	25% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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 in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

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#### 1 Accounting policies

(Continued)

##### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

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 debtors 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. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans 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. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### 1.11 Employee benefits

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 charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

##### 1.12 Grants

A grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are receivable. A grant that imposes specified future performance conditions on the recipient is recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

##### 1.13 Investment income

Dividends received from investments held are recognised once the dividend has been declared and notification has been received.

Interest received from investments held are recognised on an accruals basis, with any amounts entitlement to and not received being accrued.

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

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### 2 Critical accounting estimates and judgements

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

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

### 3 Income from donations and legacies

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>
Donations and gifts	17,870	-	17,870	27,647	-	27,647
Legacies	8,450	105,441	113,891	9,226	-	9,226
Grants	45,112	45,112	90,224	46,188	111,188	157,376
Special collections	5,565	200	5,765	10,883	4,778	15,661
Subscriptions	771	208	979	898	243	1,141
Other	3,312	254	3,566	9,326	806	10,132
	<u>81,080</u>	<u>151,215</u>	<u>232,295</u>	<u>104,168</u>	<u>117,015</u>	<u>221,183</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 4 Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Contracts for services with other RSPCA branches	35,134	-	35,134	69,574	-	69,574
Lend a paw save an animal donations	2,854	-	2,854	3,076	-	3,076
Animal fostering and rehoming scheme	35,238	4,491	39,729	38,780	10,278	49,058
Free cat neutering scheme	-	49,721	49,721	-	348,140	348,140
Sale of vet care	67,952	-	67,952	22,686	-	22,686
Care Contribution Fund HQ	83,831	10,685	94,516	17,908	4,746	22,654
CP neutering scheme income	3,658	-	3,658	10,792	-	10,792
	<u>228,667</u>	<u>64,897</u>	<u>293,564</u>	<u>162,816</u>	<u>363,164</u>	<u>525,980</u>

### 5 Income from other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Shop income	1,173,690	1,327,450
Letting and licensing arrangements	-	23,500
Gift aid income	32,333	-
Other trading activities	<u>1,206,023</u>	<u>1,350,950</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 6 Income from investments

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Investment income	7,251	-	7,251	16,086	-	16,086
Interest receivable	13,132	2,138	15,270	8,169	124	8,293
	<u>20,383</u>	<u>2,138</u>	<u>22,521</u>	<u>24,255</u>	<u>124</u>	<u>24,379</u>

### 7 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
<b>Fundraising and publicity</b>		
Other fundraising costs	1,211	3,132
Support costs	24,409	15,695
	<u>25,620</u>	<u>18,827</u>
<b>Trading costs</b>		
Operating charity shops	927,927	945,076
Gift aid costs	13,593	-
	<u>941,520</u>	<u>945,076</u>
Total costs	<u>967,140</u>	<u>963,903</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 8 Expenditure on charitable activities

	<b>31 December 2024 £</b>	<b>31 December 2023 £</b>
<b>Direct costs</b>		
Fostering and animal costs	241,119	259,861
Animal centre costs	406,754	426,782
Enfield cattery development	1,940	12,445
Other vet fees	261	278,192
Emergency boarding fees	-	8,489
Clinic fees	-	(2,500)
Fieldworkers' costs	28,433	32,879
Donations	10,110	7,110
C4 project manager salary and expenses	48,665	-
Payment to Cats Protection charity	157,961	-
	<u>895,243</u>	<u>1,023,258</u>
<b>Share of support and governance costs (see note 9)</b>		
Support	10,195	13,906
Governance	2,304	2,769
	<u>907,742</u>	<u>1,039,933</u>
<b>Analysis by fund</b>		
Unrestricted funds	615,349	579,335
Restricted funds	292,393	460,598
	<u>907,742</u>	<u>1,039,933</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 9 Support costs allocated to activities

	2024 £	2023 £
Staff costs	3,744	6,100
Printing, postage and stationery	1,272	4,560
Payroll costs	5,016	4,467
Sundries	10,504	3,200
Insurance	4,112	2,208
Bank charges	4,660	4,735
Governance costs	7,600	7,100
	<u>36,908</u>	<u>32,370</u>
<b>Analysed between:</b>		
Raising funds	24,409	15,695
Charitable activities	12,499	16,675
	<u>36,908</u>	<u>32,370</u>

### 10 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	5,100	4,800
Depreciation of owned tangible fixed assets	7,514	10,058
	<u>12,614</u>	<u>14,858</u>

### 11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity for the year ended 31 December 2024, nor for the year ended 31 December 2023.

#### Trustees' expenses

Trustees' expenses paid for the year ended 31 December 2024 totalled £1,285 (2023: £2,294).

No members of the Management Committee nor any person connected with them has received, or is due to receive any remuneration for the year nor financial benefit, directly or indirectly from the charity's funds. Expense claims are made only in relation to reimbursement of specific items paid on behalf of the charity.

### 12 Employees

The average monthly number of employees during the year was:

2024 Number	2023 Number
49	51
<u>49</u>	<u>51</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 12 Employees (Continued)

Employment costs	2024 £	2023 £
Remuneration	824,193	801,084
Employer's social security	48,921	43,621
Employer's pension contribution	12,679	11,473

Average number of full time equivalent employees for the year were 39.

There were no employees whose annual remuneration was more than £60,000.

#### Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	58,053	58,053

### 13 Gains and losses on investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Gains/(losses) arising on:		
Revaluation of investments	11,092	7,937

### 14 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 15 Tangible fixed assets

	Freehold land and buildings	Leasehold improvements	Plant and equipment	Fixtures and fittings	Enfield restricted fund motor vehicles	Total
	£	£	£	£	£	£
<b>Cost or valuation</b>						
At 1 January 2024	300,000	326,468	84,757	38,646	8,204	758,075
Disposals	-	(18,111)	(19,600)	-	-	(37,711)
Revaluation	40,000	-	-	-	-	40,000
At 31 December 2024	340,000	308,357	65,157	38,646	8,204	760,364
<b>Depreciation and impairment</b>						
At 1 January 2024	4,000	326,468	69,712	33,237	8,204	441,621
Depreciation charged in the year	1,000	-	5,973	541	-	7,514
Eliminated in respect of disposals	-	(18,111)	(14,049)	-	-	(32,160)
Revaluation	(5,000)	-	-	-	-	(5,000)
At 31 December 2024	-	308,357	61,636	33,778	8,204	411,975
<b>Carrying amount</b>						
At 31 December 2024	340,000	-	3,521	4,868	-	348,389
At 31 December 2023	296,000	-	15,045	5,409	-	316,454

Land and buildings with a carrying amount of £340,000 were revalued at 29 April 2025 by Glennleigh Commercial Ltd, independent valuers not connected with the charity on the basis of market value. The valuation conforms to International Valuation Standards and was based on recent market transactions on arm's length terms for similar properties.

At 31 December 2024, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £63,971.

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 16 Fixed asset investments

	<b>Listed investments £</b>
<b>Cost or valuation</b>	
At 1 January 2024	302,495
Additions	7,251
Valuation changes	11,092
	<hr/>
At 31 December 2024	320,838
	<hr/>
<b>Carrying amount</b>	
At 31 December 2024	320,838
	<hr/> <hr/>
At 31 December 2023	302,495
	<hr/> <hr/>

### 17 Debtors

	<b>2024 £</b>	<b>2023 £</b>
<b>Amounts falling due within one year:</b>		
Other debtors	166,849	93,221
Prepayments and accrued income	92,602	118,174
	<hr/>	<hr/>
	259,451	211,395
	<hr/> <hr/>	<hr/> <hr/>
<b>Amounts falling due after more than one year:</b>		
Leasehold deposits	25,500	30,375
	<hr/> <hr/>	<hr/> <hr/>
<b>Total debtors</b>	284,951	241,770
	<hr/> <hr/>	<hr/> <hr/>

### 18 Creditors: amounts falling due within one year

	<b>2024 £</b>	<b>2023 £</b>
Trade creditors	67,960	83,567
Other creditors	69,353	60,723
Accruals and deferred income	26,623	51,115
	<hr/>	<hr/>
	163,936	195,405
	<hr/> <hr/>	<hr/> <hr/>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
C4 fund	157,963	50,179	(207,629)	-	513
Enfield fund	71,073	143,641	(74,016)	-	140,698
Richmond fund	32,268	24,430	(10,748)	-	45,950
	<u>261,304</u>	<u>218,250</u>	<u>(292,393)</u>	<u>-</u>	<u>187,161</u>
<b>Previous year:</b>	<b>At 1 January 2023</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>At 31 December 2023</b>
	£	£	£	£	£
C4 fund	99,661	348,140	(289,838)	-	157,963
Enfield fund	112,707	107,010	(148,597)	(47)	71,073
Richmond fund	29,488	25,153	(22,163)	(210)	32,268
	<u>241,856</u>	<u>480,303</u>	<u>(460,598)</u>	<u>(257)</u>	<u>261,304</u>

C4 fund: Funds relate to a specific grant for the C4 project manager's salary.

Enfield fund: On 1 August 2018, the branch merged with RSPCA Enfield & District Branch. Funds transferred in and funds subsequently generated are restricted for use in the old branch area.

Richmond fund: On 26 May 2018, then branch merged with RSPCA Richmond, Twickenham and Barnes Branch. Funds transferred in and funds subsequently generated are restricted for use in the old branch area.

#### 20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2024
	£	£	£	£	£	£
Designated fund	1,066,233	-	-	(6,859)	56,092	1,115,466
General funds	356,029	1,536,153	(1,582,489)	6,859	-	316,552
	<u>1,422,262</u>	<u>1,536,153</u>	<u>(1,582,489)</u>	<u>-</u>	<u>56,092</u>	<u>1,432,018</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 20 Unrestricted funds (Continued)

Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2023
	£	£	£	£	£	£
Designated fund	949,216	16,086	(8,457)	101,451	7,937	1,066,233
General funds	365,901	1,626,103	(1,534,781)	(101,194)	-	356,029
	<u>1,315,117</u>	<u>1,642,189</u>	<u>(1,543,238)</u>	<u>257</u>	<u>7,937</u>	<u>1,422,262</u>

#### 21 Designated funds

The Charity's tangible fixed assets are vital to being able to perform its charitable works and achieve its charitable objectives and as such are funds already spent and not immediately realisable so are included in the designation.

The investment in leasehold improvements and three months rent deposits on the Emergency Fostering Unit and the charity shops also ties up cash which is no longer available for other projects.

The unrestricted fund share of the revaluation reserve relating to Enfield Cattery is also ringfenced as only realisable as cash on sale.

The Branch is a going concern so does not raise provision for redundancy costs but considers it prudent to ring-fence the total potential redundancy liability as this money is not available for expenditure on projects.

	2024 Unrestricted	2023 Unrestricted
Capitalised equipment and leasehold improvements and part revaluation reserve	348,389	302,714
Cash deposits held by landlords of unit and charity shops	25,500	37,250
Potential redundancy costs at 31 December 2024	101,577	86,269
	<u>475,466</u>	<u>426,233</u>
Money unavailable for expenditure at 31 December 2024 Agreed in principle Enfield Development Fund	640,000	640,000
	<u>1,115,466</u>	<u>1,066,233</u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

### 22 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>At 31 December 2024:</b>			
Tangible assets	348,389	-	348,389
Investments	320,838	-	320,838
Current assets/(liabilities)	762,791	187,161	949,952
	<u>1,432,018</u>	<u>187,161</u>	<u>1,619,179</u>
	<u><u>1,432,018</u></u>	<u><u>187,161</u></u>	<u><u>1,619,179</u></u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>At 31 December 2023:</b>			
Tangible assets	302,714	13,740	316,454
Investments	302,495	-	302,495
Current assets/(liabilities)	817,053	247,564	1,064,617
	<u>1,422,262</u>	<u>261,304</u>	<u>1,683,566</u>
	<u><u>1,422,262</u></u>	<u><u>261,304</u></u>	<u><u>1,683,566</u></u>

### 23 Operating lease commitments

#### Lessee

Total payments made under operating leases in the year were £349,658 (2023: £359,500). Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024 £	2023 £
Within one year	339,000	355,000
Between two and five years	584,292	775,567
In over five years	155,792	296,125
	<u>1,079,084</u>	<u>1,426,692</u>
	<u><u>1,079,084</u></u>	<u><u>1,426,692</u></u>

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2024

#### 24 Related party transactions

##### Transactions with related parties

The following were received from or paid to RSPCA HQ and other RSPCA Branches. Each Branch is a separate registered charity from the main RSPCA and from other RSPCA Branches and Branches are separately managed and financed.

	Related party income		Related party debtors	
	2024	2023	2024	2023
	£	£	£	£
Grant from Friends of S Godstone	-	65,000	-	-
Door grant from RSPCA HQ	90,223	92,376	-	-
Care contribution fund, case cats and abandonments HQ	94,516	25,772	-	24,035
C4 Albekier Legacy from RSPCA HQ	-	76,901	-	19,287
C4 Regional Board Grant from RSPCA HQ	-	15,000	-	-
C4 donations from RSPCA branches	-	63,500	-	-
RSPCA Branch contracts for services	35,134	69,575	5,410	4,493
Ad hoc vet care provision other RSPCA branches	14,655	2,650	1,213	1,562
RSPCA Membership subscriptions	980	1,141	17,918	-
	<u>235,508</u>	<u>411,915</u>	<u>24,541</u>	<u>49,377</u>
	Related party expenditure		Related party creditors	
	2024	2023	2024	2023
	£	£	£	£
RSPCA HQ purchases of veterinary drugs and consumables	58,493	68,073	38,329	19,737
RSPCA Finsbury Park Hospital veterinary services	-	1,568	-	402
RSPCA Hillingdon branch	-	(2,500)	-	-
	<u>58,493</u>	<u>67,141</u>	<u>38,329</u>	<u>20,139</u>

Total donations received from the Trustees for the year ended 31 December 2024 totalled to £700 (2023: £1,800).

# RSPCA CENTRAL LONDON BRANCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

<b>25</b>	<b>Cash (absorbed by)/generated from operations</b>	<b>2024</b>	<b>2023</b>
		£	£
	(Deficit)/surplus for the year	(109,387)	126,593
	<b>Adjustments for:</b>		
	Investment income recognised in statement of financial activities	(22,521)	(24,379)
	Gain on disposal of tangible fixed assets	(199)	(12,673)
	Fair value gains and losses on investments	(11,092)	(7,937)
	Depreciation and impairment of tangible fixed assets	7,514	10,058
	<b>Movements in working capital:</b>		
	(Increase)/decrease in debtors	(43,181)	87,203
	(Decrease) in creditors	(31,469)	(71,369)
	<b>Cash (absorbed by)/generated from operations</b>	<u>(210,335)</u>	<u>107,496</u>
<b>26</b>	<b>Analysis of changes in net funds</b>		
		<b>At 1 January 2024</b>	<b>Cash flows At 31 December 2024</b>
		£	£
	Cash at bank and in hand	1,018,252	828,937
		<u>1,018,252</u>	<u>828,937</u>
		<u>1,018,252</u>	<u>828,937</u>

## Document Activity Report

**Document Sent** Fri, 20 Jun 2025 10:39:16 GMT

**Document E-Sign Status** E-Signed

### E-Sign Activity Summary

Daniel Caines E-Signed

### Document Activity History

Document history shows most recent activity first

<b>Date</b>	<b>Activity</b>
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**Royal Society for the Prevention of Cruelty to Animals Central London Branch**

England & Wales - Charity number 248489

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# Accounts

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Registered charity no. 248489

THE ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO  
ANIMALS CENTRAL LONDON BRANCH

CHARITY REGISTRATION NUMBER 248489

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED 31 DECEMBER 2022



*Operating in some of the most disadvantaged areas in London,  
RSPCA Central London Branch helps the most abused and  
neglected animals at the extreme end of suffering.*

Report of the Trustees and  
Financial Statements for the Year Ended 31 December 2022  
for  
RSPCA Central London Branch

Xeinadin Audit Limited  
8th Floor Becket House  
36 Old Jewry  
London  
EC2R 8DD

Contents of the Financial Statements  
for the Year Ended 31 December 2022

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## RSPCA Central London Branch

### Report of the Trustees for the Year Ended 31 December 2022

The trustees present their report with the financial statements of the charity for the year ended 31 December 2022. 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).

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

The Royal Society for the Prevention of Cruelty to Animals Central London Branch, Box 145, 2 Lansdowne Row, London W1J 6HL is registered with the Charity Commission (No. 248489) and is governed by the rules and regulations laid down by The Royal Society for the Prevention of Cruelty to Animals (RSPCA).

#### **AUDITOR**

John D Lee FCA  
Xeinadin Audit Limited  
8<sup>th</sup> Floor Becket House, 36 Old Jewry, London,  
EC2R 8DD

#### **MAIN BANKERS**

National Westminster Bank PLC  
St James's and Piccadilly Branch  
208 Piccadilly, London, W1A 2DG

Web Address: [www.rspcacentrallondon.org.uk](http://www.rspcacentrallondon.org.uk)

The charity is administered by a management committee, currently comprising of the following trustees:

Chairperson	Dan Caines
Secretary	Jennifer Cranston
Treasurer	Christine Beaumont-Kerridge
Vice Chair	Jane Kirkby
Deputy Treasurer	Kate Pun
Other trustees	William Dulude, Katie Gillard, Angela Hayes, Victoria Vine

All trustees served throughout the period except the following:

- William Dulude and Katie Gillard were co-opted onto the Board on 12 December 2022.

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The object of the charity is to promote kindness and good care and prevent or suppress cruelty to animals by all lawful means with particular reference to the area of the Branch, in accordance with the policies of the Society.

This is achieved through our Branch strategy, which aims to deliver a meaningful, measurable and sustainable improvement in animal welfare and the prevention of animal cruelty and suffering in our area - while supporting the delivery of the RSPCA's "2021-2030: Together For Animal Welfare" strategy. We are a separate registered charity from the main Society and are separately managed and financed, but operate under their umbrella rules and share the Logo and other brand items.

## **OBJECTIVES AND ACTIVITIES**

### **Significant activities**

By delivering key activities under the following six major strategic pillars, we contribute to the overall RSPCA strategic goal of ensuring that "animals have a good life by rescuing and caring for those in need, by advocating on behalf of all animals, and by inspiring everyone to treat them with compassion and respect".

**Animal Welfare:** to make the greatest possible contribution to the rescue, rehabilitation, and rehoming of the most at risk, abused and neglected animals.

**Prevention:** to use outreach, education, and early intervention to prevent animal suffering and cruelty, and animals being born into an uncertain future.

**Advocacy and Engagement:** to use our influence, skills, and network to encourage legislation, policy development and collaborative working that protects and enhances animal welfare - in our Branch area and beyond it.

**Branch Sustainability:** to raise and economically use funds to ensure the medium and long-term financial sustainability and security of the Branch, and to rebuild our finances and resources and balance our operational budget after the impact of the COVID-19 pandemic.

**Branch Organisation and Governance:** to continue to evolve our systems, processes, digital capabilities, governance, and behaviours in order to run a robustly governed and efficient branch. To embrace the proposed changes to our governance and structure proposed by the Main Society where it is in the interests of the Branch and the animals it serves to do so.

**Branch People:** to recruit and look after a motivated workforce, with the right skills (operational, clinical, commercial, and managerial), while creating a safe, progressive, open and empowering culture for all.

The principal activities of the Branch within each strategic pillar are to:

### **Animal Welfare**

1. Run our Emergency Fostering Unit with maximum animal turnover and veterinary capacity, and an ability to help animals that are difficult to handle and rehome.
2. Run Enfield Cattery with maximum rehoming capability to ensure a space is always available for a cat in need.
3. Operate an emergency boarding and fostering scheme for rabbits, birds, exotics and small furies.
4. Operate our dog rescue and assessment operation through specialist kennels, in recognition of the particular skills needed to handle rescue dogs and the risks involved in dealing with ex-fighting or ex-guard dogs. Doing this will ensure that we never have to turn away a dog in need.
5. Run a fostering scheme to protect the most vulnerable animals from shelter risk - including kittens; elderly, sick and convalescing animals; and unhomeable animals. We will support all of these animals so as to maximise their remaining quality of life and to minimise pain.
6. Operate a compassionate euthanasia policy - no healthy, rehomeable animal will be euthanized, but we will on occasion choose a compassionate release for those we cannot free from suffering, under advice from a veterinary practitioner and/or behaviourist where applicable.
7. Operate our feral/timid stables re-siting programme with the help of the charity SNIP to prevent the need for euthanasia of cats not suited to a domestic environment.
8. Operate our outreach programme 7 days per week, 365 days per year to help the most abused, neglected, vulnerable and at-risk animals in the most deprived areas of London.
9. Provide pinpoint community support and regular welfare visits to ongoing pockets of need (e.g. by stabilising multi-cat households with ongoing support).

We will also work with and through third parties to:

### **OBJECTIVES AND ACTIVITIES**

1. Support the RSPCA Inspectorate by accepting animals from our area for rehabilitation and rehoming, and providing finance for rescue equipment. We will continue to review and enhance our support as the role and functions of the Inspectorate evolve.
2. Support the Finsbury Park Animal Hospital (formerly Harmsworth Animal Hospital) by accepting animals in need of convalescence.
3. Support other charities, including other RSPCA Branches, and rescues by allowing use of our dental suite and by operating the London Rescue Network Group to share workload, resources and advice and enhance emergency rescue capability for animals at risk of falling through the gaps in conventional rescue services.

### **Prevention**

1. Continue our administrative support of the landmark C4 Free Neutering For Cats Scheme, including by carrying out targeted promotion of the offer, fundraising, management of relationships with and payments to vets etc. 2023 will see the administration and financial risk of this scheme pass to the Cats Protection freeing us from the day-to-day work load so that we can take on a more strategic role in targeting the most desperate cats least likely to be neutered on a timely basis. We will employ a project manager to facilitate this using a grant generously awarded by the Battersea Dogs and Cats Home Academy.
2. Use our communications channels, shops, and outreach programme to educate and support pet owners, and to ask the public we help and third parties we work with to spread the word by leafleting and posterage on our behalf.
3. Use our social media channels to raise awareness of specific issues related to the prevention of animal cruelty and suffering, and to support broader RSPCA and nationwide programmes.
4. Directly support preventative interventions via targeted, case-by-case financial assistance for the neutering of dogs, rabbits, ferrets and small furrries.

### **Advocacy and Engagement**

1. Use our communications channels, shops and outreach programme to advocate for animal welfare issues, causes and campaigns deemed important by Branch staff and Trustees.
2. To support broader/overarching RSPCA national and regional campaigns by harnessing the above channels, and also by pursuing petitions, posters, MP letter and email campaigns.
3. To advocate for good causes through our operational arrangements, including by adopting ethical investment policies.
4. To provide financial support for advocacy and engagement campaigns on a case-by-case basis (e.g. when we are able to do so without impacting the sustainability of our branch, by providing donations to The National RSPCA International Department where the impact of even modest expenditure can improve the lives of billions of animals).
5. We will also seek to maximise our impact by providing expertise and support to other RSPCA branches and other small charities and rescues, via a commitment to sharing resources and expertise and training and seconding staff to grow animal welfare capability.

### **Branch Sustainability**

We intend to have a long-term, continual and reliable impact on animal welfare in our communities. Given that, we have an absolute intent to ensure the long-term financial sustainability of our branch. This is now a more pressing priority than ever as, like many other charities, our financial situation has been significantly challenged due to the ongoing impact of the COVID-19 pandemic and the cost-of-living crisis. Our plans will see us first stabilise and then strengthen our financial situation - and, whenever possible, see us do so without reducing day-to-day animal welfare and prevention activities.

