

The Devon Horse and Pony Sanctuary

Trustees' Report and Financial Statements

Year ended 30 June 2021

Charity registration number: 280784

The Devon Horse and Pony Sanctuary

Reference and administrative information

Registered charity name	The Devon Horse and Pony Sanctuary
Charity registration number	280784
Governing Instrument	Declaration of Trust dated 1 July 1980 (amended 3 April 2010)
Registered address	The Devon Horse and Pony Sanctuary The Old Barn Southcott Manaton Devon TQ13 9UW
Trustees	Mr R Phillips (Chairman) Ms A J Stokes (Secretary) Ms L C Pinno Ms L Henwood
Bankers	National Westminster Bank Plc 45 Fore Street Bovey Tracey Devon TQ13 9BP Credit Agricole Charente Perigord Brantome Bp 15 Brantome 24310 Brantome En Perigord France CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent examiner	Francis Clark LLP Chartered Accountants Sigma House Oak View Close Edginswell Park Torquay TQ2 7FF
Charity solicitors	Foot Anstey Senate Court Southernhay Gardens Exeter EX1 1NT

The Devon Horse and Pony Sanctuary

Annual Report and Financial Statements

Year ended 30 June 2021

Contents	Page
Trustees' Report	1
Statement of Trustees' Responsibilities	8
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11
Notes to the Financial Statements	12

The Devon Horse and Pony Sanctuary

Annual Report and Financial Statements

Year ended 30 June 2021

The trustees have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 30 June 2021.

Structure, Governance and Management

The governing document of the charity is its trust deed dated 1 July 1980, as amended on 3 April 2010.

The number of trustees is limited to seven and meetings will be quorate when three trustees are present.

The Devon Horse and Pony Sanctuary ("DHAP") is a member of The National Equine Company.

All trustees give their time voluntarily and receive no remuneration or other benefits.

Objects and Activities of the Charity and Achievements for the Year

The charity's objects are:

- To expose prevent and relieve cruelty to horses and ponies (donkeys and mules) and to protect them from unnecessary suffering and for that purpose to promote knowledge of their proper care and treatment among the public.
- To relieve pain and suffering in horses or ponies which for any reason permanently or temporarily unfit for work or in need of care by the provision of maintenance and management of a sanctuary or sanctuaries stabling and grazing or by the provision of suitable work situations under the supervision of the sanctuary or by arranging for their painless destruction or by any combination of such means aforesaid.
- To provide facilities for recreation or other leisure-time occupation in the interests of social welfare for the benefit of physically handicapped children or mentally handicapped children in need of such facilities by reason of their youth infirmity and disablement with the object of improving their condition of life. Chairman's Report The Trustees, who meet on a regular basis, direct the charity's policy and general management of the sanctuaries.

Public Benefit

The trustees are mindful of the expectation placed on charities to provide a public benefit. All decisions and future plans are made with due regard to the current Charity Commission's Guidelines.

History in brief

The Devon Horse and Pony sanctuary has been in existence since 1976 and became a registered charity in 1981. Sylvia and Terry Phillips, the original founders and trustees worked tirelessly to ensure that the ponies, horses and donkeys that came to the sanctuary received the best possible care. We continue that commitment and since 1981 to present day the numbers of animals that have a home with DHAPS have remained fairly constant at between forty and fifty and approximately forty out on loan.

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

The Charity has continued to support and care for unwanted sick and neglected animals. Despite age related problems and various long-term infirmities, which the animals had when they came to the sanctuary, all are in remarkable health and appear very happy with their circumstances. This can be attributed to the dedication and professional care given to these animals by the staff and volunteers at the sanctuaries.

This reporting period has continued to have been a difficult and troubling time, uncertainty and restrictions have curtailed some of the work that we already do and has had an effect on some of the plans in place for the coming year.

During this reporting year we have continued to build on our good work with local community organisations dedicated to helping young people with mental health issues. We have found that visits by small groups, normally two to four including carers has been the most effective.

A combination of time spent with our wonderful animals and the remote and peaceful location has proved to be of great benefit. Not only to our visitors but also to the horses, ponies and donkeys in our care. They welcome the attention and stimulation provided by our visitors.

As we are learning to live with the pandemic, we can now focus on our primary work of helping equines and people in need.

The trustees recognise that as a modern charitable organisation we must be flexible enough to match current conditions which can not only adapt to animal welfare issues but also meet the changing needs and be of benefit to the local community.

The location is unsuitable to attract large numbers of visitors to help fund the charity. The access is very difficult, hard standing is limited for parking and to disturb the peace of this wonderful environment would be a great shame. To this end we will continue to improve the sanctuary for wildlife and other conservation projects.

We have not and do not expect any increase in visitor numbers or any increase in traffic , Many locals are completely unaware of our existence such is the lack of impact to the local environment

Visits by the general public will be discouraged unless they are long term supporters and only then as individuals or small groups.