Our activities in this pillar will see us contribute to the overall RSPCA strategic priority "04 - Support". As a branch, we will directly:

**OBJECTIVES AND ACTIVITIES**

1. Build on progress by continuing to significantly overhaul our fundraising efforts, with the aim of developing another recurrent income stream alongside charity shop income.
2. Develop our fundraising capabilities by continuing to operate our donor's management system (Donorfy) and increasing our tailored fundraising and legacy marketing efforts.
3. Maximise the profitability of our charity shop portfolio by (i) continuing to exit the leases of unprofitable or underperforming shops, (ii) identifying new leases with profit potential, and (iii) supporting shop managers to increase profits.
4. Review our expenditure on a rolling basis to ensure that we can proactively make choices and limit costs, when doing so is essential to the long-term survival of the branch and delivering a balanced operational budget.

**Branch Organisation and Governance**

1. Maintain governance that is fit for purpose and in line with best practice and regulatory standards.
2. Provide financial reports which are timely and forward facing.
3. Maintain strong financial controls with internal audit procedures.
4. Comply with all relevant legislation and best practice including GDPR, COVID-19, and Health and Safety guidance - while ensuring that staff and Trustees fully understand all policies and procedures.
5. Protect and maximise the use of all assets, to maximise the impact of the branch.
6. Provide a timely telephone and email response service for the Inspectorate and the public.

**Branch People**

1. Maintain workforce surveying and feedback gathering, and our clear whistleblowing policy.
2. Review and consider the different needs of our various staff groups, including operational/clinical staff, managerial staff, shop staff, volunteers, and other groups.
3. Develop a volunteer strategy to maximise recruitment and retention.
4. Review our safeguarding policy to ensure that all staff are appropriately protected.
5. Plan opportunities and progression for our key staff, while developing succession plans to minimise "key person risk".
6. Provide Royal Veterinary College students with the best experience possible while working with our branch, to increase their long-term impact on animal welfare.
7. Assess the skills and capabilities of our Branch Trustees, with a view to upskilling existing Trustees and to ensure that any new Trustees recruited fill a branch skills requirement.
8. Update our Trustee recruitment and onboarding processes, to ensure that appropriate and skilful Trustees are selected, and that new Trustees are onboarded robustly. We are pleased to have welcomed several new trustees to our Board recently.

## **OBJECTIVES AND ACTIVITIES**

### **Public benefit**

Our 7 days per week, 365 days per year outreach and care programme focuses on providing emergency care for those animals which have been mistreated, neglected, or abandoned, strays unable to cope with free living and animals at risk. We take in lost animals and take steps to reunite them with owners. The work benefits our local community including local authorities as it reduces the incidence of abandonment and cruelty and animals straying and posing a risk to themselves and to people through road traffic accidents. The public knows that we assist animals in need which reduces their distress when they are able to report animal suffering and whilst we are primarily an animal charity, the service we offer pet owners who cannot assist their pets themselves in times of crisis can relieve much distress for owner as well as pet.

We support our local Inspectors by taking in, free of charge, mistreated or abandoned animals, including pets whose owners suffer ill health or financial difficulties or pass away. The Society's Inspectorate, as well as providing education, information, and advice, rescues the most abused and neglected animals at the extreme end of suffering and enforces laws against the cruel mistreatment of animals in England and Wales by bringing prosecutions. This work is key to 'the prevention or suppression of cruelty' part of the RSPCA objects and promotes humane sentiments towards animals which involves moral benefit to humankind as a whole.

The operation of the C4 Free Neutering for Cats Scheme across Greater London benefits those members of the public on low income by giving them financial help and promoting responsible pet ownership. Neutering has both behavioural and health benefits for the animal which in turn benefits the owner. Our neutering projects aim to neuter those pets of owners who find themselves unable to use conventional charity or other facilities due to lack of funds, transport or mobility. We particularly focus on those animals experiencing problems which would be solved in part or in full by neutering, such as aggression and fight injuries, unwanted and phantom pregnancies, and straying. An uncontrolled stray cat population can create a noise nuisance and environmental health problem to residents in the area and cause human distress at seeing hungry and sickly cats and kittens living on the streets and with an uncertain future. Therefore, a targeted neutering scheme provides public benefit by reducing these problems.

We aim to help the most desperate and difficult of dogs that come to our attention by accepting them into our emergency assessment system to avoid them ending up in the fighting circuit or as gang dogs. These are usually bull breeds or large breeds which have fallen into neglectful or vicious hands and need careful assessment and retraining to ensure they can become safe pets. Our thanks go to Farm Kennels for the skill and kindness they demonstrate in handling these much-maligned dogs which, through no fault of their own, can be extremely difficult to deal with and have never known the love and tenderness that a cherished pet should. This benefits the community by preventing dangerous dogs from being rehomed and giving those who are distressed at seeing how such animals are treated a place to go for help and advice.

We provide many volunteering opportunities for those who wish to support our work, including fostering, fundraising, retail opportunities and animal care. This benefits local people and companies by providing the possibility of doing work which is both compassionate and rewarding and offers experience which may assist participants in finding paid work. In particular we offer work experience for many veterinary students, most of whom will end up in private practice. By showing them the most disadvantaged animals in Society we hope they will carry forward a passion to help stray animals in their future careers and support the work of local charities.

RSPCA Central London Branch

Report of the Trustees  
for the Year Ended 31 December 2022

**OBJECTIVES AND ACTIVITIES**

Our charity shops provide a valuable source of low-cost good quality recycled goods to the benefit of the public and the environment, and we also provide training opportunities for members of the public via schemes like the Kickstart Scheme.

The Branch responded to hundreds of enquiries weekly from the public during the period, both direct and via the Society's national call centre, by way of telephone calls, texts, emails, and letters. The public benefits from knowing that we give advice and intervene to assist animals in need, which also assists the owner.

The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. Our branch prides itself on using innovative ideas to assist as many of the most needy and at-risk animals as our resources allow, using emergency boarding, networking with other charities, fostering arrangements and public appeals through networking media where our conventional facilities are full. Our aim is to not turn away any animal in desperate need that we can possibly find the means and resources to help. We aim not to say 'we are full' but to find another way to help and this benefits the public when they find themselves in distressing situations involving their pets or stray animals they find in need of help.

The trustees have reviewed the outcomes and achievements of our objectives and activities for the year, to ensure they remain focused on our charitable aims and continue to deliver benefits to the public. In deciding which activities the Branch should undertake we have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

RSPCA Central London Branch

Report of the Trustees  
for the Year Ended 31 December 2022

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

Our provision of animal welfare services is based out of our facilities at The RSPCA Emergency Fostering Unit, Unit 1G, 1 Thane Villas, Holloway, London, N7 7PH and RSPCA Enfield Cattery, 45 Primrose Avenue, EN2 0SZ.

The ongoing pandemic and the cost-of-living crisis meant the strain on our resources increased enormously in 2022. Lockdown inspired many people who had not previously been pet owners to take on dogs and cats and there is now pressure on the rescue system to take in these animals as working from home has reduced. Too many newly acquired pets have ended up as strays on the streets. The lack of veterinary capacity has created further issues and increased inflationary pressure on veterinary services which were already unaffordable to many.

Pressure on the finances of charities has meant there is less subsidised veterinary care available and this perfect storm of problems meant that we had to step up our intake to accommodate as many desperate animals as our finances would allow. We have maintained our vital services throughout the pandemic using our specialist barrier nursing techniques to keep our animals and staff as safe as possible. The emergency boarding, fostering, rehoming and outreach scheme helped 1,400 (2021: 1028) of the most abused, neglected and at-risk animals at the extreme end of suffering including cats, dogs, rabbits, small furrries, birds and exotics, an increase of 36% over 2021.

In addition, our administration of the C4 Free Neutering Scheme helped neuter 10,166 needy cats (2021: 7,965) an increase of 28% over 2021. Our limited resources are concentrated on animals unable to find help elsewhere. Our thanks also go to the RSPCA Finsbury Park Animal Hospital, The Beaumont Sainsbury Animals' Hospital, the Royal Veterinary College, Farm Kennels and all their staff for the help and support they offer us in our work and the kindness they show to all the rescue animals they help. Thank you also to RSPCA Sussex North & Brighton Branch and RSPCA Sussex West Branch for their amazing support in accepting so many dogs and cats from our area for rehabilitation and rehoming. Without them we would not be able to help anywhere near as many animals. We also thank our 203 participating C4 vets for offering charity rates for our Free Neutering for Cats Scheme which prevents so many kittens being born into an uncertain future where there are too few good homes.

We are very pleased and proud that our Branch Manager, Colette Jensen, was awarded the RSPCA Main Society's very first Branch Rescue and Care Award 2022 for her excellent work and all the Trustees give her our thanks for her amazing skills and dedication.



## RSPCA Central London Branch

### Report of the Trustees for the Year Ended 31 December 2022

In 2022 the Branch made full use of its state-of-the-art dental suite at the Emergency Fostering Unit and 221 dentals were undertaken (2021: 145) at considerably reduced cost compared with out-sourcing. We made the facility available to other charities at cost. The Branch also purchased a scanner in 2018 and did 123 in-house scans in 2022 (2021: 30) to identify kidney, liver and gut problems, at great cost saving over private vet charges.

The Branch continued to administer the C4 Free Neutering for Cats Scheme across Greater London which is supported, both financially and with volunteer help, by the RSPCA Main Society and the Greater London Branches of the RSPCA, Cats Protection HQ, Battersea Dogs & Cats Home, Animal Aid & Advice, Cat Action Trust 1977, The Society for Neutering Islington's Pussies (SNIP), and many other London charities and animal welfare volunteers. The scheme aims to reduce the number of unwanted kittens being born each year by offering free neutering to cats of those on state benefits/pensions, unable to afford private veterinary fees, or feeding a stray, and reduces the strain on the rescue system during kitten season. In 2022, we neutered 10,166 needy cats (7,965 in 2021).

By 31 December 2022 a total of 174,784 cats had been neutered under the scheme since its inception in 1999. From 1 June 2023 day to day administration of the scheme will pass to Cats Protection freeing up time for us to spearhead a strategic approach to targeting the most needy cats for help under the scheme. A small charge of £10 will be made from that date to include a microchip in recognition of the new law due to be introduced in 2024 to make this compulsory for owned cats. A new temporary position of C4 Project Manager will be created, within the Branch, funded by a generous Battersea Dogs and Cats Home grant, to develop a suitable strategy to take us forward with the project and the issue of the over population of homeless cats across Greater London and indeed the UK.

#### **Fundraising activities**

The Branch now operates nine charity shops selling mostly donated goods as follows:

285 Caledonian Road, Islington, N1 1EF	6 Blackstock Road, Finsbury Park, N4 2DL
18 Broadway Parade, Crouch End, N8 9DE	389 Green Lanes, Palmers Green, N13 4JG
180 Stoke Newington High Street, N16 7JD	404, High Road, Tottenham, N17 9JB
123 Lower Clapton Road, Hackney, E5 0NP	27 High Street, Ealing W5 5DB
127 Northfield Avenue, Northfield, W13 9QR	

National Lockdowns and enforced closures of non-essential retail shops took its toll on the net funds generated from our shops in 2021 but 2022 has seen our turnover bounce back to pre-pandemic levels although profitability is lower due to the upward pressure on wages and utilities as well as other costs. Staffing has been a challenge as the retail sector experienced a huge staffing crisis and we spent most of 2022 without a full complement of shop staff which impacted on opening times. Total turnover for 2022 was £1,306,459 (2021: £890,079) against total operating costs of £915,207 (2021: £811,231 before grants/furlough). Net profit was £391,252 (2021: £78,848 before grants/furlough support but after grant/furlough support net contribution was £305,282). Our thanks go to all our shop managers for their hard work. We also thank all our wonderful shop volunteers for their dedication. A huge thank you to our Branch Manager Colette Jensen and our Retail Manager Margaret Davies for navigating the enormous difficulties of the pandemic and subsequent staffing shortages to keep our retail operation alive and thriving which took an enormous amount of skill and dedication.

We estimate that the volunteers on our Board and in our animal centres and shops contributed some 65,000 hours of their free time during 2022 and over 100 fosterers opened up their homes to an animal in need. We thank all of them deeply for their support, dedication, and commitment.

RSPCA Central London Branch

Report of the Trustees  
for the Year Ended 31 December 2022

**ACHIEVEMENT AND PERFORMANCE**

**Short term aims:**

1. To return to operational breakeven despite the challenges of the ongoing pandemic and the cost-of-living crisis.
2. Continue our five-year plan to move out of leasehold animal centre premises by developing our freehold Enfield Cattery.
3. Full engagement with the Main Society's Engagement programme, which may result in changes to the roles and responsibilities of all RSPCA branches including this one.
4. To continue to identify suitable sites for charity shops to offset anticipated future closures at lease ends.
5. To continue to develop alternative fundraising opportunities including legacy marketing.

**Medium term aims:**

1. To get planning permission to build capacity at Enfield Cattery by adding extra storeys to the site - we have a five year target to complete this.
2. To develop our fundraising capability including legacy marketing to reduce our reliance on the charity shop sector.

**Long term aims:**

1. To develop our work with small rescues and charities and other Branches to close gaps in Greater London rescue services to ensure that no animal in need cannot get the help they require.

## RSPCA Central London Branch

### Report of the Trustees for the Year Ended 31 December 2022

#### **FINANCIAL REVIEW**

##### **Financial Position**

The charity's funds are collected from membership subscriptions, shop sales, rehoming fees, donations, legacies, recycling schemes, collection boxes, e-bay sales, special fund-raising events and grants. In 2022 we received a very generous lifetime gift of £10,000 from one of our previous trustees, Amanda Perry who very sadly died on 23 September 2022. She is very much missed. We also received a very generous donation of £8,200 from Jenny Eden a previous Branch Manager in loving memory of her mother Jean Eden deceased. Thank you, Jenny, it is very much appreciated.

The fuel price crisis which has raised our animal centre electricity and gas bills by over £30,000 annually, as well as our charity shop utility bills, and wage inflation and general inflation means we are no longer operating at breakeven on our day-to-day work. 2022 saw a pre-investment movement loss totalling £72,284 (2021: £353,942 profit) across all the funds and inevitably we will have to reduce our animal welfare work in some areas to return to operational breakeven. We are budgeting to close the deficit over the next two years.

The value of investment funds has been subject to dramatic swings in recent years and ours is no exception. The paper loss of £40,479 (2021: £7,135 profit) has shown some recovery post balance sheet and as this is intended as a long-term investment of funds not earmarked for projects or operational expenditure we will continue to monitor the position without making any changes to the investment at this stage.

The branch has an unrestricted reserve level of £1,315,117 at the period end but after designations of £326,327 representing money unavailable for expenditure and a substantial £640,000 for the major development of Enfield Cattery, £348,790 is free reserves available for future projects. A reasonable level of reserves is vital to cover the continuing liabilities arising from the shop leases, the Emergency Fostering Unit Lease, the freehold Enfield Cattery, the employment of staff and the animals we have in long term foster care.

The economic effects of the pandemic have strongly highlighted how vital it is to maintain a level of reserves that provide an adequate buffer for the extreme times we are currently experiencing and may experience again in the future. The free reserves represent 2.5 months of total expenditure excluding C4.

The current reserves policy set by trustees is to keep a minimum of 3 months operational costs excluding the C4 Free Neutering for Cats Scheme restricted fund so we have breached this for 2022 if we leave the Enfield Cattery development ring-fencing in place. If we exclude the cattery development we would have 7 months free reserves so whilst we will leave the designation in place for now we may need to rethink our plans as the financial horizon develops. We would not undertake the development at the level proposed if it would affect the financial sustainability of the Branch.

We aim to keep a minimum C4 reserve to cover 3 months operational costs as our terms allow for a period of 3 months to submit voucher claims and taking into account price rises and increased neutering rates that figure would be £110,000 so that has not been achieved this year. In 2023 the scheme's administration and financial risk will pass to Cats Protection so the trustees are satisfied that we have enough C4 reserves to carry us through the transition period.

At the end of the reporting period, the Branch holds total funds of £1,556,973 of which £241,856 is restricted and not available for general purposes of the charity.

## RSPCA Central London Branch

### Report of the Trustees for the Year Ended 31 December 2022

In 'normal' times the Branch aims to achieve a modest surplus each year to build our unrestricted reserves level to allow for capital investment in future projects and repairs and renovations to our leasehold and freehold properties.

#### **Fundraising**

The Branch does not have a commercial participator or professional fundraiser agreement. Our main source of fundraising is charity shops, but we are diversifying into operating a fundraising database and are registered with The Fundraising Regulator. We do have a vulnerable person's policy as we deal with many vulnerable people in our outreach programme who may seek to give us donations voluntarily in response to the help we give them with their animals. We do have a complaints policy to deal with all types of complaints in a prompt and professional manner. We are committed to operating at the highest level of best practice in our fundraising activities.

#### **Investment policy and objectives**

The Committee members, who are trustees, have wide powers of investment governed and restricted by the Royal Society for the Prevention of Cruelty to Animals Act 1958. Our reserves are invested in three banks to spread the risk.

In August 2021 the Board of Trustees agreed to invest monies not immediately needed for its charitable purposes in an ethical investment fund. While Trustees have delegated authority for the management of these investments to an investment manager, they retain ultimate responsibility for all matters relating to and affecting the Charity's investments. The investment policy objectives are:

1. Preservation of real value of the Charity's monetary assets.
2. Optimisation of capital growth and income generated from the Charity's monetary assets, with appropriate consideration and management of investment risk.
3. Invest in an ethical manner, consistent with the Charity's charitable status.
4. Flexibility and accessibility of invested funds.

The trustees agreed to hold all investments within stocks, shares or funds in those investments that are subject to screening of an ethical nature and to ensure that no investments are made which are knowingly contrary to the objectives of the Charity. All Charity investments will be held in two pooled funds, managed by EdenTree Investment Management.

#### **FUTURE PLANS**

2022 continues to be defined by the ongoing effects of the COVID-19 pandemic and we know that 2023 requires us to recognise the ongoing risks COVID brings for the foreseeable future which we must learn to live with and work around. The various lockdowns led to a large increase in pet ownership and all rescues are overwhelmed by a reversal of that as people have returned to work and some seek to give up their lockdown pets. The country continues to experience an acute shortage of qualified vets which is significantly impacting on the spare veterinary capacity on which our C4 scheme relies and is also causing great difficulty for some pets to be able to have access to veterinary help, even in an emergency. The cost-of-living crisis and crippling inflation is heavily impacting on money available for animal welfare and the shortage of staff in the retail sector and rising wage inflation is also taking its toll. A backlog of routine operations including neutering means we are experiencing an explosion of unplanned litters of kittens in 2023 as expected. So, 2023 requires our Trustees to be agile in responding to financial pressures and associated risks. We welcome our influx of new Trustees to provide a fresh perspective and a new energy to face the challenges in this sector where we operate in the most difficult space.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

RSPCA Central London Branch is a charity constituted as an unincorporated association. The Charity operates as an autonomous branch of the National RSPCA subject to its rules for branches. Committee members are elected at every Annual General Meeting, from the members of the Branch, to carry on the work for the ensuing year. Candidates must receive not less than 51% of the votes of the members present and voting. The elected Branch Committee can co-opt not more than three members onto the Committee until the next Annual General Meeting. All Committee members must be Society members for a minimum of three months on appointment. The Committee members are Trustees of the branch and are briefed on their responsibilities as Trustees prior to their acceptance of the role. The Trustees hold monthly meetings at which decisions are made and conveyed to the staff and volunteers for actioning. The day-to-day running of the shops is delegated to the shop managers under the supervision of the Branch Manager Colette Jensen and the Retail Manager Margaret Davies. Colette Jensen also oversees all human resources and health & safety matters. The animal welfare work is delegated to the animal welfare staff and volunteers under the supervision of Colette Jensen.

The branch has carried out a risk assessment and identified the following key risks:

1. Health and safety of staff and volunteers working with the most abused and neglected animals and their owners in the most difficult areas of animal welfare.
2. Health and safety of staff and volunteers- risk of zoonoses and continued COVID-19 risk from interacting with others.
3. Insufficient resources to help all the animals that need us. The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. The pandemic and the cost-of-living crisis have made this situation considerably worse.
4. Insufficient suitable homes for the animals rescued and rehabilitated, particularly the elderly and abused.
5. Risk of inadvertent non-compliance with complex legislation such as GDPR.
6. Insufficient volunteers to rehabilitate animals and fundraise.
7. Risk of claims against volunteers and staff and risk of claims by volunteers, staff, or the public.
8. Loss of income through error or fraud.
9. Loss of reputation through error or fraud.
10. Loss of income through outside forces such as the Pandemic.
11. Insufficient trustees to continue.
12. Risk of adverse publicity and risk of activities of other RSPCA entities impacting on the Branch image.
13. Over reliance on charity shop income, uncertainty in the sector.

The Trustees actively review the risks which the charity faces on a regular basis, maintaining a risk register covering operational and financial aspects, and put systems in place to mitigate these risks. The Branch adheres to RSPCA policies and guidelines and Health and Safety law and best practice. A health and safety audit is undertaken by independent experts Acton Jennings LLP annually with whom the Branch have a human resources and health and safety contract for advice and insurance.

### **Key management remuneration**

The trustees set key management remuneration based on comparative charity salary rates taking into account the number of employees overseen and the number of premises managed within the estate.

**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).

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.

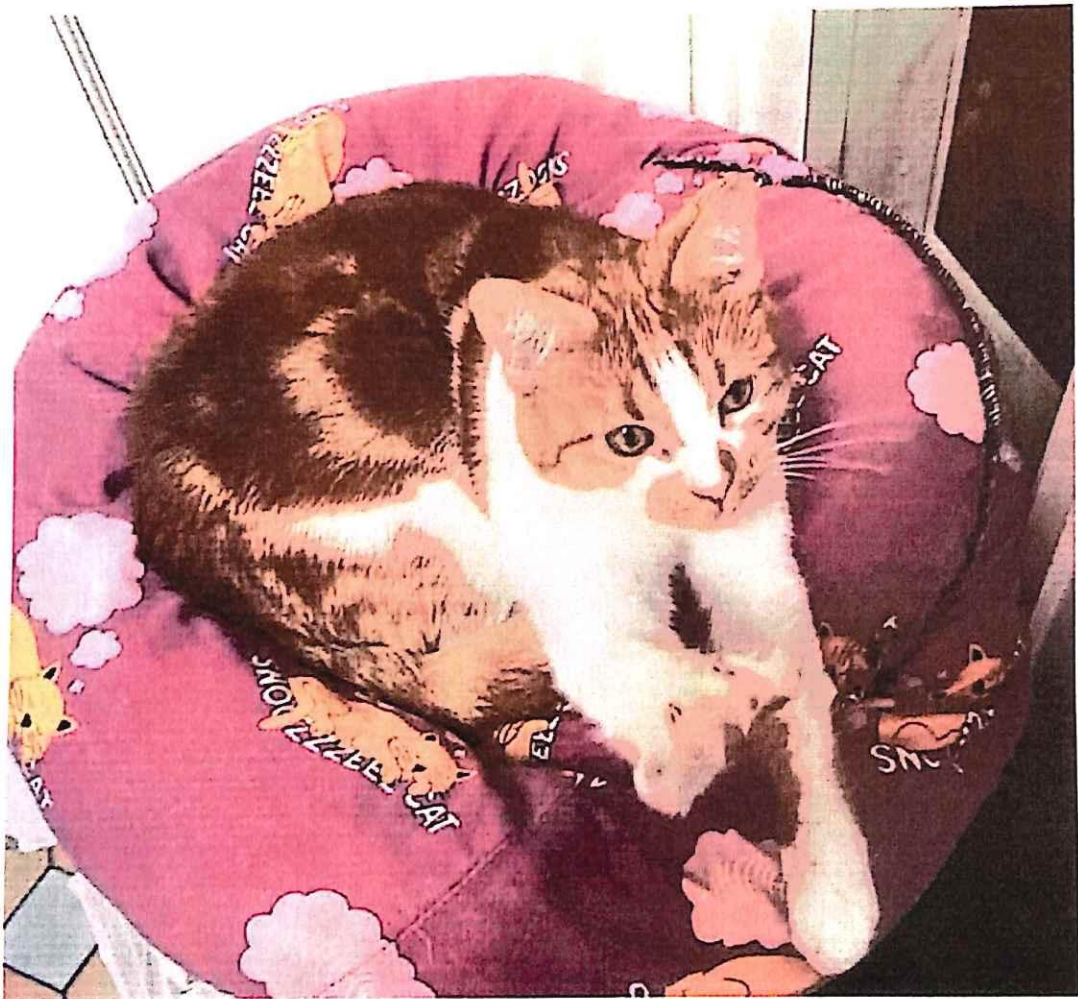
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 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.

RSPCA Central London Branch

Report of the Trustees  
for the Year Ended 31 December 2022

Approved by order of the board of trustees on 27/06/23 and signed on its behalf by:

  
.....  
Mr D Caines – Chair of Trustees



Report of the Independent Auditors to the Trustees of  
RSPCA Central London Branch

**Opinion**

We have audited the financial statements of RSPCA Central London Branch (the 'charity') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

Report of the Independent Auditors to the Trustees of  
RSPCA Central London Branch

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Discussions with and enquiries of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The following laws and regulations were identified as being of significance to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards, Tax and Pensions legislation.

- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the business and therefore may have a material effect on the financial statements include health and safety legislation, Charities SORP, GDPR and the Veterinary Surgeons Act.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of  
RSPCA Central London Branch

**Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



John David Lee BA FCA (Senior Statutory Auditor)  
Xeinaidin Audit Limited  
8th Floor Becket House  
36 Old Jewry  
London  
EC2R 8DD

Date: ..... 27 - 06 - 23

Xeinaidin Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

RSPCA Central London Branch

Statement of Financial Activities  
for the Year Ended 31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	31.12.22 Total funds £	31.12.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	100,745	60,469	161,214	745,973
<b>Charitable activities</b>					
Charitable activities	4	105,809	405,914	511,723	445,534
<b>Other income</b>					
Other trading activities	3	1,306,459	-	1,306,459	890,079
Other income	5	15,058	-	15,058	2,373
<b>Total</b>		<u>1,528,071</u>	<u>466,383</u>	<u>1,994,454</u>	<u>2,083,959</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Charitable activities	6	599,363	534,951	1,134,314	891,764
Raising funds		932,424	-	932,424	838,253
<b>Total</b>		<u>1,531,787</u>	<u>534,951</u>	<u>2,066,738</u>	<u>1,730,017</u>
Net gains/(losses) on investments		<u>(40,479)</u>	-	<u>(40,479)</u>	<u>7,135</u>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(44,195)</b>	<b>(68,568)</b>	<b>(112,763)</b>	<b>361,077</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		1,359,312	310,424	1,669,736	1,308,659
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,315,117</u>	<u>241,856</u>	<u>1,556,973</u>	<u>1,669,736</u>

The notes form part of these financial statements

RSPCA Central London Branch

Balance Sheet  
31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	31.12.22 Total funds £	31.12.21 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	11	213,805	112,707	326,512	353,575
Investments	12	<u>282,463</u>	<u>-</u>	<u>282,463</u>	<u>307,135</u>
		496,268	112,707	608,975	660,710
<b>CURRENT ASSETS</b>					
Debtors	13	214,079	114,894	328,973	204,075
Cash at bank and in hand		<u>714,952</u>	<u>170,847</u>	<u>885,799</u>	<u>923,401</u>
		929,031	285,741	1,214,772	1,127,476
<b>CREDITORS</b>					
Amounts falling due within one year	14	(110,182)	(156,592)	(266,774)	(118,450)
<b>NET CURRENT ASSETS</b>					
		<u>818,849</u>	<u>129,149</u>	<u>947,998</u>	<u>1,009,026</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>1,315,117</u>	<u>241,856</u>	<u>1,556,973</u>	<u>1,669,736</u>
<b>NET ASSETS</b>					
		<u>1,315,117</u>	<u>241,856</u>	<u>1,556,973</u>	<u>1,669,736</u>
<b>FUNDS</b>					
Unrestricted funds	16			1,315,117	1,359,312
Restricted funds				<u>241,856</u>	<u>310,424</u>
<b>TOTAL FUNDS</b>					
				<u>1,556,973</u>	<u>1,669,736</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 27 June 2023 and were signed on its behalf by:

  
Mr D Caines - Trustee

  
Mrs C Beaumont-Kerridge - Trustee

The notes form part of these financial statements

RSPCA Central London Branch

Cash Flow Statement  
for the Year Ended 31 December 2022

	Notes	31.12.22 £	31.12.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	(17,174)	543,180
Interest paid		<u>(4,894)</u>	<u>(3,558)</u>
Net cash (used in)/provided by operating activities		<u>(22,068)</u>	<u>539,622</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(9,350)	(26,500)
Purchase of fixed asset investments		(13,515)	(300,000)
Sale of tangible fixed assets		<u>7,331</u>	<u>5,592</u>
Net cash used in investing activities		<u>(15,534)</u>	<u>(320,908)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
Cash and cash equivalents at the beginning of the reporting period		<u>923,401</u>	<u>704,687</u>
Cash and cash equivalents at the end of the reporting period		<u>885,799</u>	<u>923,401</u>

The notes form part of these financial statements

RSPCA Central London Branch

Notes to the Cash Flow Statement  
for the Year Ended 31 December 2022

**1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.12.22	31.12.21
	£	£
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	<b>(112,763)</b>	361,077
<b>Adjustments for:</b>		
Depreciation charges	30,563	44,270
Losses/(gain) on investments	38,187	(7,135)
Profit on disposal of fixed assets	(1,481)	(3,769)
Interest paid	4,894	3,558
(Increase)/decrease in debtors	(124,898)	97,907
Increase in creditors	148,324	47,272
	<u>148,324</u>	<u>47,272</u>
<b>Net cash (used in)/provided by operations</b>	<b><u>(17,174)</u></b>	<b><u>543,180</u></b>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.1.22	Cash flow	At 31.12.22
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>923,401</u>	<u>(37,602)</u>	<u>885,799</u>
	<u>923,401</u>	<u>(37,602)</u>	<u>885,799</u>
<b>Total</b>	<b><u>923,401</u></b>	<b><u>(37,602)</u></b>	<b><u>885,799</u></b>

The notes form part of these financial statements

## 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, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the relevant version of 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 (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

### **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**

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

Fixtures, fittings and equipment at the freehold cattery are being depreciated on a 10% reducing balance basis. The Enfield van is being depreciated on a 10% reducing balance basis.

Capitalised leasehold improvements and equipment in the Fostering Unit are being depreciated over the 12 year term of the lease where it is expected they will have a useful lifetime over that period. Other equipment is depreciated over its expected useful life. The investment in the vet room is fully depreciated. The investment in the whole unit and other equipment is being depreciated on a straight line basis over the period to the end of the unit lease.

The capitalised leasehold improvements and equipment for the charity shops are depreciated on a straight line basis over the period to the first break clause in the lease. Vehicles are depreciated on a straight line basis over their expected working life, generally considered to be four years.

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The charity is exempt from tax on its charitable activities.

**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.

**Grants**

A grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are receivable. A grant that imposes specified future performance conditions on the recipient is recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

**Investment income**

Dividends received from investments held are recognised once the dividend has been declared and notification has been received.

Interest received from investments held are recognised on an accruals basis, with any amounts entitlement to and not received being accrued.

**Going concern**

The financial statements have been prepared on a going concern basis despite the uncertainties generated by the COVID crisis. The trustees are taking all steps necessary to ensure the viability of the Branch and believe they have adequate reserves to ensure financial sustainability. Hence there are no material uncertainties regarding going concern.

**Financial instruments**

**Investments**

All fixed asset investments are measured at fair value through the Statement of Financial Activities.

**Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

**Creditors**

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

RSPCA Central London Branch

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**2. DONATIONS AND LEGACIES**

	<b>31.12.22</b>	31.12.21
	£	£
Legacies and trusts	-	1,000
Donations	<b>31,860</b>	278,551
Subscriptions	<b>1,695</b>	1,356
Donations Pets At Home	<b>2,187</b>	5,653
Special collections and fundraising	<b>16,098</b>	8,184
Local authority grants	-	149,858
Furlough grants - retail	-	76,576
Furlough grant - welfare	-	12,817
Kickstart grant	<b>10,565</b>	151,673
Emergency fund grant	-	(40,000)
Gain on sale of tangible fixed assets	<b>1,481</b>	3,769
Door grant	<b>97,328</b>	96,536
	<b><u>161,214</u></b>	<b><u>745,973</u></b>

**3. OTHER TRADING ACTIVITIES**

	<b>31.12.22</b>	31.12.21
	£	£
Shop income	<b>1,306,459</b>	890,079
	<b><u>1,306,459</u></b>	<b><u>890,079</u></b>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	<b>31.12.22</b>	31.12.21
	£	£
Contacts for services with other RSPCA branches	<b>55,978</b>	47,536
Lend a paw save an animal donations	<b>3,156</b>	3,186
Animal fostering and rehoming and rehoming scheme income	<b>56,720</b>	47,033
Free cat neutering scheme	<b>395,869</b>	347,779
	<b><u>511,723</u></b>	<b><u>445,534</u></b>

The business received no government support in the financial year (2021: £239,251).

RSPCA Central London Branch

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

5. OTHER INCOME

	31.12.22	31.12.21
	£	£
Bank interest	1,543	81
Investment income	<u>13,515</u>	<u>2,292</u>
	<u>15,058</u>	<u>2,373</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Charitable activities	1,113,931	20,383	1,134,314
Raising funds	<u>916,352</u>	<u>16,072</u>	<u>932,424</u>
	<u>2,030,283</u>	<u>36,455</u>	<u>2,066,738</u>

7. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Charitable activities	17,713	2,670	20,383
Raising funds	<u>12,067</u>	<u>4,005</u>	<u>16,072</u>
	<u>29,780</u>	<u>6,675</u>	<u>36,455</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2022 nor for the year ended 31 December 2021.

No members of the Management Committee nor any person connected with them has received, or is due to receive any remuneration for the year nor financial benefit, directly or indirectly from the charity's funds. Expense claims are made only in relation to reimbursement of specific items paid on behalf of the charity. No general expense claims were made by trustees in 2022 or 2021.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**9. STAFF COSTS**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Remuneration	<b>731,880</b>	666,007
Employer's National Insurance net of Employment Allowance	<b>43,147</b>	32,484
Employer's pension contribution	<b>10,759</b>	9,226
Key management personnel remuneration	<b>55,950</b>	52,117
Average number of full time equivalent employees	<b>38</b>	39

The average monthly number of employees during the year was as follows:

	<b>31.12.22</b>	<b>31.12.21</b>
Employees	<u><b>45</b></u>	<u><b>46</b></u>

No employees received emoluments in excess of £60,000.

**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	2021	2021	2021
	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	698,916	47,057	745,973
<b>Charitable activities</b>			
Charitable activities	88,448	357,086	445,534
<b>Other income</b>			
Other trading activities	890,079	-	890,079
Other income	<u>2,373</u>	<u>-</u>	<u>2,373</u>
<b>Total</b>	<u><b>1,679,816</b></u>	<u><b>404,143</b></u>	<u><b>2,083,959</b></u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Charitable activities	482,951	408,813	891,764
Raising funds	<u>837,827</u>	<u>426</u>	<u>838,253</u>
<b>Total</b>	<u><b>1,320,778</b></u>	<u><b>409,239</b></u>	<u><b>1,730,017</b></u>
Net gains on investments	<u>7,135</u>	<u>-</u>	<u>7,135</u>
<b>NET INCOME/(EXPENDITURE)</b>	<b>366,173</b>	<b>(5,096)</b>	<b>361,077</b>

RSPCA Central London Branch

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	993,139	315,520	1,308,659
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>1,359,312</u>	<u>310,424</u>	<u>1,669,736</u>

**11. TANGIBLE FIXED ASSETS**

	Freehold property £	Long leasehold £	Plant and machinery £
<b>COST</b>			
At 1 January 2022	300,000	326,468	83,207
Additions	-	-	9,350
Disposals	-	-	(7,800)
	<hr/>	<hr/>	<hr/>
At 31 December 2022	<u>300,000</u>	<u>326,468</u>	<u>84,757</u>
<b>DEPRECIATION</b>			
At 1 January 2022	2,000	307,552	53,569
Charge for year	1,000	17,727	10,825
Eliminated on disposal	-	-	(1,950)
	<hr/>	<hr/>	<hr/>
At 31 December 2022	<u>3,000</u>	<u>325,279</u>	<u>62,444</u>
<b>NET BOOK VALUE</b>			
At 31 December 2022	<u>297,000</u>	<u>1,189</u>	<u>22,313</u>
At 31 December 2021	<u>298,000</u>	<u>18,916</u>	<u>29,638</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**11. TANGIBLE FIXED ASSETS - continued**

	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>			
At 1 January 2022	38,646	8,204	756,525
Additions	-	-	9,350
Disposals	-	-	(7,800)
	<u>38,646</u>	<u>8,204</u>	<u>758,075</u>
At 31 December 2022	<u>38,646</u>	<u>8,204</u>	<u>758,075</u>
<b>DEPRECIATION</b>			
At 1 January 2022	31,968	7,861	402,950
Charge for year	668	343	30,563
Eliminated on disposal	-	-	(1,950)
	<u>32,636</u>	<u>8,204</u>	<u>431,563</u>
At 31 December 2022	<u>32,636</u>	<u>8,204</u>	<u>431,563</u>
<b>NET BOOK VALUE</b>			
At 31 December 2022	<u>6,010</u>	<u>-</u>	<u>326,512</u>
At 31 December 2021	<u>6,678</u>	<u>343</u>	<u>353,575</u>

The freehold property Enfield Cattery is carried at its estimated market value of £300,000 based on its development potential less depreciation at 2% per annum on the building value of £50,000. The valuation was undertaken by Andreas & Buxton Associates.

The cattery is in a residential area but is a customised building for which it is difficult to find comparables but the trustees believe that £300,000 represents the minimum sum achievable on sale.

The value of Enfield Cattery at historical cost prior to the revaluation was cost £55,751 plus property improvements £73,441 less depreciation on property improvements £65,221 = £63,971.

The revaluation to market value of £300,000 led to a revaluation reserve of £236,029.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**12. FIXED ASSET INVESTMENTS**

	Listed investments £
<b>MARKET VALUE</b>	
At 1 January 2022	307,135
Additions	13,515
Revaluations	<u>(38,187)</u>
At 31 December 2022	<u>282,463</u>
<b>NET BOOK VALUE</b>	
At 31 December 2022	<u>282,463</u>
At 31 December 2021	<u>307,135</u>

There were no investment assets outside the UK.

Cost or valuation at 31 December 2022 is represented by:

	Listed investments £
Valuation in 2022	(31,052)
Cost	<u>313,515</u>
	<u>282,463</u>

**13. DEBTORS**

	31.12.22 £	31.12.21 £
Amounts falling due within one year:		
Other debtors	58,627	35,686
Government debtors	-	4,462
VAT	19,686	19,249
Prepayments and accrued income	<u>213,410</u>	<u>107,428</u>
	<u>291,723</u>	<u>166,825</u>

RSPCA Central London Branch

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**13. DEBTORS - continued**

	<b>31.12.22</b>	31.12.21
	£	£
Amounts falling due after more than one year: Leasehold deposits	<u>37,250</u>	<u>37,250</u>
Aggregate amounts	<u>328,973</u>	<u>204,075</u>

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>31.12.22</b>	31.12.21
	£	£
Trade creditors	75,383	28,919
Other creditors	<u>191,391</u>	<u>89,531</u>
	<u>266,774</u>	<u>118,450</u>

**15. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	<b>31.12.22</b>	31.12.21
	£	£
Within one year	360,813	341,227
Between one and five years	1,194,355	1,111,500
In more than five years	<u>362,625</u>	<u>339,083</u>
	<u>1,917,793</u>	<u>1,791,810</u>

Total payments made under operating leases in the year were £344,602 (2021: £314,459).  
Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

## 16. MOVEMENT IN FUNDS

	At 1.1.22 £	Net movements in funds £	At 31.12.22 £
<b>Unrestricted funds</b>			
General fund	410,096	(44,195)	365,901
Designated fund	<u>949,216</u>	<u>-</u>	<u>949,216</u>
	1,359,312	(44,195)	1,315,117
<b>Restricted funds</b>			
C4 fund	105,221	(5,560)	99,661
Enfield fund	145,339	(32,632)	112,707
Richmond fund	<u>59,864</u>	<u>(30,376)</u>	<u>29,488</u>
	<u>310,424</u>	<u>(68,568)</u>	<u>241,856</u>
<b>TOTAL FUNDS</b>	<u>1,669,736</u>	<u>(112,763)</u>	<u>1,556,973</u>

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	1,528,071	(1,531,787)	(40,479)	(44,195)
<b>Restricted funds</b>				
C4 fund	396,391	(401,951)	-	(5,560)
Enfield fund	41,017	(73,649)	-	(32,632)
Richmond fund	<u>28,975</u>	<u>(59,351)</u>	<u>-</u>	<u>(30,376)</u>
	<u>466,383</u>	<u>(534,951)</u>	<u>-</u>	<u>(68,568)</u>
<b>TOTAL FUNDS</b>	<u>1,994,454</u>	<u>(2,066,738)</u>	<u>(40,479)</u>	<u>(112,763)</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.21 £	Net movement in funds £	Transfers between funds £	At 31.12.21 £
<b>Unrestricted funds</b>				
General fund	704,598	366,173	(660,675)	410,096
Designated fund	<u>288,541</u>	<u>-</u>	<u>660,675</u>	<u>949,216</u>
	993,139	366,173	-	1,359,312
<b>Restricted funds</b>				
C4 fund	39,943	65,278	-	105,221
Enfield fund	188,674	(43,335)	-	145,339
Richmond fund	<u>86,903</u>	<u>(27,039)</u>	<u>-</u>	<u>59,864</u>
	<u>315,520</u>	<u>(5,096)</u>	<u>-</u>	<u>310,424</u>
<b>TOTAL FUNDS</b>	<u>1,308,659</u>	<u>361,077</u>	<u>-</u>	<u>1,669,736</u>

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

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	1,679,816	(1,320,778)	7,135	366,173
<b>Restricted funds</b>				
C4 fund	352,980	(287,702)	-	65,278
Enfield fund	25,271	(68,606)	-	(43,335)
Richmond fund	<u>25,892</u>	<u>(52,931)</u>	<u>-</u>	<u>(27,039)</u>
	<u>404,143</u>	<u>(409,239)</u>	<u>-</u>	<u>(5,096)</u>
<b>TOTAL FUNDS</b>	<u>2,083,959</u>	<u>(1,730,017)</u>	<u>7,135</u>	<u>361,077</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2022

**16. MOVEMENT IN FUNDS - continued**

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

	At 1.1.21 £	Net movement in funds £	Transfers between funds £	At 31.12.22 £
<b>Unrestricted funds</b>				
General fund	704,598	321,978	(660,675)	365,901
Designated fund	<u>288,541</u>	<u>-</u>	<u>660,675</u>	<u>949,216</u>
	993,139	321,978	-	1,315,117
<b>Restricted funds</b>				
C4 fund	39,943	59,718	-	99,661
Enfield fund	188,674	(75,967)	-	112,707
Richmond fund	<u>86,903</u>	<u>(57,415)</u>	<u>-</u>	<u>29,488</u>
	<u>315,520</u>	<u>(73,664)</u>	<u>-</u>	<u>241,856</u>
<b>TOTAL FUNDS</b>	<u>1,308,659</u>	<u>248,314</u>	<u>-</u>	<u>1,556,973</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 £
<b>Unrestricted funds</b>				
General fund	3,207,887	(2,852,565)	(33,344)	321,978
<b>Restricted funds</b>				
C4 fund	749,371	(689,653)	-	59,718
Enfield fund	66,288	(142,255)	-	(75,967)
Richmond fund	<u>54,867</u>	<u>(112,282)</u>	<u>-</u>	<u>(57,415)</u>
	<u>870,526</u>	<u>(944,190)</u>	<u>-</u>	<u>(73,664)</u>
<b>TOTAL FUNDS</b>	<u>4,078,413</u>	<u>(3,796,755)</u>	<u>(33,344)</u>	<u>248,314</u>

## RSPCA Central London Branch

### Notes to the Financial Statements - continued for the Year Ended 31 December 2022

#### 17. RELATED PARTY DISCLOSURES

The following were received from or paid to RSPCA HQ and other RSPCA Branches. Each Branch is a separate registered charity from the main RSPCA and from other RSPCA Branches and Branches are separately managed and financed

<b>Related party income</b>	<b>2022 Total</b>	<b>2022</b>	<b>2021 Total</b>	<b>2021</b>
	<b>£</b>	<b>Debtors</b>	<b>£</b>	<b>Debtors</b>
		<b>£</b>		<b>£</b>
Branch Emergency Fund Grant from pooled RSPCA Branch Funds	-	-	(40,000)	-
Door grant from RSPCA HQ	97,328	-	96,536	-
Neutering grant from RSPCA HQ	-	-	2,097	-
C4 Albekier Legacy from RSPCA HQ	76,136	76,136	73,826	-
C4 Regional Board Grant from RSPCA HQ	15,000	-	7,500	-
C4 donations from RSPCA branches	33,469	2,958	49,005	2,316
RSPCA Branch contracts for services	55,978	25,917	47,536	7,090
Ad hoc vet care provision other RSPCA branches	2,763	489	-	-
RSPCA Membership subscriptions	1,695	319	1,356	-
<b>Total</b>	<b>282,369</b>	<b>105,819</b>	<b>237,856</b>	<b>9,406</b>

<b>Related party expenditure</b>	<b>2022 Total</b>	<b>2022</b>	<b>2021 Total</b>	<b>2021</b>
	<b>£</b>	<b>Creditors</b>	<b>£</b>	<b>Creditors</b>
		<b>£</b>		<b>£</b>
RSPCA HQ purchases of veterinary drugs and consumables	88,867	27,439	62,756	13,905
RSPCA Finsbury Park Hospital veterinary services	3,025	2,265	6,525	658
RSPCA Hillingdon branch	2,500	2,500	2,500	2,500
RSPCA Thanet re dog transfers	300	-	-	-
<b>Total</b>	<b>94,692</b>	<b>32,204</b>	<b>71,781</b>	<b>17,063</b>

**18. DESIGNATED FUNDS**

The Charity's tangible fixed assets are vital to being able to perform its charitable works and achieve its charitable objectives and as such are funds already spent and not immediately realisable so are included in the designation.

The investment in leasehold improvements and three months rent deposits on the Emergency Fostering Unit and the charity shops also ties up cash which is no longer available for other projects. The unrestricted fund share of the revaluation reserve relating to Enfield Cattery is also ringfenced as only realisable as cash on sale.

The Branch is a going concern so does not raise provision for redundancy costs but considers it prudent to ring-fence the total potential redundancy liability as this money is not available for expenditure on projects.

	<b>2022</b>	<b>2021</b>
	<b>Unrestricted</b>	<b>Unrestricted</b>
Capitalised equipment and leasehold improvements and part revaluation reserve	<b>213,805</b>	205,630
Cash deposits held by landlords of unit and charity shops	<b>37,250</b>	37,250
Potential redundancy costs at 31 December 2022	<b><u>75,272</u></b>	<u>66,338</u>
Money unavailable for expenditure at 31 December 2022	<b>326,327</b>	309,218
Agreed in principle Enfield Development Fund	<b><u>640,000</u></b>	<u>640,000</u>
Total Designated Funds	<b>966,327</b>	949,218

RSPCA Central London Branch

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2022

	31.12.22	31.12.21
	£	£
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Legacies and trusts	-	1,000
Donations	31,860	278,551
Subscriptions	1,695	1,356
Donations Pets At Home	2,187	5,653
Special collections and fundraising	16,098	8,184
Local authority grants	-	149,858
Furlough grants - retail	-	76,576
Furlough grant - welfare	-	12,817
Kickstart grant	10,565	151,673
Emergency fund grant	-	(40,000)
Gain on sale of tangible fixed assets	1,481	3,769
Door grant	97,328	96,536
	<u>161,214</u>	<u>745,973</u>
<b>Other trading activities</b>		
Shop income	1,306,459	890,079
	<u>1,306,459</u>	<u>890,079</u>
<b>Charitable activities</b>		
Contacts for services with other RSPCA branches	55,978	45,536
Lend a paw save an animal donations	3,156	3,186
Animal fostering and rehoming and rehoming scheme income	56,720	47,033
Free cat neutering scheme	395,869	347,779
	<u>511,723</u>	<u>445,534</u>
<b>Other income</b>		
Bank interest	1,543	81
Investment income	13,515	2,292
	<u>15,058</u>	<u>2,373</u>
<b>Total incoming resources</b>	<b>1,994,454</b>	<b>2,083,959</b>

This page does not form part of the statutory financial statements

RSPCA Central London Branch

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2022

	31.12.22	31.12.21
	£	£
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Fostering and animal costs	276,055	201,272
Animal centre costs	394,972	351,592
Other vet fees	386,010	275,977
Emergency boarding fees	13,445	2,865
Clinic fees	2,500	2,500
Fieldworkers' costs	33,839	30,079
Donations	7,110	13,110
Printing, postage and stationery	-	4,906
Support costs	20,383	9,463
	<u>1,134,314</u>	<u>891,764</u>
<b>Raising funds</b>		
Shop costs	915,207	811,231
Fundraising costs	1,145	10,389
Fundraising and support costs	16,072	16,633
	<u>932,424</u>	<u>838,253</u>
Total resources expended	<u>2,066,738</u>	<u>1,730,017</u>
Gain/(Loss) on investments	<u>(40,479)</u>	<u>7,135</u>
<b>Net (expenditure)/income</b>	<u><u>(112,763)</u></u>	<u><u>361,077</u></u>

This page does not form part of the statutory financial statements

**Royal Society for the Prevention of Cruelty to Animals Central London Branch**

England & Wales - Charity number 248489

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# Accounts

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## **ANNUAL REPORT AND ACCOUNTS**

YEAR ENDED 31 DECEMBER 2021

*Operating in some of the most disadvantaged areas in London,  
RSPCA Central London Branch helps the most abused  
and neglected animals at the extreme end of suffering.*

Report of the Trustees and  
Financial Statements for the Year Ended 31 December 2021  
for  
RSPCA Central London Branch

Xeinadin Audit Limited  
8th Floor Beckett House  
36 Old Jewry  
London  
EC2R 8DD

RSPCA Central London  
Branch

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for the Year Ended 31 December 2021

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## RSPCA Central London 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).

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

The Royal Society for the Prevention of Cruelty to Animals Central London Branch, Box 145, 2 Lansdowne Row, London W1J 6HL is registered with the Charity Commission (No. 248489) and is governed by the rules and regulations laid down by The Royal Society for the Prevention of Cruelty to Animals (RSPCA).

#### **AUDITOR**

John Lee  
Xeinadin Audit Ltd  
Becket House, 36 Old Jewry, London, EC2R 8DD

#### **MAIN BANKERS**

National Westminster Bank PLC  
St James's and Piccadilly Branch  
208 Piccadilly, London, W1A 2DG

Web Address: [www.rspcacentrallondon.org.uk](http://www.rspcacentrallondon.org.uk)

The charity is administered by a management committee, currently comprising:

Chairperson	Dan Caines
Secretary	Jennifer Cranston
Treasurer	Christine Beaumont-Kerridge
Deputy Treasurer	Kate Pun
Other trustees	Jane Kirkby, Angela Hayes, Victoria Vine

All trustees served throughout the period except Victoria Vine who joined the Board on 20 October 2021. Hannah Misso and Katie Wood stepped down from the Board during the period and Victoria Thomas stepped down after the period end. Linda Bowran retired from the Board on 25 June 2021 after many years of valuable service.

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The object of the charity is to promote kindness and good care and prevent or suppress cruelty to animals by all lawful means with particular reference to the area of the Branch, in accordance with the policies of the Society.

This is achieved through our Branch strategy, which aims to deliver a meaningful, measurable and sustainable improvement in animal welfare and the prevention of animal cruelty and suffering in our area - while supporting the delivery of the RSPCA's "2021-2030: Together For Animal Welfare" strategy.

## **OBJECTIVES AND ACTIVITIES**

### **Significant activities**

By delivering key activities under the following six major strategic pillars, we contribute to the overall RSPCA strategic goal of ensuring that "animals have a good life by rescuing and caring for those in need, by advocating on behalf of all animals, and by inspiring everyone to treat them with compassion and respect".

**Animal Welfare:** to make the greatest possible contribution to the rescue, rehabilitation, and rehoming of the most at risk, abused and neglected animals.

**Prevention:** to use outreach, education, and early intervention to prevent animal suffering and cruelty, and animals being born into an uncertain future.

**Advocacy and Engagement:** to use our influence, skills, and network to encourage legislation, policy development and collaborative working that protects and enhances animal welfare - in our Branch area and beyond it.

**Branch Sustainability:** to raise and economically use funds to ensure the medium and long-term financial sustainability and security of the Branch, and to rebuild our finances and resources after the impact of the COVID-19 pandemic.

**Branch Organisation and Governance:** to continue to evolve our systems, processes, digital capabilities, governance, and behaviours in order to run a robustly governed and efficient branch.

**Branch People:** to recruit and look after a motivated workforce, with the right skills (operational, clinical, commercial, and managerial), while creating a safe, progressive, open and empowering culture for all.

The principle activities of the Branch within each strategic pillar are to:

### **Animal Welfare**

1. Run our Emergency Fostering Unit with maximum animal turnover and veterinary capacity, and an ability to help animals that are difficult to handle and rehome.
2. Run Enfield Cattery with maximum rehoming capability to ensure a space is always available for a cat in need.
3. Operate an emergency boarding and fostering scheme for rabbits, birds, exotics and small furrries
4. Operate our dog rescue and assessment operation through specialist kennels, in recognition of the particular skills needed to handle rescue dogs and the risks involved in dealing with ex-fighting or ex-guard dogs. Doing this will ensure that we never have to turn away a dog in need.
5. Run a fostering scheme to protect the most vulnerable animals from shelter risk - including kittens; elderly, sick and convalescing animals; and unhomeable animals. We will support all of these animals so as to maximise their remaining quality of life and to minimise pain.
6. Operate a compassionate euthanasia policy - no healthy, rehomeable animal will be euthanized, but we will on occasion choose a compassionate release for those we cannot free from suffering, under advice from a veterinary practitioner and/or behaviourist where applicable.
7. Operate our feral/timid stables resiting programme with the help of the charity SNIP to prevent the need for euthanasia of cats not suited to a domestic environment.
8. Operate our outreach programme 7 days per week, 365 days per year to help the most abused, neglected, vulnerable and at risk animals in the most deprived areas of London.
9. Provide pinpoint community support and regular welfare visits to ongoing pockets of need (e.g. by stabilising multi-cat households with ongoing support).

We will also work with and through third parties to:

1. Support the RSPCA Inspectorate by accepting animals from our area for rehabilitation and rehoming, and providing finance for rescue equipment. We will continue to review and enhance our support as the role and functions of the Inspectorate evolve.

### **OBJECTIVES AND ACTIVITIES**

2. Support The Finsbury Park Animal Hospital with equipment and networking out of recovering animals and allowing use of our dental suite.
3. Support other charities and rescues by allowing use of our dental suite and by operating the London Rescue Network WhatsApp Group to share workload, resources and advice and enhance emergency rescue capability.

#### **Prevention**

1. Continue our administrative support of the landmark C4 Free Neutering For Cats Scheme, including by carrying out targeted promotion of the offer, fundraising, management of relationships with and payments to vets.
2. Use our communications channels, shops, and outreach programme to educate and support pet owners, and to ask the public we help and third parties we work with to spread the word by leafleting and posterage on our behalf.
3. Use our social media channels to raise awareness of specific issues related to the prevention of animal cruelty and suffering, and to support broader RSPCA and nationwide programmes.
4. Directly support preventative interventions via targeted, case-by-case financial assistance for the neutering of dogs, rabbits, ferrets and small furrries.

#### **Advocacy and Engagement**

1. Use our communications channels, shops and outreach programme to advocate for animal welfare issues, causes and campaigns deemed important by Branch staff and Trustees.
2. To support broader / overarching RSPCA national and regional campaigns by harnessing the above channels, and also by pursuing petitions, posters, MP letter and email campaigns.
3. To advocate for good causes through our operational arrangements, including by adopting ethical investment policies.
4. To provide financial support for advocacy and engagement campaigns on a case-by-case basis (e.g. when we are able to do so without impacting the sustainability of our branch, by providing donations to our International Department where the impact of even modest expenditure can improve the lives of billions of animals).
5. We will also seek to maximise our impact by providing expertise and support to other RSPCA branches, via a commitment to supporting other branches with finance, shared resources, training and seconded staff to grow animal welfare capability.

#### **Branch Sustainability**

We intend to have a long-term, continual and reliable impact on animal welfare in our communities. Given that, we have an absolute intent to ensure the long-term financial sustainability of our branch. This is now a more pressing priority than ever as, like many other charities, our financial situation has been significantly challenged due to the impacts of the COVID-19 pandemic - due to a sustained two year loss of operational income from charity shops (closed during lockdowns) and fundraising (made difficult). Our plans will see us first stabilise and then strengthen our financial situation - and, whenever possible, see us do so without reducing day-to-day animal welfare and prevention activities.

Our activities in this pillar will see us contribute to the overall RSPCA strategic priority "04 - Support". As a branch, we will directly:

1. Build on progress by continuing to significantly overhaul our fundraising efforts, with the aim of developing another recurrent income stream alongside charity shop income.
2. Develop our fundraising capabilities by continuing to operate our donors management system (Donorfy) and increasing our tailored fundraising and legacy marketing efforts.

**OBJECTIVES AND ACTIVITIES**

3. Maximise the profitability of our charity shop portfolio by (i) continuing to exit the leases of unprofitable or underperforming shops, (ii) identifying new leases with profit potential, and (iii) supporting shop managers to increase profits.
4. Review our expenditure on a rolling basis to ensure that we can proactively make choices and limit costs, when doing so is essential to the long-term survival of the branch and delivering a balanced operational budget.

**Branch Organisation and Governance**

1. Maintain governance that is fit for purpose and in line with best practice and regulatory standards.
2. Provide financial reports which are timely and forward facing
3. Maintain strong financial controls with internal audit procedures.
4. Comply with all relevant legislation and best practice including GDPR, COVID-19, and Health and Safety guidance - while ensuring that staff and Trustees fully understand all policies and procedures.
5. Protect and maximise the use of all assets, to maximise the impact of the branch.
6. Provide a timely telephone and email response service for the Inspectorate and the public.

**Branch People**

1. Maintain workforce surveying and feedback gathering, and our clear whistleblowing policy.
2. Review and consider the different needs of our various staff groups, including operational / clinical staff, managerial staff, shop staff, volunteers, and other groups.
3. Develop a volunteer strategy to maximise recruitment and retention.
4. Review our safeguarding policy to ensure that all staff are appropriately protected.
5. Plan opportunities and progression for our key staff, while developing succession plans to minimise "key person risk".
6. Provide Royal Veterinary College students with the best experience possible while working with our branch, to increase their long-term impact on animal welfare.
7. Assess the skills and capabilities of our Branch Trustees, with a view to upskilling existing Trustees and to ensuring that any new Trustees recruited fill a branch skills requirement.
8. Update our Trustee recruitment and onboarding processes, to ensure that appropriate and skilful Trustees are selected, and that new Trustees are onboarded robustly.

## **OBJECTIVES AND ACTIVITIES**

### **Public benefit**

Our 7 days per week, 365 days per year outreach and care programme focuses on providing emergency care for those animals which have been mistreated, neglected, or abandoned, strays unable to cope with free living and animals at risk. We take in lost animals and take steps to reunite them with owners. The work benefits our local community including local authorities as it reduces the incidence of abandonment and cruelty and animals straying and posing a risk to themselves and to people through road traffic accidents. The public knows that we assist animals in need which reduces their distress when they are able to report animal suffering and whilst we are primarily an animal charity, the service we offer pet owners who cannot assist their pets themselves in times of crisis can relieve much distress for owner as well as pet.

We support our local Inspectors by taking in, free of charge, mistreated or abandoned animals, including pets whose owners suffer ill health or financial difficulties or pass away. The Society's Inspectorate, as well as providing education, information, and advice, rescues the most abused and neglected animals at the extreme end of suffering and enforces laws against the cruel mistreatment of animals in England and Wales by bringing prosecutions. This work is key to 'the prevention or suppression of cruelty' part of the RSPCA objects and promotes humane sentiments towards animals which involves moral benefit to humankind as a whole.

The operation of the C4 Free Neutering for Cats Scheme across Greater London benefits those members of the public on low income by giving them financial help and promoting responsible pet ownership. Neutering has both behavioural and health benefits for the animal which in turn benefits the owner. Our neutering projects aim to neuter those pets of owners who find themselves unable to use conventional charity or other facilities due to lack of funds, transport or mobility. We particularly focus on those animals experiencing problems which would be solved in part or in full by neutering, such as aggression and fight injuries, unwanted and phantom pregnancies, and straying. An uncontrolled stray cat population can create a noise nuisance and environmental health problem to residents in the area and cause human distress at seeing hungry and sickly cats and kittens living on the streets and with an uncertain future. Therefore, a targeted neutering scheme provides public benefit by reducing these problems.

The Branch continues to help animals of owners who are unable to afford to pay veterinary fees but are ineligible for existing RSPCA or other charity facilities, where funds allow.

We aim to help the most desperate and difficult of dogs that come to our attention by accepting them into our emergency assessment system to avoid them ending up in the fighting circuit or as gang dogs. These are usually bull breeds or large breeds which have fallen into neglectful or vicious hands and need careful assessment and retraining to ensure they can become safe pets. Our thanks go to Farm Kennels for the skill and kindness they demonstrate in handling these much maligned dogs which, through no fault of their own, can be extremely difficult to deal with and have never known the love and tenderness that a cherished pet should. This benefits the community by preventing dangerous dogs from being rehomed and giving those who are distressed at seeing how such animals are treated a place to go for help and advice.

### **OBJECTIVES AND ACTIVITIES**

We provide many volunteering opportunities for those who wish to support our work, including fostering, fundraising, retail opportunities and animal care. This benefits local people and companies by providing the possibility of doing work which is both compassionate and rewarding and offers experience which may assist participants in finding paid work. In particular we offer work experience for many veterinary students, most of whom will end up in private practice. By showing them the most disadvantaged animals in society we hope they will carry forward a passion to help stray animals in their future careers and support the work of local charities. In 2021 we became a Gateway Organisation for the Government's Kickstart Scheme to help young people at risk of long term unemployment to gain permanent work. This was of benefit to us in helping our charity shops return to profitability after the enforced closures of the Pandemic and in return we offered training in transferable skills and employability support. At the end of the scheme we offered permanent positions to ten Kickstarters.

Our charity shops provide a valuable source of low-cost good quality recycled goods to the benefit of the public and the environment, and we also provide training opportunities for members of the public via schemes like the Kickstart Scheme.

The Branch responded to hundreds of enquiries weekly from the public during the period, both direct and via the Society's national call centre, by way of telephone calls, texts, emails, and letters. The public benefits from knowing that we give advice and intervene to assist animals in need, which also assists the owner.

The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. Our branch prides itself on using innovative ideas to assist as many of the most needy and at risk animals as our resources allow, using emergency boarding, networking with other charities, fostering arrangements and public appeals through networking media where our conventional facilities are full. Our aim is to not turn away any animal in desperate need that we can possibly find the means and resources to help. We aim not to say 'we are full' but to find another way to help and this benefits the public when they find themselves in distressing situations involving their pets or stray animals they find in need of help.

The trustees have reviewed the outcomes and achievements of our objectives and activities for the year, to ensure they remain focused on our charitable aims and continue to deliver benefits to the public. In deciding what activities the Branch should undertake we have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

## **ACHIEVEMENT AND PERFORMANCE**

### **Charitable activities**

Our provision of animal welfare services is based out of our facilities at The RSPCA Emergency Fostering Unit, Unit 1G, 1 Thane Villas, Holloway, London, N7 7PH and RSPCA Enfield Cattery, 45 Primrose Avenue, EN2 0SZ.

During 2021 there was some unavoidable curtailment of our services due to COVID-19 related lockdowns but we remained as active as possible throughout. The emergency boarding, fostering, rehoming and outreach scheme helped 1028 (2020: 944) of the most abused, neglected and at risk animals at the extreme end of suffering including cats, dogs, rabbits, small furrries, birds and exotics. Our limited resources are concentrated on animals unable to find help elsewhere. Our thanks also go to the RSPCA Finsbury Park Animal Hospital, The Beaumont Sainsbury Animals' Hospital, the Royal Veterinary College, Farm Kennels, RSPCA Sussex West Branch, RSPCA Sussex Brighton & East Grinstead Branch and all their staff for the help and support they offer us in our work and the kindness they show to all the rescue animals they help. We also thank our 201 participating C4 vets for offering charity rates for our Free Neutering Scheme which prevents so many kittens being born into an uncertain future where there are too few good homes.

In 2021 the Branch made full use of its state of the art dental suite at the Emergency Fostering Unit and 145 dentals were undertaken in 2021 (2020:174) at considerably reduced cost compared with out-sourcing. We made the facility available to other charities at cost. The Branch also purchased a scanner in 2018 and did 30 in-house scans in 2021 (2020:14) to identify kidney, liver and gut problems, at great cost saving over private vet charges.

The Branch continued to administer the C4 Free Neutering for Cats Scheme across Greater London which is supported, both financially and with volunteer help, by HQ and the Greater London Branches of the RSPCA, Cats Protection HQ, The Mayhew Animal Rescue Home, Animal Aid & Advice, Cat Action Trust 1977, The Society for Neutering Islington's Pussies (SNIP), Battersea Dogs & Cats Home and many other London charities and animal welfare volunteers. The scheme aims to reduce the number of unwanted kittens being born each year by offering free neutering to cats of those on state benefits/pensions, unable to afford private veterinary fees, or feeding a stray, and is proving very effective in reducing the strain on the rescue system during kitten season. In 2021, we neutered 7,965 needy cats (8,066 in 2020). By 31 December 2021 a total of 164,618 cats had been neutered under the scheme since its inception in 1999.

## **ACHIEVEMENT AND PERFORMANCE**

### **Fundraising activities**

The Branch now operates nine charity shops selling mostly donated goods as follows:

285 Caledonian Road, Islington, N1 1EF  
18 Broadway Parade, Crouch End, N8 9DE  
180 Stoke Newington High Street, N16 7JD  
123 Lower Clapton Road, Hackney, E5 ONP  
127 Northfield Avenue, Northfield, W13 9QR

6 Blackstock Road, Finsbury Park, N4 2DL  
389 Green Lanes, Palmers Green, N13 4JG  
404, High Road, Tottenham, N17 9JB  
27 High Street, Ealing W5 5DB

National Lockdowns and enforced closures of non essential retail shops took its toll on the net funds generated from our shops in 2021. Nevertheless, with the help of Local Authority retail grants and Government support via the Furlough scheme and the Kickstart Scheme, the shops still made a significant contribution to Branch funds. Total turnover for 2021 was £890,079 (2020: £601,248) against total operating costs before grants/furlough of £811,231 (2020: £706,606). Net profit before grants/furlough support was £78,848 (2020 net loss £105,358) but after grant/furlough support the net contribution of our shops for 2021 was £305,282 (2020: £273,800). Our thanks go to all our shop managers for their hard work. We also thank all our wonderful shop volunteers for their dedication. We welcomed our Kickstarter team in 2021 who brought their own valuable contribution and although the scheme is now finished many remain with us as permanent staff.

We estimate that the volunteers on our Board and in our animal centres and shops contributed some 70,000 hours of their free time during 2021 and over 100 fosterers opened up their homes to an animal in need. We thank all of them deeply for their support, dedication, and commitment.

#### **Short term aims:**

1. A period of operational stabilisation and normalisation as we learn to live with COVID 19 as a permanent additional risk factor
2. Prepare and start to enact a five year plan to move out of leasehold animal centre premises by the preferred option of developing our freehold Enfield Cattery (subject to obtaining the appropriate building, regulatory and other approvals), and as a back up by keeping under constant review the availability and economic suitability of alternative accommodation if and when such becomes available
3. Full engagement with the Main Society's 2021 Branch Engagement programme, which may result in changes to the roles and responsibilities of all RSPCA branches including this one.
4. To continue to identify suitable sites for charity shops to offset anticipated future closures at lease ends
5. To continue to develop alternative fundraising opportunities including legacy marketing

#### **Medium term aims:**

1. To get planning permission to build capacity at Enfield Cattery by adding extra storeys to the site - we have a five year target to complete this.
2. To incorporate additional facilities within this development for the public including dental services
3. To incorporate capacity for rabbits, small furrries and exotics within this facility and an emergency bird room.

#### **Long term aims:**

1. To establish a second Emergency Fostering Unit in west London from which to operate an outreach team
2. To explore other retail opportunities including higher welfare cafes/restaurants/coffee vans
3. To establish a means tested veterinary clinic for those unable to afford conventional facilities

## **FINANCIAL REVIEW**

### **Financial Position**

The charity's funds are collected from membership subscriptions, shop sales, rehoming fees, donations, legacies, recycling schemes, collection boxes, special fund-raising events and grants. In 2021 we received several substantial donations from supporters totalling £265,725 which will allow us to initiate the development of Enfield Cattery, which is in poor condition, and to substantially upgrade our animal welfare facilities to meet modern standards. Our five year plan is to complete the development and move entirely into this freehold premises, giving up our leasehold premises entirely, saving £100,000 a year in operational expenses. We have designated £640,000 of our reserves for this project and have a fundraising target of £640,000 to match this.

The branch has an unrestricted reserve level of £1,359,312 but after designations of £949,218 representing money unavailable for expenditure and the Enfield Cattery development, £410,094 is free reserves available for future projects. A reasonable level of reserves is vital to cover the continuing liabilities arising from the shop leases, the Emergency Fostering Unit Lease, the freehold Enfield Cattery, the employment of staff and the animals we have in long term foster care. The economic effects of the Pandemic have strongly highlighted how vital it is to maintain a level of reserves that provide an adequate buffer for the extreme times we are currently experiencing and may experience again in the future. The current reserves policy set by trustees is to keep a minimum of 3 months operational costs excluding the C4 Free Neutering for Cats Scheme restricted fund and excluding this fund we currently hold 3.4 months of free reserves. We aim to keep a minimum C4 reserve of £75,000 to cover 3 months operational costs as our terms allow for a period of 3 months to submit voucher claims and that has been achieved this year.

### **Fundraising**

The Branch does not have a commercial participator or professional fundraiser agreement. Our main source of fundraising is charity shops, but we are diversifying into operating a fundraising database and are registered with The Fundraising Regulator. We do have a vulnerable person's policy as we deal with many vulnerable people in our outreach programme who may seek to give us donations voluntarily in response to the help we give them with their animals. We do have a complaints policy to deal with all types of complaints in a prompt and professional manner. We are committed to operating at the highest level of best practice in our fundraising activities.

## **FINANCIAL REVIEW**

### **Investment policy and objectives**

The Committee members, who are trustees, have wide powers of investment governed and restricted by the Royal Society for the Prevention of Cruelty to Animals Investment Act 1958. Our reserves are invested in three banks to spread the risk.

In August 2021 the Board of Trustees agreed to invest monies not immediately needed for its charitable purposes in an ethical investment fund. While Trustees have delegated authority for the management of these investments to an investment manager, they retain ultimate responsibility for all matters relating to and affecting the Charity's investments. The investment policy objectives are:

1. Preservation of real value of the Charity's monetary assets
2. Optimisation of capital growth and income generated from the Charity's monetary assets, with appropriate consideration and management of investment risk
3. Invest in an ethical manner, consistent with the Charity's charitable status
4. Flexibility and accessibility of invested funds

The trustees agreed to hold all investments within stocks, shares or funds in those investments that are subject to screening of an ethical nature and to ensure that no investments are made which are knowingly contrary to the objects of the Charity. All Charity investments will be held in two pooled funds, managed by EdenTree Investment Management.

### **Reserves policy**

The policy of the Trustees is to ensure that sufficient funds are available to meet at least one year's anticipated unrestricted expenditure. At 31 December 2021, general reserves amounted to £1,359,311 (2020: £993,139) which is significantly above this level.

### **FUTURE PLANS**

2021 continued to be defined by the COVID-19 pandemic and we know that 2022 requires us to recognise the ongoing risks COVID brings for the foreseeable future which we must learn to live with and work around. The various lockdowns led to a large increase in pet ownership and we are now facing a reversal of that as people return to work and some seek to give up their lockdown pets. As a result, rescues are overwhelmed with pets of all kinds including dogs, cats, rabbits and small furrries such as guinea pigs and hamsters. The country is also facing an acute shortage of qualified vets which is significantly impacting on the spare veterinary capacity on which our C4 scheme relies and is also causing great difficulty for some pets to be able to have access to veterinary help, even in an emergency. A backlog of routine operations including neutering means we expect an explosion of unplanned litters of cats and other pets that is already materialising. So 2022 and beyond poses many challenges for us but our staff and volunteers will continue to work hard to help all the abused and neglected animals that rely on us.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

RSPCA Central London Branch is a charity constituted as an unincorporated association. The charity changed its name from RSPCA Central, West & North East London Branch back to RSPCA Central London Branch following Regional Board approval on 15 September 2021. The charity operates as an autonomous branch of the National RSPCA subject to its rules for branches. Committee members are elected at every Annual General Meeting, from the members of the Branch, to carry on the work for the ensuing year. Candidates must receive not less than 51% of the votes of the members present and voting. The elected Branch Committee can co-opt not more than three members onto the Committee until the next annual general meeting. All Committee members must be Society members for a minimum of three months on appointment. The Committee members are trustees of the branch and are briefed on their responsibilities as trustees prior to their acceptance of the role. The trustees hold monthly meetings at which decisions are made and conveyed to the staff and volunteers for actioning. The day-to-day running of the shops is delegated to the shop managers under the supervision of the Branch Manager Colette Jensen and the Retail Manager Margaret Davies. Colette Jensen also oversees all human resources and health & safety matters. The animal welfare work is delegated to the animal welfare staff and volunteers under the supervision of Colette Jensen.

The branch has carried out a risk assessment and identified the following key risks:

1. Health and safety of staff and volunteers working with the most abused and neglected animals and their owners in the most difficult areas of animal welfare
2. Health and safety of staff and volunteers- risk of zoonoses and now COVID-19 risk from interacting with others.
3. Insufficient resources to help all the animals that need us. The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated.
4. Insufficient suitable homes for the animals rescued and rehabilitated, particularly the elderly and abused
5. Risk of inadvertent non-compliance with complex legislation such as GDPR
6. Insufficient volunteers to rehabilitate animals and fundraise
7. Risk of claims against volunteers and staff
8. Risk of claims by volunteers, staff, or the public
9. Loss of income through error or fraud
10. Loss of reputation through error or fraud
11. Loss of income through outside forces such as the Pandemic
12. Insufficient trustees to continue
13. Risk of adverse publicity
14. Over reliance on charity shop income, uncertainty in the sector

The trustees actively review the risks which the charity faces on a regular basis, maintaining a risk register covering operational and financial aspects, and put systems in place to mitigate these risks. The Branch adheres to RSPCA policies and guidelines and Health and Safety law and best practice. A health and safety audit is undertaken by independent experts Acton Jennings annually with whom the Branch have a human resources and health and safety contract for advice and insurance.

## **REFERENCE AND ADMINISTRATIVE DETAILS**

### **Registered Charity number**

248489

RSPCA Central London  
Branch

Report of the Trustees  
for the Year Ended 31 December 2021

**Principal address**

Box 145  
2 Landowne Row  
London  
W1J 6HL

**Trustees**

Mr D Caines Chairperson  
Mrs C Beaumont-Kerridge Treasurer  
Mrs J Cranston Secretary  
Mrs K Pun Deputy Treasurer  
Mrs J Kirkby Trustee  
Mrs A Hayes Trustee  
Mrs V Vine Trustee (appointed 20.10.21)  
Mrs H Misso Trustee (resigned 21.9.21)  
Mrs K Wood Trustee (resigned 22.9.21)  
Mrs L Bowran Chairperson (resigned 25.6.21)

**Auditors**

Xeinadin Audit Limited  
8th Floor Beckett House  
36 Old Jewry  
London  
EC2R 8DD

**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).

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.

RSPCA Central London Branch

Report of the Trustees  
for the Year Ended 31 December 2021

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 charity's governing document. 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 on .....23/06/22..... and signed on its behalf by:

.....  
Mr D Caines – Chair of Trustees



Report of the Independent Auditors to the Trustees of  
RSPCA Central London Branch

**Opinion**

We have audited the financial statements of RSPCA Central London Branch (the 'charity') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Discussions with and enquiries of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The following laws and regulations were identified as being of significance to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards, Tax and Pensions legislation.

- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the business and therefore may have a material effect on the financial statements include health and safety legislation, Companies Act 2006, Charities SORP, GDPR.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed.

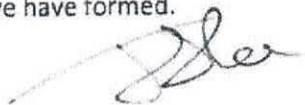
Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of  
RSPCA Central London Branch

**Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



John David Lee BA FCA (Senior Statutory Auditor)  
Xeinaidin Audit Limited  
8th Floor Beckett House  
36 Old Jewry  
London  
EC2R 8DD

Date: 24/06/22

RSPCA Central London Branch

Statement of Financial Activities  
for the Year Ended 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	31.12.21 Total funds £	31.12.20 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	698,916	47,057	745,973	634,900
<b>Charitable activities</b>	4	88,448	357,086	445,534	354,269
Charitable activities					
<b>Other income</b>	3	890,079	-	890,079	601,248
Other trading activities					
Other income		2,373	-	2,373	1,064
<b>Total</b>		<b>1,679,816</b>	<b>404,143</b>	<b>2,083,959</b>	<b>1,591,481</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	5	482,951	408,813	891,764	908,572
Charitable activities					
Raising funds		837,827	426	838,253	733,715
<b>Total</b>		<b>1,320,778</b>	<b>409,239</b>	<b>1,730,017</b>	<b>1,642,287</b>
Net gains on investments		7,135	-	7,135	-
<b>NET INCOME/(EXPENDITURE)</b>		<b>366,173</b>	<b>(5,096)</b>	<b>361,077</b>	<b>(50,806)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		993,139	315,520	1,308,659	1,359,465
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>1,359,312</b>	<b>310,424</b>	<b>1,669,736</b>	<b>1,308,659</b>

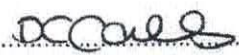
The notes form part of these financial statements


RSPCA Central London Branch

Balance Sheet  
31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	31.12.21 Total funds £	31.12.20 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	10	205,628	147,947	353,575	373,168
Investments	11	307,135	-	307,135	-
		512,763	147,947	660,710	373,168
<b>CURRENT ASSETS</b>					
Debtors	12	184,718	19,357	204,075	301,982
Cash at bank and in hand		746,139	177,262	923,401	704,687
		930,857	196,619	1,127,476	1,006,669
<b>CREDITORS</b>					
Amounts falling due within one year	13	(84,308)	(34,142)	(118,450)	(71,178)
		846,549	162,477	1,009,026	935,491
<b>NET CURRENT ASSETS</b>					
		1,359,312	310,424	1,669,736	1,308,659
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		1,359,312	310,424	1,669,736	1,308,659
<b>NET ASSETS</b>					
<b>FUNDS</b>					
Unrestricted funds	15			1,359,312	993,139
Restricted funds				310,424	315,520
<b>TOTAL FUNDS</b>					
				1,669,736	1,308,659

The financial statements were approved by the Board of Trustees and authorised for issue on 23/66/22 and were signed on its behalf by:

  
Mr D Caines – Chair of Trustees

  
Mrs C Beaumont-Kerridge - Trustee

The notes form part of these financial statements

RSPCA Central London Branch

Cash Flow Statement  
for the Year Ended 31 December 2021

	Notes	31.12.21 £	31.12.20 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<b>539,622</b>	(139,164)
Increase/(Decrease) in provisions		<u>-</u>	<u>(35,344)</u>
Net cash provided by/(used in) operating activities		<b><u>539,622</u></b>	<b><u>(174,508)</u></b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(26,500)	(18,110)
Purchase of fixed asset investments		(300,000)	-
Sale of tangible fixed assets		<u>5,592</u>	<u>-</u>
Net cash used in investing activities		<b><u>(320,908)</u></b>	<b><u>(18,110)</u></b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>218,714</b>	(192,618)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b><u>704,687</u></b>	<b><u>897,305</u></b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b><u>923,401</u></b>	<b><u>704,687</u></b>

The notes form part of these financial statements

Notes to the Cash Flow Statement  
for the Year Ended 31 December 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.21	31.12.20
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	361,077	(50,806)
<b>Adjustments for:</b>		
Depreciation charges	44,270	40,633
(Gain)/losses on investments	(7,135)	100
Profit on disposal of fixed assets	(3,769)	-
Decrease/(increase) in debtors	97,907	(96,307)
Increase/(decrease) in creditors	<u>47,272</u>	<u>(32,784)</u>
<b>Net cash provided by/(used in) operations</b>	<u><u>539,622</u></u>	<u><u>(139,164)</u></u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.21	Cash flow	At 31.12.21
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>704,687</u>	<u>218,714</u>	<u>923,401</u>
	<u>704,687</u>	<u>218,714</u>	<u>923,401</u>
<b>Total</b>	<u><u>704,687</u></u>	<u><u>218,714</u></u>	<u><u>923,401</u></u>

## 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, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the relevant version of 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 (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

### **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**

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

Fixtures, fittings and equipment at the freehold cattery are being depreciated on a 10% reducing balance basis. The Enfield van is being depreciated on a 10% reducing balance basis.

Capitalised leasehold improvements and equipment in the Fostering Unit are being depreciated over the 12 year term of the lease where it is expected they will have a useful lifetime over that period. Other equipment is depreciated over its expected useful life. The investment in the vet room is fully depreciated. The investment in the dental suite and other equipment is being depreciated on a straight line basis over the period to the end of the unit lease.

The capitalised leasehold improvements and equipment for the charity shops are depreciated on a straight line basis over the period to the first break clause in the lease. Vehicles are depreciated on a straight line basis over their expected working life, generally considered to be four years.

### **Taxation**

The charity is exempt from tax on its charitable activities.

**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.

**Grants**

A grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are receivable. A grant that imposes specified future performance conditions on the recipient is recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

**Investment income**

Dividends received from investments held are recognised once the dividend has been declared and notification has been received.

Interest received from investments held are recognised on an accruals basis, with any amounts entitlement to and not received being accrued.

**Going concern**

The financial statements have been prepared on a going concern basis despite the uncertainties generated by the COVID crisis. The trustees are taking all steps necessary to ensure the viability of the Branch and believe they have adequate reserves to ensure financial sustainability. Hence there are no material uncertainties regarding going concern.

**Financial instruments**

**Investments**

All fixed asset investments are measured at fair value through the Statement of Financial Activities.

**Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

**Creditors**

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**2. DONATIONS AND LEGACIES**

	31.12.21	31.12.20
	£	£
Legacies and trusts	1,000	15,084
Donations	278,551	11,220
Subscriptions	1,356	1,354
Kickstart grant	151,673	-
Furlough grants - Retail	76,576	123,443
Local authority grants	149,858	255,715
Furlough grant - welfare	12,817	50,395
Door grant	96,536	125,865
Emergency grant	(40,000)	40,000
Donations Pets At Home	5,653	741
Profit on disposal of fixed assets	3,769	-
Special collections and fundraising	8,184	11,083
	<u>745,973</u>	<u>634,900</u>

The business received Covid-19 government support in the financial year of £239,251 (2020: £429,553).

**3. OTHER TRADING ACTIVITIES**

	31.12.21	31.12.20
	£	£
Shop income	890,079	601,248
	<u>890,079</u>	<u>601,248</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	31.12.21	31.12.20
	£	£
Contacts for services with other RSPCA branches	47,536	7,433
Lend a paw save an animal donations	3,186	4,280
Animal fostering and rehoming and rehoming scheme income	47,033	48,979
Free cat neutering scheme	347,779	293,577
	<u>445,534</u>	<u>354,269</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 6) £	Totals £
Charitable activities	882,301	9,463	891,764
Raising funds	<u>821,620</u>	<u>16,633</u>	<u>838,253</u>
	<u>1,703,921</u>	<u>26,096</u>	<u>1,730,017</u>

**6. SUPPORT COSTS**

	Management £	Governance costs £	Totals £
Charitable activities	6,772	2,691	9,463
Raising funds	<u>12,424</u>	<u>4,209</u>	<u>16,633</u>
	<u>19,196</u>	<u>6,900</u>	<u>26,096</u>

**7. 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.

No members of the Management Committee nor any person connected with them has received, or is due to receive any remuneration for the year nor financial benefit, directly or indirectly from the charity's funds. Expense claims are made only in relation to reimbursement of specific items paid on behalf of the charity. No general expense claims were made by trustees in 2021 or 2020.

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**8. STAFF COSTS**

	2021	2020
	£	£
Remuneration	666,007	622,927
Employer's National Insurance net of Employment Allowance	32,484	30,041
Employer's pension contribution	9,226	8,351
Key management personnel remuneration	52,117	45,882
Average number of full time equivalent employees	39	31

The average monthly number of employees during the year was as follows:

	31.12.21	31.12.20
Employees	<u>46</u>	<u>44</u>

No employees received emoluments in excess of £60,000.

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	2020	2020	2020
	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	560,098	74,802	634,900
<b>Charitable activities</b>			
Charitable activities	45,907	308,362	354,269
<b>Other income</b>			
Other trading activities	601,248	-	601,248
Other income	<u>936</u>	<u>128</u>	<u>1,064</u>
<b>Total</b>	1,208,189	383,292	1,591,481
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Charitable activities	448,965	459,607	908,572
Raising funds	733,715	-	733,715
<b>Total</b>	<u>1,182,680</u>	<u>459,607</u>	<u>1,642,287</u>
<b>NET INCOME/(EXPENDITURE)</b>	25,509	(76,315)	(50,806)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	967,630	391,835	1,359,465

## 9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>993,139</u>	<u>315,520</u>	<u>1,308,659</u>
<b>10. TANGIBLE FIXED ASSETS</b>			
	Freehold property £	Long leasehold £	Plant and machinery £
<b>COST</b>			
At 1 January 2021	<b>300,000</b>	<b>326,468</b>	<b>75,437</b>
Additions	-	-	<b>26,500</b>
Disposals	-	-	<b>(18,730)</b>
At 31 December 2021	<u><b>300,000</b></u>	<u><b>326,468</b></u>	<u><b>83,207</b></u>
<b>DEPRECIATION</b>			
At 1 January 2021	<b>1,000</b>	<b>278,300</b>	<b>57,239</b>
Charge for year	<b>1,000</b>	<b>29,252</b>	<b>13,237</b>
Eliminated on disposal	-	-	<b>(16,907)</b>
At 31 December 2021	<u><b>2,000</b></u>	<u><b>307,552</b></u>	<u><b>53,569</b></u>
<b>NET BOOK VALUE</b>			
At 31 December 2021	<u><b>298,000</b></u>	<u><b>18,916</b></u>	<u><b>29,638</b></u>
At 31 December 2020	<u>299,000</u>	<u>48,168</u>	<u>18,198</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**10. TANGIBLE FIXED ASSETS - continued**

	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>			
At 1 January 2021	<b>38,646</b>	<b>8,204</b>	<b>748,755</b>
Additions	-	-	<b>26,500</b>
Disposals	-	-	<b>(18,730)</b>
At 31 December 2021	<b>38,646</b>	<b>8,204</b>	<b>756,525</b>
<b>DEPRECIATION</b>			
At 1 January 2021	<b>31,226</b>	<b>7,822</b>	<b>375,587</b>
Charge for year	<b>742</b>	<b>39</b>	<b>44,270</b>
Eliminated on disposal	-	-	<b>(16,907)</b>
At 31 December 2021	<b>31,968</b>	<b>7,861</b>	<b>402,950</b>
<b>NET BOOK VALUE</b>			
At 31 December 2021	<b>6,678</b>	<b>343</b>	<b>353,575</b>
At 31 December 2020	<b>7,420</b>	<b>382</b>	<b>373,168</b>

The freehold property Enfield Cattery is carried at its estimated market value of £300,000 based on its development potential less depreciation at 2% per annum on the building value of £50,000.

The cattery is in a residential area but is a customised building for which it is difficult to find comparables but the trustees believe that £300,000 represents the minimum sum achievable on sale.

The value of Enfield Cattery at historical cost prior to the revaluation was cost £55,751 plus property improvements £73,441 less depreciation on property improvements £65,221 = £63,971.

The revaluation to market value of £300,000 led to a revaluation reserve of £236,029.

**11. FIXED ASSET INVESTMENTS**

	Unlisted investment £
<b>MARKET VALUE</b>	
Additions	<b>300,000</b>
Revaluations	<b>7,135</b>
At 31 December 2021	<b>307,135</b>
<b>NET BOOK VALUE</b>	
At 31 December 2021	<b>307,135</b>
At 31 December 2020	-

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**11. FIXED ASSET INVESTMENTS - continued**

There were no investment assets outside the UK.

Cost or valuation at 31 December 2021 is represented by:

	<b>Unlisted investment £</b>
Valuation in 2021	<b><u>307,135</u></b>

**12. DEBTORS**

	<b>31.12.21</b>	<b>31.12.20</b>
	<b>£</b>	<b>£</b>
Amounts falling due within one year:		
Other debtors	<b>35,686</b>	23,206
Government debtors	<b>4,462</b>	34,716
VAT	<b>19,249</b>	14,399
Prepayments and accrued income	<b><u>107,428</u></b>	<u>184,806</u>
	<b><u>166,825</u></b>	<u>257,127</u>
Amounts falling due after more than one year:		
Leasehold deposits	<b><u>37,250</u></b>	<u>44,855</u>
Aggregate amounts	<b><u>204,075</u></b>	<u>301,982</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.21	31.12.20
	£	£
Trade creditors	28,919	50,033
Other creditors	<u>89,531</u>	<u>21,145</u>
	<u>118,450</u>	<u>71,178</u>

**14. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.12.21	31.12.20
	£	£
Within one year	341,227	327,881
Between one and five years	1,111,500	928,927
In more than five years	<u>339,083</u>	<u>453,421</u>
	<u>1,791,810</u>	<u>1,710,229</u>

Total payments made under operating leases in the year were £314,459 (2020 £337,332).  
Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**15. MOVEMENT IN FUNDS**

	At 1.1.21	Net movement in funds	Transfers between funds	At 31.12.21
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	704,598	366,173	(660,675)	410,096
Designated fund	<u>288,541</u>	-	<u>660,675</u>	<u>949,216</u>
	993,139	366,173	-	1,359,312
<b>Restricted funds</b>				
C4 fund	39,943	65,278	-	105,221
Enfield fund	188,674	(43,335)	-	145,339
Richmond fund	<u>86,903</u>	<u>(27,039)</u>	-	<u>59,864</u>
	<u>315,520</u>	<u>(5,096)</u>	-	<u>310,424</u>
<b>TOTAL FUNDS</b>	<u>1,308,659</u>	<u>361,077</u>	-	<u>1,669,736</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

## 15. 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 £
<b>Unrestricted funds</b>				
General fund	1,679,816	(1,320,778)	7,135	366,173
<b>Restricted funds</b>				
C4 fund	352,980	(287,702)	-	65,278
Enfield fund	25,271	(68,606)	-	(43,335)
Richmond fund	25,892	(52,931)	-	(27,039)
	<u>404,143</u>	<u>(409,239)</u>	<u>-</u>	<u>(5,096)</u>
<b>TOTAL FUNDS</b>	<u>2,083,959</u>	<u>(1,730,017)</u>	<u>7,135</u>	<u>361,077</u>

## Comparatives for movement in funds

	At 1.1.20 £	Net movement in funds £	Transfers between funds £	At 31.12.20 £
<b>Unrestricted funds</b>				
General fund	785,887	25,509	(106,798)	704,598
Designated fund	181,743	-	106,798	288,541
	967,630	25,509	-	993,139
<b>Restricted funds</b>				
C4 fund	44,665	(4,722)	-	39,943
Enfield fund	241,172	(52,498)	-	188,674
Richmond fund	105,998	(19,095)	-	86,903
	<u>391,835</u>	<u>(76,315)</u>	<u>-</u>	<u>315,520</u>
<b>TOTAL FUNDS</b>	<u>1,359,465</u>	<u>(50,806)</u>	<u>-</u>	<u>1,308,659</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

## 15. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,208,189	(1,182,680)	25,509
<b>Restricted funds</b>			
C4 fund	293,577	(298,299)	(4,722)
Enfield fund	50,371	(102,869)	(52,498)
Richmond fund	39,344	(58,439)	(19,095)
	<u>383,292</u>	<u>(459,607)</u>	<u>(76,315)</u>
<b>TOTAL FUNDS</b>	<u>1,591,481</u>	<u>(1,642,287)</u>	<u>(50,806)</u>

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 £
<b>Unrestricted funds</b>				
General fund	785,887	391,682	(767,473)	410,096
Designated fund	181,743	-	767,473	949,216
	967,630	391,682	-	1,359,312
<b>Restricted funds</b>				
C4 fund	44,665	60,556	-	105,221
Enfield fund	241,172	(95,833)	-	145,339
Richmond fund	105,998	(46,134)	-	59,864
	391,835	(81,411)	-	310,424
<b>TOTAL FUNDS</b>	<u>1,359,465</u>	<u>310,271</u>	<u>-</u>	<u>1,669,736</u>

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

## 15. MOVEMENT IN FUNDS - continued

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 £
<b>Unrestricted funds</b>				
General fund	2,888,005	(2,503,458)	7,135	391,682
<b>Restricted funds</b>				
C4 fund	646,557	(586,001)	-	60,556
Enfield fund	75,642	(171,475)	-	(95,833)
Richmond fund	65,236	(111,370)	-	(46,134)
	<u>787,435</u>	<u>(868,846)</u>	<u>-</u>	<u>(81,411)</u>
<b>TOTAL FUNDS</b>	<u>3,675,440</u>	<u>(3,372,304)</u>	<u>7,135</u>	<u>310,271</u>

## 16. RELATED PARTY DISCLOSURES

The following were received from or paid to RSPCA HQ and other RSPCA Branches. Each Branch is a separate registered charity from the main RSPCA and from other RSPCA Branches and Branches are separately managed and financed

Related party income	2021 Total	2021	2020 Total	2020
	£	Debtors £	£	Debtors £
Branch Emergency Fund Grant from pooled RSPCA Branch Funds	(40,000)	-	40,000	-
Door grant from RSPCA HQ	96,536	-	125,865	-
Neutering grant from RSPCA HQ	2,097	-	1,547	-
C4 Albekier Legacy from RSPCA HQ	73,826	-	77,020	55,141
C4 Regional Board Grant from RSPCA HQ	7,500	-	7,500	7,500
C4 donations from RSPCA branches	49,005	2,316	21,970	6,148
RSPCA Branch contracts for services	47,536	7,090	7,308	5,383
RSPCA Membership subscriptions	1,356	-	1,354	-
<b>Related party expenditure</b>	<b>2021 Total</b>	<b>2021</b>	<b>2020 Total</b>	<b>2020</b>
	£	Debtors £	£	Debtors £
RSPCA Trading Ltd purchases	-	-	3,409	-
RSPCA HQ purchases of veterinary drugs and consumables	62,756	13,905	37,804	5,968
RSPCA Finsbury Park Hospital veterinary services	6,525	658	4,985	-
RSPCA Hillingdon branch	2,500	2,500	-	-

Notes to the Financial Statements - continued  
for the Year Ended 31 December 2021

**17. DESIGNATED FUNDS**

The Charity's tangible fixed assets are vital to being able to perform its charitable works and achieve its charitable objectives and as such are funds already spent and not immediately realisable so are included in the designation.

The investment in leasehold improvements and three months rent deposits on the Emergency Fostering Unit and the charity shops also ties up cash which is no longer available for other projects. The unrestricted fund share of the revaluation reserve relating to Enfield Cattery is also ringfenced as only realisable as cash on sale.

The Branch is a going concern so does not raise provision for redundancy costs but considers it prudent to ring-fence the total potential redundancy liability as this money is not available for expenditure on projects.

	<b>2021</b>	<b>2020</b>
	<b>Unrestricted</b>	<b>Unrestricted</b>
Capitalised equipment and leasehold improvements and part revaluation reserve	<b>205,630</b>	187,465
Cash deposits held by landlords of unit and charity shops	<b>37,250</b>	44,855
Potential redundancy costs at 31 December 2021	<b>66,338</b>	56,221
	<hr/>	<hr/>
Money unavailable for expenditure at 31 December 2021	<b>309,218</b>	288,541
	<hr/>	<hr/>
Agreed in principle Enfield Development Fund	<b>640,000</b>	-
	<hr/>	<hr/>
Total Designated Funds	<b>949,218</b>	<b>288,541</b>

RSPCA Central London Branch

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2021

	31.12.21	31.12.20
	£	£
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Legacies and trusts	1,000	15,084
Donations	278,551	11,220
Subscriptions	1,356	1,354
Kickstart grant	151,673	-
Furlough grants - Retail	76,576	123,443
Local authority grants	149,858	255,715
Furlough grant - welfare	12,817	50,395
Door grant	96,536	125,865
Emergency grant	(40,000)	40,000
Donations Pets At Home	5,653	741
Profit on disposal of fixed assets	3,769	-
	<u>745,973</u>	<u>634,900</u>
<b>Other trading activities</b>		
Shop income	890,079	601,248
	<u>890,079</u>	<u>601,248</u>
<b>Charitable activities</b>		
Contacts for services with other RSPCA branches	47,536	7,433
Lend a paw save an animal donations	3,186	4,280
Animal fostering and rehoming and rehoming scheme income	47,033	48,979
Free cat neutering scheme	347,779	293,577
	<u>445,534</u>	<u>354,269</u>
<b>Other income</b>		
Other income	81	1,064
Investment income	2,292	-
	<u>2,373</u>	<u>1,064</u>
<b>Total incoming resources</b>	<b>2,083,959</b>	<b>1,591,481</b>

This page does not form part of the statutory financial statements

RSPCA Central London Branch

Detailed Statement of Financial Activities  
for the Year Ended 31 December 2021

	31.12.21	31.12.20
	£	£
<b>EXPENDITURE</b>		
<b>Raising funds</b>		
Shop costs	811,231	725,279
Fundraising costs	10,389	216
Fundraising and support	<u>16,633</u>	<u>8,220</u>
	<b>838,253</b>	733,715
<b>Charitable activities</b>		
Fostering and animal costs	201,272	173,551
Animal centres costs	351,592	396,361
Other Vet fees	275,977	293,157
Emergency boarding fees	2,865	3,524
Clinic fees	2,500	-
Fieldworkers' costs	30,079	31,842
Donations	13,110	1,000
Printing, postage and stationery	4,906	3,550
Support costs	<u>9,463</u>	<u>5,587</u>
	<b>891,764</b>	908,572
	<hr/>	<hr/>
Total resources expended	<u>1,730,017</u>	<u>1,642,287</u>
Gain/(Loss) on investments	7,135	-
<b>Net income/(expenditure)</b>	<u><b>361,077</b></u>	<u><b>(50,806)</b></u>

This page does not form part of the statutory financial statements

# APPENDIX 1

## SUPPLEMENTARY SPLIT OF RESTRICTED FUNDS

### RSPCA CENTRAL LONDON BRANCH ANNUAL REPORT AND ACCOUNTS

YEAR ENDED 31 DECEMBER 2021

*Operating in some of the most disadvantaged areas in London,  
RSPCA Central London Branch helps the most abused  
and neglected animals at the extreme end of suffering.*

## RSPCA CENTRAL LONDON BRANCH

Charity No. 248489

### STATEMENT OF FINANCIAL ACTIVITIES - SPLIT BETWEEN INDIVIDUAL RESTRICTED FUNDS FOR THE YEAR ENDED 31 DECEMBER 2021

		Branch funds	Restricted C4 fund	Enfield restricted	Richmond restricted	2021 Total	2020 Total
		£	£	£	£	£	£
<b>Income from:</b>							
<b>Donations and legacies</b>	<b>Note A</b>	698,916	5,201	19,792	22,064	745,973	634,900
<b>Trading activities</b>	<b>Note B</b>	890,079	-	-	-	890,079	601,248
<b>Investments</b>	<b>Note C</b>	2,373	-	-	-	2,373	1,064
<b>Charitable activities:</b>	<b>Note D</b>	88,448	347,779	5,479	3,828	445,534	354,269
<b>Total income</b>		<u>1,679,816</u>	<u>352,980</u>	<u>25,271</u>	<u>25,892</u>	<u>2,083,959</u>	<u>1,591,481</u>
<b>Expenditure on:</b>							
<b>Raising funds:</b>	<b>Note E</b>	837,827	426	-	-	838,253	733,715
<b>Charitable Activities:</b>	<b>Note F</b>	482,951	287,276	68,606	52,931	891,764	908,572
<b>Total expenditure</b>		<u>1,320,778</u>	<u>287,702</u>	<u>68,606</u>	<u>52,931</u>	<u>1,730,017</u>	<u>1,642,287</u>
<b>Net gains on investments</b>		7,135				7,135	
<b>Net movement in funds</b>		<b>366,173</b>	<b>65,278</b>	<b>(43,335)</b>	<b>(27,039)</b>	<b>361,077</b>	<b>(50,806)</b>
<b>Total funds at start of period</b>		<b>993,139</b>	<b>39,943</b>	<b>188,674</b>	<b>86,903</b>	<b>1,308,659</b>	<b>1,359,465</b>
<b>Total funds at end of period</b>		<u><b>1,359,312</b></u>	<u><b>105,221</b></u>	<u><b>145,339</b></u>	<u><b>59,864</b></u>	<u><b>1,669,736</b></u>	<u><b>1,308,659</b></u>
<b>Note A</b>							
		Unrestricted	Restricted C4	Restricted Enfield	Restricted Richmond	2021 Total Funds	2020 Total Funds
		£	£	£	£	£	£
<b>Income from Donations and Legacies</b>							
Legacies and trusts		1,000				1,000	15,084
Donations		278,423		92	36	278,551	11,220
Subscriptions		1,067		118	171	1,356	1,354
Local authority grants for retail support - COVID		149,858				149,858	255,715
Furlough grants - retail staff		76,576				76,576	123,443
Furlough grants animal welfare staff		10,281		1,493	1,043	12,817	50,395
Kickstart Grant		146,472	5,201			151,673	
RSPCA Branches Emergency fund - COVID		(29,516)		(6,704)	(3,780)	(40,000)	40,000
Donations Pets At Home		4,534		659	460	5,653	741
Special collections and fundraising		8,184				8,184	11,083
Profit on disposal of fixed assets		3,769				3,769	
Door Grant		48,268		24,134	24,134	96,536	125,865
		<u>698,916</u>	<u>5,201</u>	<u>19,792</u>	<u>22,064</u>	<u>745,973</u>	<u>634,900</u>
<b>Note B</b>							
<b>Income from trading activities</b>							
Shop Sales		890,079				890,079	601,248
<b>Note C</b>							
<b>Income from investments</b>							
Income from investments		2,292				2,292	
Bank interest		81				81	1,064
		<u>2,373</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,373</u>	<u>1,064</u>
<b>Note D</b>							
<b>Income from charitable activities</b>							
C4 Free Cat Neutering Scheme			347,779			347,779	293,577
Contracts for services with other RSPCA Branches		47,536				47,536	7,433
Lend A Paw Save an Animal monthly giving donations		3,186				3,186	4,280
Animal fostering and rehoming scheme income		37,726		5,479	3,828	47,033	48,979
		<u>88,448</u>	<u>347,779</u>	<u>5,479</u>	<u>3,828</u>	<u>445,534</u>	<u>354,269</u>

## RSPCA CENTRAL LONDON BRANCH

Charity No. 248489

### STATEMENT OF FINANCIAL ACTIVITIES - SPLIT BETWEEN INDIVIDUAL RESTRICTED FUNDS FOR THE YEAR ENDED 31 DECEMBER 2021

	Branch funds	Restricted C4 fund	Enfield restricted	Richmond restricted	2021 Total	2020 Total
<b>Note E</b>						
<b>Expenditure on raising funds</b>						
Shop operating costs	811,231				811,231	706,606
N13 shop start up costs					-	18,673
Kickstart expenses	9,459	426			9,885	
Fundraising costs	504				504	216
Support costs	16,633				16,633	8,220
<b>Note G</b>						
	<b>837,827</b>	<b>426</b>	<b>-</b>	<b>-</b>	<b>838,253</b>	<b>733,715</b>

	Branch funds	Restricted C4 fund	Enfield restricted	Richmond restricted	2021 Total	2020 Total
<b>Note F</b>						
<b>Expenditure on charitable activities</b>						
Fostering and animal Centre vet fees	122,330		17,767	12,414	152,511	124,654
Fostering and animal centre food, litter and consumables	39,111		5,681	3,969	48,761	48,897
Animal centre premises and utilities costs	73,897		10,733	7,499	92,129	95,045
Animal centre depreciation	22,813		3,313	2,315	28,441	27,699
Animal centre and outreach wages and salaries	185,303		26,914	18,805	231,022	273,617
Other Vet Fees C4		275,977			275,977	293,157
Emergency Boarding fees	2,298		334	233	2,865	3,524
Clinic fees	2,500				2,500	-
Fieldworkers' vehicle and travel costs	20,361		2,957	2,066	25,384	27,307
Fieldworkers' mobile telephone costs	3,766		547	382	4,695	4,535
Donation to C4 Free Neutering Scheme	2,000			5,000	7,000	1,000
Branch contribution to Regional welfare initiatives	110				110	
Donation to International welfare initiatives	6,000				6,000	
Printing, postage, stationery and admin of C4 scheme		4,906			4,906	3,550
Support Costs	2,462	6,393	360	248	9,463	5,587
<b>Note G</b>						
	<b>482,951</b>	<b>287,276</b>	<b>68,606</b>	<b>52,931</b>	<b>891,764</b>	<b>908,572</b>

	Allocated to charitable activities unrestricted	Allocated to fundraising unrestricted	Allocated to restricted fund C4	Allocated to restricted Enfield	Allocated to restricted Richmond	2021	2020
<b>Note G</b>							
<b>Allocation of Support Costs</b>							
Audit fees*	1,108	4,208	1,311	161	112	6,900	5,163
Accountancy package	38	146	46	6	4	240	
AGM costs	74	278	87	11	7	457	351
Wages finance and administration		1,425	4,277			5,702	
Bad debt write off		2,678				2,678	
Branch insurance	316	1,203	375	46	32	1,972	1,906
Printing postage and stationery	99	375	117	14	10	615	1,671
Miscellaneous	2	6	2	1	-	11	695
Website and IT costs		3,206	169			3,375	675
Payroll costs*	525	2,045	27	76	53	2,726	2,329
Employment allowance*	(770)	(3,000)	(40)	(112)	(78)	(4,000)	(4,000)
HR/Health & Safety contract*	354	1,382	18	52	36	1,842	1,842
Meeting costs	3	12	4	1		20	60
Bank charges*	713	2,669		104	72	3,558	3,115
Total	<b>2,462</b>	<b>16,633</b>	<b>6,393</b>	<b>360</b>	<b>248</b>	<b>26,096</b>	<b>13,807</b>

	Unrestricted Fund including part revaluation reserve	Restricted C4	Restricted Enfield including part revaluation reserve	Restricted Richmond	Total funds
<b>Note H</b>					
<b>Analysis of assets and liabilities</b>					
Tangible fixed assets	205,628		147,947		353,575
Ethical Investment	307,135				307,135
Debtors receivable within one year	147,468	19,357			166,825
Debtors receivable after one year	37,250				37,250
Cash at bank and in hand	746,139	117,398		59,864	923,401
Creditors payable within one year	(84,308)	(31,534)	(2,608)		(118,450)
Net assets at 31 December 2021	<b>1,359,312</b>	<b>105,221</b>	<b>145,339</b>	<b>59,864</b>	<b>1,669,736</b>

## RSPCA CENTRAL LONDON BRANCH

Charity No. 248489

### STATEMENT OF FINANCIAL ACTIVITIES - SPLIT BETWEEN INDIVIDUAL RESTRICTED FUNDS FOR THE YEAR ENDED 31 DECEMBER 2021

#### Restricted funds

##### C4 Free Neutering for Cats Scheme

The Branch is the administering charity of the Cat Care and Control Consortium (Greater London), a group of seven charities who meet regularly to pool information and resources and to avoid duplication of effort and increase the effectiveness of cat care in London. The main project of the Consortium is the Free Neutering for Cats Scheme which aims to reduce the number of unwanted kittens born each year by offering free neutering on a means tested basis. Many charities, both small and large, work with us on this project, and this year 7,965 cats (2020 8,066 cats) were helped by the scheme. Over 165,000 needy cats have been neutered under the Scheme since 1999.

	£	£
Funding was provided as follows:	2021	2020
RSPCA Branches and Grants	150,449	106,490
Cats Protection Grant	130,330	152,087
Battersea Dogs & Cats Home	47,500	10,000
Cat Action Trust 1977 Grant	15,000	20,000
Animal Aid & Advice Grant	4,000	5,000
SNIP	500	-
	<b>347,779</b>	<b>293,577</b>

##### RSPCA Richmond, Twickenham & Barnes Branch Merger

On 26 May 2018 the Branch merged with RSPCA Richmond, Twickenham and Barnes Branch.

Funds transferred in and funds subsequently specifically generated are restricted for use in the old branch area.

##### RSPCA Enfield & District Branch Merger

On 1 August 2018 the Branch merged with RSPCA Enfield & District Branch. Funds transferred in and funds subsequently generated are restricted for use in the old branch area.

**Royal Society for the Prevention of Cruelty to Animals Central London Branch**

England & Wales - Charity number 248489

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# Accounts

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Registered charity no. 248489



Central & North East London Branch  
Registered Charity No: 248489

**THE ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO  
ANIMALS CENTRAL, WEST & NORTH EAST LONDON BRANCH**

**ANNUAL REPORT AND ACCOUNTS**

**YEAR ENDED 31 DECEMBER 2020**

**CHARITY REGISTRATION NUMBER 248489**

**THE ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO  
ANIMALS CENTRAL, WEST & NORTH EAST LONDON BRANCH**

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YEAR ENDED 31 DECEMBER 2020**

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## The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch Annual Report of the Management Committee

The Committee presents its annual report and the accounts for the year ended 31 December 2020.

### REFERENCE AND ADMINISTRATIVE DETAILS

The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch, Box 145, 2 Lansdowne Row, London W1J 6HL is registered with the Charity Commission (No. 248489) and is governed by the rules and regulations laid down by The Royal Society for the Prevention of Cruelty to Animals (RSPCA).

#### AUDITOR

John Lee  
Lee & Co Chartered Accountants  
26 High Street, Rickmansworth, WD3 1ER

#### MAIN BANKERS

National Westminster Bank PLC  
St. James's and Piccadilly Branch,  
208 Piccadilly, London, W1A 2DG.

Web Address: [www.rspcacentrallondon.org.uk](http://www.rspcacentrallondon.org.uk)

The charity is administered by a management committee, currently comprising:

Chairperson	- Dan Caines
Secretary	- Jennifer Cranston
Treasurer	- Christine Beaumont-Kerridge
Deputy Treasurer	- Kate Pun
Other trustees	- Jane Kirkby, Victoria Thomas, Angela Hayes, Hannah Misso, Katie Wood

Due to the COVID crisis there was no AGM held in 2020. All trustees served throughout the period except Angela Hayes and Hannah Misso who were co-opted onto the Committee on 20 October 2020 and Katie Wood who was co-opted onto the Committee on 3 February 2021. Lindsay Davies stood down from the Committee on the 1 January 2020. Linda Bowran retired from the Board on 25 June 2021 after many years of valuable service.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

RSPCA Central, West & North East London Branch is a charity constituted as an unincorporated association. The charity operates as an autonomous branch of the National RSPCA subject to its rules for branches. Committee members are elected at every Annual General Meeting, from the members of the Branch, to carry on the work for the ensuing year. Candidates must receive not less than 51% of the votes of the members present and voting. The elected Branch Committee can co-opt not more than three members onto the Committee until the next annual general meeting. All Committee members must be Society members for a minimum of three months on appointment. The Committee members are trustees of the branch and are briefed on their responsibilities as trustees prior to their acceptance of the role. The trustees hold monthly meetings at which decisions are made and conveyed to the staff and volunteers for actioning. The day-to-day running of the shops is delegated to the shop managers under the supervision of the Branch Manager Colette Jensen and the Retail Manager Margaret Davies. Colette Jensen also oversees all human resources and health & safety matters. The animal welfare work is delegated to the animal welfare staff and volunteers under the supervision of Colette Jensen.

The branch has carried out a risk assessment and identified the following key risks:

- Health and safety of staff and volunteers working with the most abused and neglected animals and their owners in the most difficult areas of animal welfare
- Health and safety of staff and volunteers- risk of zoonoses and now COVID-19 risk from interacting with others.
- Insufficient resources to help all the animals that need us. The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated.
- Insufficient suitable homes for the animals rescued and rehabilitated, particularly the elderly and abused
- Risk of inadvertent non-compliance with complex legislation such as GDPR
- Insufficient volunteers to rehabilitate animals and fundraise
- Risk of claims against volunteers and staff
- Risk of claims by volunteers, staff, or the public
- Loss of income through error or fraud
- Loss of reputation through error or fraud
- Loss of income through outside forces such as the Pandemic
- Insufficient trustees to continue
- Risk of adverse publicity
- Over reliance on charity shop income, uncertainty in the sector

The trustees actively review the risks which the charity faces on a regular basis, maintaining a risk register covering operational and financial aspects, and put systems in place to mitigate these risks.

The Branch adheres to RSPCA policies and guidelines and Health and Safety law and best practice. A health and safety audit is undertaken by independent experts Acton Jennings annually with whom the Branch have a human resources and health and safety contract for advice and insurance.

### OBJECTS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The object of the charity is to promote kindness and good care and prevent or suppress cruelty to animals by all lawful means with particular reference to the area of the Branch, in accordance with the policies of the Society.

## The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch Annual Report of the Management Committee continued

This is achieved through our Branch strategy, which aims to deliver a meaningful, measurable and sustainable improvement in animal welfare and the prevention of animal cruelty and suffering in our area – while supporting the delivery of the RSPCA’s “2021-2030: Together For Animal Welfare” strategy.

### Our Key Strategic Pillars:

By delivering key activities under the following six major strategic pillars, we contribute to the overall RSPCA strategic goal of ensuring that “*animals have a good life by rescuing and caring for those in need, by advocating on behalf of all animals, and by inspiring everyone to treat them with compassion and respect*”.

1. **Animal Welfare:** to make the greatest possible contribution to the rescue, rehabilitation, and rehoming of the most at risk, abused and neglected animals.
2. **Prevention:** to use outreach, education, and early intervention to prevent animal suffering and cruelty, and animals being born into an uncertain future.
3. **Advocacy and Engagement:** to use our influence, skills, and network to encourage legislation, policy development and collaborative working that protects and enhances animal welfare – in our Branch area and beyond it.
4. **Branch Sustainability:** to raise and economically use funds to ensure the medium and long-term financial sustainability and security of the Branch, and to rebuild our finances and resources after the impact of the COVID-19 pandemic.
5. **Branch Organisation and Governance:** to continue to evolve our systems, processes, digital capabilities, governance, and behaviours in order to run a robustly governed and efficient branch.
6. **Branch People:** to recruit and look after a motivated workforce, with the right skills (operational, clinical, commercial, and managerial), while creating a safe, progressive, open and empowering culture for all.

The principal activities of the Branch within each strategic pillar are to:

### 1. Animal Welfare.

- Run our Emergency Fostering Unit with maximum turnover and veterinary capacity, and an ability to help animals that are difficult to handle and rehome.
- Run Enfield Cattery with maximum rehoming capability to ensure a space is always available for a cat in need. If possible, we will also look to extend our facilities to maximise use of space and to temporarily house other species including rabbits and small furies.
- Operate our dog rescue and assessment operation through specialist kennels, in recognition of the particular skills needed to handle rescue dogs and the risks involved in dealing with ex-fighting or ex-guard dogs. Doing this will ensure that we never have to turn away a dog in need.
- Run a fostering scheme to protect the most vulnerable animals from shelter risk - including kittens; elderly, sick and convalescing animals; and unhomeable animals. We will support all of these animals so as to maximise their remaining quality of life and to minimise pain.
- Operate a compassionate euthanasia policy – no healthy, rehomeable animal will be euthanized, but we will on occasion choose a compassionate release for those we cannot free from suffering, under advice from a veterinary practitioner and/or behaviourist where applicable.
- Operate our feral/timid stables resiting programme with the help of the charity SNIP to prevent the need for euthanasia of cats not suited to a domestic environment.
- Operate our outreach programme 7 days per week, 365 days per year to help the most abused, neglected, vulnerable and at risk animals in the most deprived areas of London.
- Provide pinpoint community support and regular welfare visits to ongoing pockets of need (e.g. by stabilising multi-cat households with ongoing support).

We will also work with and through third parties to:

- Support the RSPCA Inspectorate by accepting animals from our area for rehabilitation and rehoming, and providing finance for rescue equipment. We will continue to review and enhance our support as the role and functions of the Inspectorate evolve.
- Support the Harmsworth Animal Hospital with equipment and networking out of recovering animals and allowing use of our dental suite.
- Support other charities and rescues by allowing use of our dental suite and by operating the London Rescue Network WhatsApp Group to share workload, resources and advice and enhance emergency rescue capability.

### 2. Prevention.

- Continue our administrative support of the landmark C4 Free Neutering For Cats Scheme, including by carrying out targeted promotion of the offer, fundraising, management of relationships with and payments to vets etc.
- Use our communications channels, shops, and outreach programme to educate and support pet owners, and to ask the public we help and third parties we work with to spread the word by leafleting and posterage on our behalf.
- Use our social media channels to raise awareness of specific issues related to the prevention of animal cruelty and suffering, and to support broader RSPCA and nationwide programmes.
- Directly support preventative interventions via targeted, case-by-case financial assistance for the neutering of dogs, rabbits, ferrets and small furies.

**The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch  
Annual Report of the Management Committee continued**

### **3. Advocacy and Engagement.**

- Use our communications channels, shops and outreach programme to advocate for animal welfare issues, causes and campaigns deemed important by Branch staff and Trustees.
- To support broader / overarching RSPCA national and regional campaigns by harnessing the above channels, and also by pursuing petitions, posters, MP letter and email campaigns.
- To advocate for good causes through our operational arrangements, including by adopting ethical investment policies.
- To provide financial support for advocacy and engagement campaigns on a case-by-case basis (e.g. when we are able to do so without impacting the sustainability of our branch, by providing donations to our International Department where the impact of even modest expenditure can improve the lives of billions of animals).
- We will also seek to maximise our impact by providing expertise and support to other RSPCA branches, via a commitment to supporting other branches with finance, shared resources, training and seconded staff to grow animal welfare capability.

### **4. Branch Sustainability.**

We intend to have a long-term, continual and reliable impact on animal welfare in our communities. Given that, we have an absolute intent to ensure the long-term financial sustainability of our branch. This is now a more pressing priority than ever as, like many other charities, our financial situation has been significantly challenged due to the impacts of the COVID-19 pandemic – during 2020/21 the branch had to draw on reserve funds to support ongoing animal welfare commitments, due to a loss of income from charity shops (closed) and fundraising (made difficult). Our plans will see us first stabilise and then strengthen our financial situation – and, whenever possible, see us do so without reducing day-to-day animal welfare and prevention activities.

Our activities in this pillar will see us contribute to the overall RSPCA strategic priority “04 - Support”. As a branch, we will directly:

- Build on progress by continuing to significantly overhaul our fundraising efforts, with the aim of developing another recurrent income stream alongside charity shop income.
- Develop our fundraising capabilities by rolling out a new members / donors management system (Donorfy) and increasing our tailored fundraising and legacy marketing efforts.
- Maximise the profitability of our charity shop portfolio by (i) continuing to exit the leases of unprofitable or underperforming shops, (ii) identifying new leases with profit potential, and (iii) supporting shop managers to increase profits. In 2021 we will look to do this while ensuring that shops are re-opened and operated in a COVID-safe manner, with respect shown for staff and customers.
- Review our expenditure on a rolling basis to ensure that we can proactively make choices and limit costs, when doing so is essential to the long-term survival of the branch and delivering a balanced operational budget.

### **5. Branch Organisation and Governance.**

- Maintain governance that is fit for purpose and in line with best practice and regulatory standards.
- Provide financial reports which are timely and forward facing
- Maintain strong financial controls with internal audit procedures.
- Comply with all relevant legislation and best practice including GDPR, COVID-19, and Health and Safety guidance – while ensuring that staff and Trustees fully understand all policies and procedures.
- Protect and maximise the use of all assets, to maximise the impact of the branch.
- Provide a timely telephone and email response service for the Inspectorate and the public.

### **6. Branch People.**

- Maintain workforce surveying and feedback gathering, and our clear whistleblowing policy.
- Review and consider the different needs of our various staff groups, including operational / clinical staff, managerial staff, shop staff, volunteers, and other groups (e.g. Government Kickstart scheme members).
- Develop a volunteer strategy to maximise recruitment and retention.
- Review our safeguarding policy and COVID-19 policies, to ensure that all staff are appropriately protected.
- Plan opportunities and progression for our key staff, while developing succession plans to minimise “key person risk”.
- Provide Royal Veterinary College students with the best experience possible while working with our branch, to increase their long-term impact on animal welfare.
- Assess the skills and capabilities of our Branch Trustees, with a view to upskilling existing trainees and to ensuring that any new Trustees recruited fill a branch skills requirement.
- Update our Trustee recruitment and onboarding processes, to ensure that appropriate and skilful Trustees are selected, and that new Trustees are onboarded robustly.

### **PUBLIC BENEFIT STATEMENT**

Our 7 days per week, 365 days per year outreach and care programme focuses on providing emergency care for those animals which have been mistreated, neglected, or abandoned, strays unable to cope with free living and animals at risk. We take in lost animals and take steps to reunite them with owners. The work benefits our local community including local authorities as it reduces the incidence of abandonment and cruelty and animals

**The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch  
Annual Report of the Management Committee continued**

straying and posing a risk to themselves and to people through road traffic accidents. The public knows that we assist animals in need which reduces their distress when they are able to report animal suffering and whilst we are primarily an animal charity, the service we offer pet owners who cannot assist their pets themselves in times of crisis can relieve much distress for owner as well as pet.

We support our local Inspectors by taking in, free of charge, mistreated or abandoned animals, including pets whose owners suffer ill health or financial difficulties or pass away. The Society's Inspectorate, as well as providing education, information, and advice, rescues the most abused and neglected animals at the extreme end of suffering and enforces laws against the cruel mistreatment of animals in England and Wales by bringing prosecutions. This work is key to 'the prevention or suppression of cruelty' part of the RSPCA objects and promotes humane sentiments towards animals which involves moral benefit to humankind as a whole.

The operation of the C4 Free Neutering for Cats Scheme across Greater London benefits those members of the public on low income by giving them financial help and promoting responsible pet ownership. Neutering has both behavioural and health benefits for the animal which in turn benefits the owner. Our neutering projects aim to neuter those pets of owners who find themselves unable to use conventional charity or other facilities due to lack of funds, transport or mobility. We particularly focus on those animals experiencing problems which would be solved in part or in full by neutering, such as aggression and fight injuries, unwanted and phantom pregnancies, and straying. An uncontrolled stray cat population can create a noise nuisance and environmental health problem to residents in the area and cause human distress at seeing hungry and sickly cats and kittens living on the streets and with an uncertain future. Therefore, a targeted neutering scheme provides public benefit by reducing these problems.

The Branch continues to help animals of owners who are unable to afford to pay veterinary fees but are ineligible for existing RSPCA or other charity facilities, where funds allow.

We aim to help the most desperate and difficult of dogs that come to our attention by accepting them into our emergency assessment system to avoid them ending up in the fighting circuit or as gang dogs. These are usually bull breeds or large breeds which have fallen into neglectful or vicious hands and need careful assessment and retraining to ensure they can become safe pets. Our thanks go to Gables Farm Kennels for the skill and kindness they demonstrate in handling these much maligned dogs which, through no fault of their own, can be extremely difficult to deal with and have never known the love and tenderness that a cherished pet should. This benefits the community by preventing dangerous dogs from being rehomed and giving those who are distressed at seeing how such animals are treated a place to go for help and advice.

We provide many volunteering opportunities for those who wish to support our work, including fostering, fundraising, retail opportunities and animal care. This benefits local people and companies by providing the possibility of doing work which is both compassionate and rewarding and offers experience which may assist participants in finding paid work. In particular we offer work experience for many veterinary students, most of whom will end up in private practice. By showing them the most disadvantaged animals in society we hope they will carry forward a passion to help stray animals in their future careers and support the work of local charities. In 2021 we became a Gateway Organisation for the Government's Kickstart Scheme to help young people at risk of long term unemployment to gain permanent work. This is of benefit to us in helping our charity shops return to profitability after the enforced closures of the Pandemic and in return we can offer training in transferable skills and employability support.

Our charity shops provide a valuable source of low-cost good quality recycled goods to the benefit of the public and the environment, and we also provide training opportunities for members of the public via schemes like the Kickstart Scheme.

The Branch responded to many hundreds of enquiries weekly from the public during the period, both direct and via the Society's national call centre, by way of telephone calls, texts, emails, and letters. The public benefits from knowing that we give advice and intervene to assist animals in need, which also assists the owner.

The reality of animal rescue in London is that all our resources and those of other charities are always overwhelmed with many more animals needing our help than can be accommodated. Our branch prides itself on using innovative ideas to assist as many of the most needy and at risk animals as our resources allow, using emergency boarding, networking with other charities, fostering arrangements and public appeals through networking media where our conventional facilities are full. Our aim is to not turn away any animal in desperate need that we can possibly find the means and resources to help. We aim not to say 'we are full' but to find another way to help and this benefits the public when they find themselves in distressing situations involving their pets or stray animals they find in need of help.

The trustees have reviewed the outcomes and achievements of our objectives and activities for the year, to ensure they remain focused on our charitable aims and continue to deliver benefits to the public. In deciding what activities the Branch should undertake we have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

## **ACHIEVEMENTS AND PERFORMANCE**

### ***Animal Welfare***

Our provision of animal welfare services is based out of our facilities at The RSPCA Emergency Fostering Unit, Unit 1G, 1 Thane Villas, Holloway, London, N7 7PH and RSPCA Enfield Cattery, 45 Primrose Avenue, EN2 0SZ.

In 2020 there was some unavoidable curtailment of our services due to COVID-19 related lockdowns and enforced closures (of both animal welfare-related activities and charity shops) but we remained as active as possible throughout. The emergency boarding, fostering, rehoming and outreach scheme helped 944 (2019: 1,565) of the most abused, neglected and at risk animals at the extreme end of suffering including cats, dogs, rabbits and other small furries. Our limited resources are concentrated on animals unable to find help elsewhere. Our thanks also go to the RSPCA Sir Harold

**The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch  
Annual Report of the Management Committee continued**

Harmsworth Animal Hospital, The Beaumont Sainsbury Animals' Hospital, the Royal Veterinary College, Gables Farm Kennels and all their staff for the help and support they offer us in our work and the kindness they show to all the rescue animals they help. We also thank our 259 participating C4 vets for offering charity rates for our Free Neutering Scheme which prevents so many kittens being born into an uncertain future where there are too few good homes.

In 2020 the Branch made full use of its state of the art dental suite at the Emergency Fostering Unit and 174 dentals were undertaken in 2020 (2019: 122) at considerably reduced cost compared with out-sourcing. We made the facility available to other charities at cost. The Branch also purchased a scanner in 2018 and did 14 in-house scans in 2020 (2019:15) to identify kidney, liver and gut problems, at great cost saving over private vet charges.

The Branch continued to administer the C4 Free Neutering for Cats Scheme across Greater London which is supported, both financially and with volunteer help, by HQ and the Greater London Branches of the RSPCA, Cats Protection HQ, The Mayhew Animal Rescue Home, Animal Aid & Advice, Cat Action Trust 1977, The Society for Neutering Islington's Pussies (SNIP), Battersea Dogs & Cats Home and many other London charities and animal welfare volunteers. The scheme aims to reduce the number of unwanted kittens being born each year by offering free neutering to cats of those on state benefits/pensions, unable to afford private veterinary fees, or feeding a stray, and is proving very effective in reducing the strain on the rescue system during kitten season. In 2020, despite routine neutering being classified as non essential during the first COVID National Lockdown requiring a temporary pause on the scheme, we neutered 8,066 needy cats (9,176 in 2019). By 31 December 2020 a total of 156,663 cats had been neutered under the scheme since its inception in 1999.

#### **Charity Shops**

The Branch now operates nine charity shops selling mostly donated goods as follows:

285 Caledonian Road, Islington, N1 1EF	6 Blackstock Road, Finsbury Park, N4 2DL
18 Broadway Parade, Crouch End, N8 9DE	389 Green Lanes, Palmers Green, N13 4JG
180 Stoke Newington High Street, N16 7JD	404, High Road, Tottenham, N17 9JB
123 Lower Clapton Road, Hackney, E5 0NP	27 High Street, Ealing W5 5DB
127 Northfield Avenue, Northfield, W13 9QR	

Unfortunately we had to close two shops permanently in 2020: 335 Archway Road, Highgate, N6 5AA which required substantial repairs that could not be justified by the profitability and 212-214 Baker Street, Enfield, EN1 3JY when the local authority landlord raised the rent by 375% which made it no longer viable. On 18 August 2020 we opened a new shop at 389 Green Lanes, Palmers Green, N13 4JG. National Lockdowns and enforced closures of non essential retail shops took its toll on the net funds generated from our shops in 2020 and new procedures such as social distancing and cleaning protocols have reduced profitability generally. Nevertheless, with the help of Local Authority retail grants and Government support via the Furlough scheme the shops still made a significant contribution to Branch funds. Total turnover for 2020 was £601,248 (2019: £1,294,763) against total operating costs before grants/furlough of £706,606 (2019: £791,503). Net losses before grants/furlough support were £105,358 (2019 net profit £503,260) but after grant/furlough support the net contribution of our shops for 2020 was £273,800. Our thanks go to all our shop managers for their hard work. We also thank all our wonderful shop volunteers for their dedication. We welcome our Kickstarter team in 2021 bringing their own valuable contribution. We estimate that the volunteers on our Board and in our animal centres and shops contributed some 80,000 hours of their free time during 2020 and over 100 fosterers opened up their homes to an animal in need. We thank all of them deeply for their support, dedication, and commitment.

#### **SUMMARY OF AIMS**

Short term aims:

- A period of operational stabilisation and normalisation; financial stabilisation and rebuilding of resources; and community and stakeholder re-engagement after COVID-19.
- Full engagement with the Main Society's 2021 Branch Engagement programme, which may result in changes to the roles and responsibilities of all RSPCA branches including this one.
- To continue to identify suitable sites for charity shops to offset anticipated future closures at lease ends

Medium term aims:

- To build capacity at Enfield Cattery by adding extra storeys to the site – or to purchase a suitable replacement
- To generate sufficient income to fund extra animal welfare workers on the ground

Long term aims:

- To establish a second Emergency Fostering Unit in west London from which to operate an outreach team
- To explore other retail opportunities including higher welfare cafes/restaurants/coffee vans
- To establish a means tested veterinary clinic for those unable to afford conventional facilities

#### **FINANCIAL REVIEW AND RESERVES POLICY**

The charity's funds are collected from membership subscriptions, shop sales, rehoming fees, donations, legacies, recycling schemes, collection boxes, e-bay sales, special fund-raising events and grants. In 2020 we received notification of legacies from the estate of the late Miss L D Maharaj and the late Ms. S M Hyde. Those who have remembered us in their will have our deepest gratitude and our thoughts go out to their loved ones. Collection and completeness of legacy income is outsourced to the RSPCA Main Society Legacy Department.

**The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch  
Annual Report of the Management Committee continued**

The branch has an unrestricted reserve level of £993,139 but after designations of £288,541 representing money unavailable for expenditure, £704,598 is free reserves available for future projects. A reasonable level of reserves is vital to cover the continuing liabilities arising from the shop leases, the Emergency Fostering Unit Lease, the freehold Enfield Cattery, the employment of staff and the animals we have in long term foster care. The economic effects of the Pandemic have strongly highlighted how vital it is to maintain a level of reserves that provide an adequate buffer for the extreme times we are currently experiencing and may experience again in the future. The free reserves represent 5 months of total expenditure.

The current reserves policy set by trustees is to keep a minimum of 3 months operational costs excluding the C4 Free Neutering for Cats Scheme restricted fund and excluding this fund we currently hold 6 months free reserves. We aim to keep a minimum C4 reserve of £75,000 to cover 3 months operational costs as our terms allow for a period of 3 months to submit voucher claims. Whilst our C4 reserves levels are currently below this at £39,943 we can shut down the C4 scheme very quickly in the event of a significant reduction in budget so the trustees are satisfied that reserve levels are adequate. In 'normal' times the Branch aims to achieve a modest surplus each year to build our unrestricted reserves level to allow for capital investment in future projects and repairs and renovations to our leasehold and freehold properties. During the pandemic we had to draw down on our reserves to maintain our animal welfare operation and our short term aim is to achieve a net balanced budget over the entire Branch area.

### **FUTURE DEVELOPMENTS**

2020 was defined by the COVID-19 pandemic and 2021 is likely to be no different. We hope that the temporary closure of our charity shops and temporary restrictions on homing, fostering, and events fundraising will not be repeated post August 2021 but events across the world make that far from certain. The full effect on the Branch income generation capability and finances is yet to fully play out and the trustees are monitoring the position closely and will do everything they can to protect staff and animals and emerge from this world crisis as undamaged as possible. In particular the financial impact of COVID on the Charity means that our plans for the development of Enfield Cattery are on hold for the time being until our income and reserves recover. Until we know if our shops will ever return to the profitability they once enjoyed we are minimizing costs, maximizing requests for government support and other financial assistance and taking all steps we can to protect our staff and to continue to help the most abused and neglected animals that rely on us.

In July 2021 we received a substantial lifetime donation from a supporter of £240,000 which will help us get back on our financial feet post COVID.

### **INVESTMENT POLICY**

The Committee members, who are trustees, have wide powers of investment governed and restricted by the Royal Society for the Prevention of Cruelty to Animals Investment Act 1958. Our reserves are invested in three banks to spread the risk.

### **FUNDRAISING**

The Branch does not have a commercial participator or professional fundraiser agreement. Our main source of fundraising is charity shops, but we are diversifying into operating a fundraising database and are registered with The Fundraising Regulator. We do have a vulnerable person's policy as we deal with many vulnerable people in our outreach programme who may seek to give us donations voluntarily in response to the help we give them with their animals. We do have a complaints policy to deal with all types of complaints in a prompt and professional manner. We are committed to operating at the highest level of best practice in our fundraising activities.

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

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

The law applicable to charities in England and Wales requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and the relevant version of 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 (FRS 102).

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in March 2005;
- 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 accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011. 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.

Dan Caines

Date 23/09/2021

Chair, on behalf of the Board of Trustees

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS CENTRAL, WEST & NORTH EAST LONDON BRANCH

### Opinion

We have audited the financial statements of **The Royal Society for the Prevention of Cruelty to Animals Central, West & North East London Branch** the 'charity' for the year ended 31<sup>st</sup> December 2020 which comprise the statement of financial activities, balance sheet, 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 charity's affairs as at 31<sup>st</sup> December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### 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 charity 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 charity'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 contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

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

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6 the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

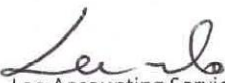
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting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

- Inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations.
- Enquiries with the same concerning any actual or potential litigation or claims.
- Inspection of relevant legal correspondence and review of board minutes.
- Testing the appropriateness of journal entries.
- Performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud, with particular focus on areas affecting the recognition of revenue.

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

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.<sup>7</sup>



Lee Accounting Services 2018 Limited  
T/A Lee & Co  
Chartered Accountants  
Statutory Auditor

26 High Street  
Rickmansworth  
Hertfordshire  
WD3 1ER

Date: 23/09/21

Lee Accounting Services 2018 Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

## RSPCA CENTRAL, WEST & NORTH EAST LONDON BRANCH

Charity No. 248489

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2020

Notes	Unrestricted fund	Restricted C4 fund Note 8	Restricted Enfield Note 8	Restricted Richmond Note 8	2020 Total	2019 Total	
	£	£	£	£	£	£	
<b>Income from:</b>							
Donations and legacies	2	560 098	-	40 916	33 886	634 900	179 923
Trading activities	3	601 248	-	-	-	601 248	1 294 763
Investments	4	936	-	-	128	1 064	2 075
Charitable activities:	5	45 907	293 577	9 455	5 330	354 269	356 219
<b>Total income</b>		<b>1 208 189</b>	<b>293 577</b>	<b>50 371</b>	<b>39 344</b>	<b>1 591 481</b>	<b>1 832 980</b>
<b>Expenditure on:</b>							
Raising funds:	6	733 715	-	-	-	733 715	794 540
Charitable Activities:	7	448 965	298 299	102 869	58 439	908 572	1 071 914
<b>Total expenditure</b>		<b>1 182 680</b>	<b>298 299</b>	<b>102 869</b>	<b>58 439</b>	<b>1 642 287</b>	<b>1 866 454</b>
<b>Net movement in funds</b>		<b>25 509</b>	<b>(4 722)</b>	<b>(52 498)</b>	<b>(19 095)</b>	<b>(50 806)</b>	<b>(33 474)</b>
<b>Total funds at start of period</b>		<b>967 630</b>	<b>44 665</b>	<b>241 172</b>	<b>105 998</b>	<b>1 359 465</b>	<b>1 156 910</b>
Revaluation of the freehold Enfield Cattery		-	-	-	-	-	236 029
<b>Total funds at end of period</b>		<b>993 139</b>	<b>39 943</b>	<b>188 674</b>	<b>86 903</b>	<b>1 308 659</b>	<b>1 359 465</b>

**RSPCA CENTRAL, WEST & NORTH EAST LONDON BRANCH**  
**Charity No. 248489**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Notes		£ 2020		£ 2019
<b>Fixed Assets</b>					
Tangible Assets	10		373,168		395,691
Investments - war stock Richmond			-		100
<b>Current Assets</b>					
Debtors receivable within one year	11	257,127		167,695	
Debtors receivable after more than one year		44,855		37,980	
Bank		704,687		897,305	
		<u>1,006,669</u>		<u>1,102,980</u>	
Creditors payable within one year	12	(71,178)		(103,962)	
Provisions for liabilities and charges	13	-		(35,344)	
		<u>(71,178)</u>		<u>(139,306)</u>	
<b>Net Current Assets</b>			<b>935,491</b>		<b>963,674</b>
<b>Net Assets</b>			<u><b>1,308,659</b></u>		<u><b>1,359,465</b></u>
<b>FUNDS</b>					
Unrestricted Funds (General Purposes Fund)	14	704,598		785,887	
Unrestricted Funds - Designated Fund	16	288,541		181,743	
Total Unrestricted Funds		<u>993,139</u>		<u>967,630</u>	
Restricted Fund - C4 Neutering Project	14	39,943		44,665	
Restricted Fund Enfield operational losses	14	(47,355)		5,143	
Restricted fund Enfield Revaluation Reserve	14	236,029		236,029	
Net restricted fund Enfield		<u>188,674</u>		<u>241,172</u>	
Restricted Fund Richmond	14	86,903		105,998	
		<u>1,308,659</u>		<u>1,359,465</u>	

These accounts were approved by the Trustees on: 23/09/21

Trustee: DC Caines  
(Daniel Caines - Chair)

Trustee: CO Beaumont-Kernig Treasurer

Trustee: K. Pull (Deputy Treasurer)

## RSPCA CENTRAL, WEST & NORTH EAST LONDON BRANCH

Charity No. 248489  
CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2020

	2020	2019
Cash Flows from operating activities:		
Net cash provided by (used in) operating activities	<b><u>(175 572)</u></b>	<b><u>229 962</u></b>
Cash flows from investing activities:		
Purchase of tangible fixed assets	(18 110)	(6 250)
Proceeds from the sale of fixed assets	-	-
Interest received	<u>1 064</u>	<u>2 075</u>
Net cash provided by (used in) investing activities	<b><u>(17 046)</u></b>	<b><u>(4 175)</u></b>
Change in cash and cash equivalents in the reporting period	(192 618)	225 787
Cash and cash equivalents at the beginning of the reporting period	<u>897 305</u>	<u>671 518</u>
Cash and cash equivalents at the end of the reporting period	<b><u><u>704 687</u></u></b>	<b><u><u>897 305</u></u></b>

### A. Reconciliation of net income to net cash flow from operating activities

	2020	2019
	£	£
Net income for the reporting period	(50 806)	(33 474)
Adjustments for:		
(Increase) / decrease in debtors receivable within one year	(89 432)	207 109
(Increase) / decrease in debtors receivable after more than one year	(6 875)	-
Increase / (decrease) in creditors	(32 784)	1 956
Increase / (decrease) in provisions	(35 344)	5 844
Add back non cash depreciation charge	40 633	50 602
Add loss on disposal of fixed assets	100	-
Bank interest	(1 064)	(2 075)
Net cash provided by (used in) operating activities	<b><u>(175 572)</u></b>	<b><u>229 962</u></b>

**RSPCA Central, West & North East London Branch**  
**Charity No. 248489**  
**NOTES TO THE ACCOUNTS**  
**For the Year Ended 31 December 2020**

**1. ACCOUNTING POLICIES**

**a) Basis of preparation of Financial Statements**

These accounts have been prepared on an historical cost basis, (with the exception of the freehold Enfield Cattery which is held at estimated market value less depreciation, see f below), and in accordance with the requirements of the Charities Act and applicable accounting standards and follow the recommendations in the Statement of Recommended Practice (SORP) 2015 / FRS102. The accounts (financial statements) have been prepared in accordance with the relevant version of 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 (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the relevant version of 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 (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

**b) Going Concern**

The financial statements have been prepared on a going concern basis despite the uncertainties generated by the COVID crisis. The trustees are taking all steps necessary to ensure the viability of the Branch and believe they have adequate reserves to ensure financial sustainability. Hence there are no material uncertainties regarding going concern.

**c) Income**

Donations, legacies and other income are recognised once the charity has entitlement to the income, when their receipt is probable and their monetary value can be measured with sufficient reliability.

Restricted income received by the charity is accounted for separately as restricted funds and is used for the purposes specified by the donor.

A considerable amount of value is donated to the charity by way of donated stock to sell in our charity shops and volunteer time in fundraising and animal care.

It is considered impractical to measure the fair value of the stock of goods donated for resale or distribution so they are recognised as income when they are sold or distributed.

It is considered impractical to measure the fair value of donated services or facilities although it is recognised that volunteer time represents a significant benefit to the charity.

There are currently no material donated professional services or donated facilities.

**d) Grants**

A grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are receivable.

A grant that imposes specified future performance conditions on the recipient is recognised in income only when the performance-related conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

**e) Expenditure**

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

All expenditure is inclusive of irrecoverable VAT.

**f) Tangible fixed assets and depreciation**

The freehold property Enfield Cattery is carried at its estimated market value of £300,000 based on its development potential less depreciation at 2% per annum on the building value of £50,000.

The cattery is in a residential area but is a customised building for which it is difficult to find comparables but the trustees believe that £300,000 represents the minimum sum achievable on sale.

The value of Enfield Cattery at historical cost prior to the revaluation was cost £55,751 plus property improvements £73,441 less depreciation on property improvements £65,221 = £63,971.

The revaluation to market value of £300,000 led to a revaluation reserve of £236,029.

Fixtures, fittings and equipment at the freehold cattery are being depreciated on a 10% reducing balance basis. The Enfield van is being depreciated on a 10% reducing balance basis.

Capitalised leasehold improvements and equipment in the Fostering Unit are being depreciated over the 12 year term of the lease where it is expected they will have a useful

lifetime over that period. Other equipment is depreciated over its expected useful life.

The investment in the vet room is fully depreciated. The investment in the dental suite and other equipment is being depreciated on a straight line basis over the period to the end of the unit lease.

The capitalised leasehold improvements and equipment for the charity shops are depreciated on a straight line basis over the period to the first break clause in the lease.

Vehicles are depreciated on a straight line basis over their expected working life, generally considered to be four years.

**RSPCA Central, West & North East London Branch**  
**Charity No. 248489**  
**NOTES TO THE ACCOUNTS**  
**For the Year Ended 31 December 2020**

**g) Investments and interest receivable**

The Branch currently holds no investments.

Bank interest is included at the point the interest is paid to the Branch

**h) Operating leases**

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**i) Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due

**j) Liabilities and provisions**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of the settlement can be measured reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Under-utilised provisions for shop repairs and dilapidations were reversed in 2020.

**k) Financial instruments**

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Branch does not currently have any bank loans or any other loans.

**l) Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year

**m) Fund accounting**

Restricted funds are funds where the donor has required that the donation be spent on a particular purpose or where a branch merger has arisen which requires under Branch Rules for the transferred funds to be spent in the area of the original branch. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Designated funds are funds apportioned for a specific purpose or funds already spent for instance on the charity's tangible fixed assets which are fundamental to the charity being able to perform its charitable work and thereby achieve its charitable objectives so that the value represented by such assets should not be regarded as immediately realisable

General funds are unrestricted funds which are available to use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes

A revaluation reserve represents the difference between the market value of a fixed asset and the amount spent on purchasing and improving the asset

**n) Taxation**

The charity is exempt from tax due on income and gains falling within section 505 of the Income & Corporation Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

RSPCA Central, West & North East London Branch

Charity No. 248489

NOTES TO THE ACCOUNTS

For the Year Ended 31 December 2020

	Unrestricted £	Restricted C4 £	Restricted Enfield £	Restricted Richmond £	2020 Total Funds £	2019 Total Funds £
<b>2. Income from Donations and Legacies</b>						
Legacies and trusts	14 609		475		15 084	34 460
Donations	11 220				11 220	5 289
Subscriptions	1 066		118	170	1 354	2 436
Local authority grants for retail support - COVID	255 715				255 715	-
Furlough grants - retail staff	123 443				123 443	-
Furlough grants animal welfare staff	37 186		8 446	4 763	50 395	
RSPCA Branches Emergency fund - COVID	29 516		6 704	3 780	40 000	-
In loving memory of Alex Davies	-				-	50
Donations Pets At Home	741				741	1 425
Special collections and fundraising	11 083				11 083	2 568
Door Grant	75 519		25 173	25 173	125 865	133 695
	<u>560 098</u>	<u>-</u>	<u>40 916</u>	<u>33 886</u>	<u>634 900</u>	<u>179 923</u>
<b>3. Income from trading activities</b>						
Shop Sales	601 248				601 248	1 294 763
<b>4. Income from investments</b>						
Bank interest	936			128	1 064	2 075
<b>5. Income from charitable activities</b>						
C4 Free Cat Neutering Scheme	8	293 577			293 577	289 613
Contracts for services with other RSPCA Branches	5 485		1 246	702	7 433	-
Lend A Paw Save an Animal monthly giving donations	4 280				4 280	3 323
Animal fostering and rehoming scheme income	36 142		8 209	4 628	48 979	63 283
	<u>45 907</u>	<u>293 577</u>	<u>9 455</u>	<u>5 330</u>	<u>354 269</u>	<u>356 219</u>
<b>6. Expenditure on raising funds</b>						
Shop operating costs	706 606				706 606	791 503
N13 shop start up costs	18 673				18 673	600
Fundraising costs	216				216	216
Support costs	8 220				8 220	2 221
	<u>733 715</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>733 715</u>	<u>794 540</u>
<b>7. Expenditure on charitable activities</b>						
Fostering and animal Centre vet fees	91 982		20 892	11 780	124 654	160 932
Fostering and animal centre food, litter and consumables	36 081		8 195	4 621	48 897	111 155
Animal centre premises and utilities costs	70 134		15 930	8 981	95 045	102 992
Animal centre depreciation	19 701		5 475	2 523	27 699	34 687
Animal centre and outreach wages and salaries	201 902		45 858	25 857	273 617	293 717
Other Vet Fees C4		293 157			293 157	316 289
Emergency Boarding fees	2 600		591	333	3 524	9 559
Clinic fees					-	3 040
Fieldworkers' vehicle and travel costs	20 150		4 577	2 580	27 307	23 443
Fieldworkers' mobile telephone costs	3 346		760	429	4 535	2 837
Enfield cattery development project					-	3 774
Donation to C4 Free Neutering Scheme				1 000	1 000	-
Printing, postage, stationery and admin of C4 scheme		3 550			3 550	5 232
Support Costs	3 069	1 592	591	335	5 587	4 257
	<u>448 965</u>	<u>298 299</u>	<u>102 869</u>	<u>58 439</u>	<u>908 572</u>	<u>1 071 914</u>

**RSPCA Central, West & North East London Branch**  
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**NOTES TO THE ACCOUNTS**  
For the Year Ended 31 December 2020

**8. Restricted funds**

**C4 Free Neutering for Cats Scheme**

The Branch is the administering charity of the Cat Care and Control Consortium (Greater London), a group of seven charities who meet regularly to pool information and resources and to avoid duplication of effort and increase the effectiveness of cat care in London. The main project of the Consortium is the Free Neutering for Cats Scheme which aims to reduce the number of unwanted kittens born each year by offering free neutering on a means tested basis. Many charities, both small and large, work with us on this project, and this year 9,066 cats (2019 9,176 cats) were helped by the scheme. During the first COVID National Lockdown neutering was deemed non-essential care so caused a temporary pause in the scheme. Over 158,000 cats have been neutered under the scheme since 1999.

	2020	2019
Funding was provided as follows:		
RSPCA Branches and Grants	108 490	108 122
Cats Protection Grant	152 087	169 491
Cat Action Trust 1977 Grant	20 000	-
Animal Aid & Advice Grant	5 000	2 000
Battersea Dogs & Cats Home	10 000	10 000
	<u>293 577</u>	<u>289 613</u>

**Ealing, Hounslow & District Branch Merger**

On 15 February 2016 RSPCA Central and North East London Branch merged with Ealing, Hounslow & District Branch. Year on year all money generated in the Ealing area is spent in full, and much more, in helping Ealing animals so it is not appropriate to continue the restricted fund. All reserves were spent in the area.

**RSPCA Richmond, Twickenham & Barnes Branch Merger**

On 26 May 2018 the Branch merged with RSPCA Richmond, Twickenham and Barnes Branch. Funds transferred in and funds subsequently specifically generated are restricted for use in the old branch area.

**RSPCA Enfield & District Branch Merger**

On 1 August 2019 the Branch merged with RSPCA Enfield & District Branch. Funds transferred in and funds subsequently generated are restricted for use in the old branch area. Within the Enfield restricted fund a sum of £22,219 which was restricted for use in maintaining Enfield Cattery has been fully utilised.

The 2019 comparative Statement of Financial Activities split between restricted funds is shown below:

2019	Unrestricted fund £	Restricted C4 fund £	Restricted Enfield £	Restricted Richmond £	2019 Total £
<b>Income from:</b>					
Donations and legacies	125 868	-	26 951	27 104	179 923
Trading activities	1 239 294	-	55 469	-	1 294 763
Investments	2 075	-	-	-	2 075
Charitable activities:	49 203	289 613	11 075	6 328	356 219
<b>Total income</b>	<u>1 416 440</u>	<u>289 613</u>	<u>93 495</u>	<u>33 432</u>	<u>1 832 980</u>
<b>Expenditure on:</b>					
Raising funds:	750 682	-	43 858	-	794 540
Charitable Activities:	560 084	322 167	158 464	31 199	1 071 914
<b>Total expenditure</b>	<u>1 310 766</u>	<u>322 167</u>	<u>202 322</u>	<u>31 199</u>	<u>1 666 454</u>
<b>Net movement in funds</b>	<u>105 674</u>	<u>(32 554)</u>	<u>(108 827)</u>	<u>2 233</u>	<u>(33 474)</u>
<b>Total funds at start of period</b>	<u>861 956</u>	<u>77 219</u>	<u>113 970</u>	<u>103 765</u>	<u>1 156 910</u>
Funds transferred in on merger	-	-	-	-	-
Revaluation of the freehold Enfield Cattery	-	-	236 029	-	236 029
<b>Total funds at end of period</b>	<u>967 630</u>	<u>44 665</u>	<u>241 172</u>	<u>105 998</u>	<u>1 359 465</u>

**9. Allocation of Support Costs**

	Allocated to charitable activities unrestricted	Allocated to fundraising unrestricted	Allocated to restricted fund C4	Allocated to restricted fund Enfield	Allocated to restricted fund Richmond	2020	2019
Audit fees*	1 371	2 375	929	312	176	5 163	1 443
AGM costs	93	161	63	21	13	351	387
Branch insurance	506	877	343	115	65	1 906	1 641
Printing postage and stationery	471	1 200	-	-	-	1 671	918
Miscellaneous	184	320	125	42	24	695	1 192
Website costs	179	311	121	41	23	675	250
Payroll costs*	586	1 535	-	133	75	2 329	756
Employment allowance*	(1 006)	(2 636)	-	(228)	(128)	(4 000)	(960)
HR/Health & Safety contract*	463	1 214	-	105	60	1 842	589
Meeting costs	15	28	11	4	2	60	80
Bank charges*	207	2 835	-	47	26	3 115	182
<b>Total</b>	<u>3 069</u>	<u>8 220</u>	<u>1 592</u>	<u>591</u>	<u>335</u>	<u>13 807</u>	<u>6 478</u>

Support costs are allocated individually based on their estimated relative benefit to charitable, fundraising and restricted fund activities. The split is revised annually. In 2020 we have not pre-allocated support costs to trading activity (2019 ' categories were net of pre-allocation) We believe this better allows support costs to be monitored and allocated.

**RSPCA Central, West & North East London Branch**

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**NOTES TO THE ACCOUNTS**

For the Year Ended 31 December 2020

10. Tangible Assets Used by the Charity	Designated Vehicles & Equipment	Designated Leasehold Improvements	Enfield Cattery Freehold Property	Restricted Enfield Fixtures, fittings Equipment	Restricted Enfield Motor Vehicle	Total
	£	£	£	£	£	£
Cost						
At 1 January 2020	89 693	309 663	300 000	38 646	8 204	746 206
Additions In Year		18 110				18 110
Disposals in year	(14 256)	(1 305)				(15 561)
At 31 December 2020	<u>75 437</u>	<u>326 468</u>	<u>300 000</u>	<u>38 646</u>	<u>8 204</u>	<u>748 755</u>
Depreciation						
At 1 January 2020	57 527	254 806	-	30 402	7 780	350 515
Disposals in the year	(14 256)	(1 305)				(15 561)
Charge for Year	13 968	24 799	1 000	824	42	40 633
At 31 December 2020	<u>57 239</u>	<u>278 300</u>	<u>1 000</u>	<u>31 226</u>	<u>7 822</u>	<u>375 587</u>
Net Book Value						
At 31 December 2020	<u>18 198</u>	<u>48 168</u>	<u>299 000</u>	<u>7 420</u>	<u>382</u>	<u>373 168</u>
At 31 December 2019	<u>32 166</u>	<u>54 857</u>	<u>300 000</u>	<u>8 244</u>	<u>424</u>	<u>395 691</u>
Restricted			177 901	7 420	382	185 703
Designated unrestricted	18 198	48 168	121 099			187 465
	18 198	48 168	299 000	7 420	382	373 168

The Freehold property Enfield Cattery was revalued as at 31 December 2019 at £300,000 based on its development potential. The cattery is situated in a residential area but is a customised building for which it is difficult to find comparables but the trustees believe that £300,000 represents the minimum achievable on sale. The value of Enfield Cattery at historical cost prior to the revaluation was cost £55,751 plus property improvements £73,441 less depreciation on property improvements £65,221 = £63,971. The revaluation to market value of £300,000 led to a revaluation reserve of £236,029. The Enfield restricted fund ran out of cash to fund the Enfield operation so part of the value of the freehold property was transferred into the unrestricted fund in return for operational expenditure.

11. Debtors	2020	2019
Receivable within one year		
VAT	14 399	11 209
Legacy Debtor	21 012	5 928
Government grants (retail and furlough)	34 716	-
Gift Aid	2 194	-
Prepayments and accrued income	184 806	150 558
	<u>257 127</u>	<u>167 695</u>
Receivable after more than one year		
Leasehold deposits	<u>44 855</u>	<u>37 980</u>
12. Creditors payable within one year	2020	2019
Trade creditors	50 033	63 111
Accruals	20 834	39 010
Other creditors	311	1 841
	<u>71 178</u>	<u>103 962</u>
13. Provisions		
Opening balance 1 January 2020	35 344	29 500
Provision for shop repairs raised in year	-	11 831
Provisions removed on shop closure	(5 000)	-
Provisions utilised for shop repairs	(4 966)	(5 987)
Provision removed	(25 378)	-
Closing balance 31 December 2020	<u>-</u>	<u>35 344</u>

The provisions related to shop repairs and dilapidations at the lease ends. However due to lack of utilisation in the past they have now been fully reversed.

14. Statement of funds 2020	Balance at 1 January 2020	Income	Expenditure	Transfers in and (out)	Balance at 31 Dec 2020
General fund	785 887	1 208 189	(1 182 680)	(106 798)	704 598
Designated fund	181 743			106 798	288 541
	<u>967 630</u>	<u>1 208 189</u>	<u>(1 182 680)</u>	<u>-</u>	<u>993 139</u>
C4 fund	44 665	293 577	(298 299)	-	39 943
Enfield fund	241 172	50 371	(102 869)	-	188 674
Richmond fund	105 998	39 344	(58 439)	-	86 903
	<u>391 835</u>	<u>383 292</u>	<u>(459 607)</u>	<u>-</u>	<u>315 520</u>
Total funds	<u>1 359 465</u>	<u>1 591 481</u>	<u>(1 642 287)</u>	<u>-</u>	<u>1 308 659</u>

## RSPCA Central, West & North East London Branch

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### NOTES TO THE ACCOUNTS

For the Year Ended 31 December 2020

#### Statement of Funds 2019

	Balance at 1 January 2019	Income	Expenditure	Transfers in and (out)	Balance at 31 Dec 2019
<b>Unrestricted funds</b>					
General fund	630 478	1 416 440	(1 310 766)	49 735	785 887
Designated fund	231 478			(49 735)	181 743
	<u>861 956</u>	<u>1 416 440</u>	<u>(1 310 766)</u>	<u>-</u>	<u>967 630</u>
<b>Restricted funds</b>					
C4 fund	77 219	289 613	(322 167)	-	44 665
Enfield fund	113 970	93 495	(202 322)	236 029	241 172
Richmond fund	103 765	33 432	(31 199)	-	105 998
	<u>294 954</u>	<u>416 540</u>	<u>(555 688)</u>	<u>236 029</u>	<u>391 835</u>
					-
<b>Total funds</b>	<u>1 156 910</u>	<u>1 832 980</u>	<u>(1 866 454)</u>	<u>236 029</u>	<u>1 359 465</u>

#### 15. Analysis of assets and liabilities

	Unrestricted Fund including part revaluation reserve	Restricted C4	Restricted Enfield including part revaluation reserve	Restricted Richmond	Total funds
Tangible fixed assets	187 465		185 703		373 168
Debtors receivable within one year	167 034	87 122	2 971		257 127
Debtors receivable after one year	44 855				44 855
Cash at bank and in hand	617 784			86 903	704 687
Creditors payable within one year	(23 999)	(47 179)	-	-	(71 178)
Net assets at 31 December 2020	<u>993 139</u>	<u>39 943</u>	<u>188 674</u>	<u>86 903</u>	<u>1 308 659</u>

#### 16. Designated funds

The Charity's tangible fixed assets are vital to being able to perform its charitable works and achieve its charitable objectives and as such are funds already spent and not immediately realisable so are included in the designation.

The investment in leasehold improvements and three months rent deposits on the Emergency Fostering Unit and the charity shops also ties up cash which is no longer available for other projects. The unrestricted fund share of the revaluation reserve relating to Enfield Cattery is also ringfenced as only realisable as cash on sale. The Branch is a going concern so does not raise provision for redundancy costs but considers it prudent to ring-fence the total potential redundancy liability as this money is not available for expenditure on projects.

	2020 Unrestricted	2019 Unrestricted
Capitalised equipment and leasehold improvements and part revaluation reserve	187 465	87 023
Cash deposits held by landlords of unit and charity shops	44 855	37 980
Potential redundancy costs at 31 December 2020	56 221	56 740
Money unavailable for expenditure at 31 December 2020	<u>Designated 288 541</u>	<u>181 743</u>

**RSPCA Central, West & North East London Branch**  
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 For the Year Ended 31 December 2020

**17. Trustees' Expenses and Related Party Transactions**

No members of the Management Committee nor any person connected with them has received, or is due to receive any remuneration for the year nor financial benefit, directly or indirectly from the charity's funds. Expense claims are made only in relation to reimbursement of specific items paid on behalf of the charity. No general expense claims were made by trustees in 2020 or 2019.

The following were received from or paid to RSPCA HQ and other RSPCA Branches. Each Branch is a separate registered charity from the main RSPCA and from other RSPCA Branches and Branches are separately managed and financed

Related party transactions income	2020 Total Owed at year end	2020 Total Owed at year end	2019 Total Owed at year end	2019 Total Owed at year end
Branch Emergency Fund Grant from pooled RSPCA Branch Funds	40 000	-	-	-
Door grant from RSPCA HQ	125 865	-	133 695	-
Neutering grant from RSPCA HQ	1 547	-	12 130	3 624
C4 Alibekier Legacy from RSPCA HQ	77 020	55 141	70 030	33 474
C4 Regional Board Grant from RSPCA HQ	7 500	7 500	15 000	-
C4 donations from RSPCA Branches	21 970	6 148	23 093	2 093
RSPCA Branch contracts for services	7 308	5 383	21 017	4 602

**Related party transactions expenditure**

RSPCA Trading Ltd purchases net of reclaimable VAT	3 409	-	11 884	-
RSPCA HQ purchases of veterinary drugs and consumables	37 804	5 968	71 660	19 030
RSPCA Hamsworth Hospital Veterinary Services	4 985	-	2 581	-
RSPCA Hillingdon Branch	-	-	3 040	-

**Key Management Personnel Remuneration**

2020	2019
45 882	48 763

**18. Staff Costs**

	2020	2019
Remuneration	622 927	671 934
Employer's National Insurance net of Employment Allowance	30 041	36 454
Employer's pension contribution	8 351	8 663
Average number of employees	44	48
Average Number of full time equivalent employees	31	34
Number of employees earning more than £60,000	-	-

**19. Operating lease commitments**

At 31 December 2020 total future minimum lease payments under non-cancellable operating leases were as follows:

	Leasehold buildings unrestricted 2020	Leasehold Buildings restricted 2020	Leasehold buildings unrestricted 2019	Leasehold Buildings restricted 2019
Not later than one year	327 861	-	304 135	3 333
Later than one and not later than five years	928 927	-	904 556	-
Later than five years	453 421	-	508 375	-
	<b>1 710 229</b>	<b>-</b>	<b>1 717 066</b>	<b>3 333</b>

Total payments made under operating leases in the year were £337,332 (2019 £306,389)

**20. Net income/(expenditure)**

2020	2019
5 163	3 798

This is stated after charging audit fees

**21. Grants Receivable**

	2020	2019
Door grant	125 865	133 695
Neutering grant	1 547	12 130
Local authority retail grants	255 715	-
Furlough grants - retail staff	123 443	-
Furlough grants - animal welfare staff	50 395	-
Branch Emergency Fund grant	40 000	-

The Door Grant is a distribution of shared fundraising income to the Branches from the Main Society. There are no conditions attached to this grant.

The neutering grant is a grant paid out to RSPCA branches with less than one year's free reserves and represents 50% of neutering costs of cats, dogs and rabbits for rehoming and feral cats returned to site. It was discontinued at the end of June 2020.

The local authority retail grants related to enforced closure of non-essential shops due to the COVID-19 pandemic - our charity shops

The furlough grants related to staff placed on furlough due to the closure of non-essential shops and lockdown when one of our animal centres was also closed for a period

The Branch Emergency Fund grant was an initiative by RSPCA Branches forming a fund for those struggling due to the pandemic.

Due to the closure of our charity shops reducing our income substantially but our need to remain operational for animal welfare we were able to benefit from this fund

**22. Ultimate controlling party**

RSPCA Branches are separately registered charities from the main Society and are separately managed and financed and there is no ultimate controlling party.