We know that many more people are suffering from anxiety, depression and mental illness brought about by loneliness, grief and the trauma of fighting Covid on the front line and from isolation brought about by the lockdowns.

From our experiences we know that our therapy horses can help and just spending quiet time in the beautiful environment and enjoying nature can be of great benefit.

During this financial year it can be seen that the marketing campaign focused on solicitors which was put into place several years ago has continued to bring in funds allowing the charity to improve facilities at the sanctuary. However, the lockdowns have impacted heavily on our work.

The cost of feed and hay has remained stable and has been in plentiful supply. We continue to provide the very best care for our animals and only use the highest quality feeds and forage.

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

Rehabilitation and Re-Homing

A great deal of time, effort and resources is spent on the rehabilitation of sick or problem animals in order that they can be put out on loan, to free up space for other needy animals.

During 2020/21 we continued to re-home suitable equines to approved loan homes. These homes are subjected to a rigorous inspection before an animal is put out on loan and only with the security of a BHS agreement.

The animal is visited initially at least three times in the first year and at least once a year thereafter, this is of course subject to covid restrictions

We always make sure that animals receive all necessary health care and in particular ensure that their vaccinations are up to date, that they are properly wormed and their hooves are kept in good condition. Despite the restrictions, we have kept in contact with the loan homes by email and telephone to ensure the safety of our equines.

In the case of moorland ponies on loan, particular attention is paid to the problem of laminitis.

Some of our animals are unsuitable for loan or are in the process of rehabilitation and are kept on sanctuary premises.

Every animal in the care of the sanctuary is assessed and every effort is made to meet each individual's needs. We will only use the best husbandry and veterinary care and where necessary animals will be sent to veterinary Hospital for treatment. We will put down an animal only on the advice of our vet and after all other avenues have been tried. We will never destroy a healthy animal.

In addition to Blackdown Equine Vets we have also taken on the services of 'Tor Equine' Both have provided an excellent service, they have helped to ensure that we maintain a programme of inoculation and that all vaccinations are kept up to date. They are called out by staff immediately if a problem has arisen and one or the other are always available in an emergency. During this reporting period they have attended quickly and have treated the animals with great care and professionalism.

Advice and Assistance

We provide advice and assistance to people with problems involving their horses, ponies and donkeys.

This advice is mainly given as a result of enquiries on our website and over the telephone. In the past we have visited animals on behalf of other animal welfare organisations to check on an animal, this has been suspended during the various lockdowns.

Community Partnerships

Although this is outside the reporting period it is important to mention that due to the restrictions, we were unable to work to our full potential. However, in July 2021 we were able to open again, to individuals and small groups of up to four people. These visits are focused on helping people in need and we have formed some new partnerships with other organisations working in this specialised field of expertise. Already this has been a great benefit to a number of young persons and adults with a variety of problems. Unfortunately, we are very limited on being able to help people with physical

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

challenges as we do not have toilet facilities for the disabled.

We have applied for planning with the Dartmoor National Park planning authority along with a number of other applications, for a suitable toilet, and as yet have not had a meaningful reply.

Register of Loan Homes and Animals in need of a home

In pre-covid times we maintained this service to animals that are not the property of the charity. We are inundated with pleas from an increasing number of people who are facing financial hardship and can no longer afford to keep their equines.

In addition, many people who for other reasons find themselves in the same position and it would be impossible for us to take all these animals without a huge investment and expansion, which is simply not feasible.

In addition, we receive requests from people from all over the country who would like to offer a loan home to a needy animal.

Through the register we act as a central point of contact where we can find an appropriate home and carer. All possible safeguards are put in place to protect the interests of the animal. Obviously not all homes are suitable and a stringent inspection needs to be carried out.

This requires a small investment in time and travelling costs but is a cost-effective way for the charity to help many more needy animals and enhance the reputation of the sanctuary.

Working Horses

Priority is always given to cruelty and emergency cases and moorland rescues. On occasions a foal or pony may be found injured or suffering from hyperthermia on the moor and is either brought to us or we will go out to the animal in distress with the charity horse trailer and rescue the animal. We will then trace the owner and after the appropriate emergency care will return the animal to the owner. A new mobile shelter has been fitted out to help us in this work and to provide a sick bay.

The sanctuary continues to provide a home for retired Police horses and other working animals that have served the community. The Police have neither the funds nor facilities to keep those no longer fit for duty. We, like the Police and public, feel they deserve a happy retirement after years of service on hard roads, coping with traffic fumes and performing a stressful and sometimes dangerous job.

Despite the expense of feeding so many large animals, plus all the other resident horses, ponies and donkeys, the Trustees are resolved, wherever possible, never to refuse a suitable working horse and in particular a Police horse that needs a retirement home.

Retired Police horses are valuable animals and there is a long waiting list of people willing to give them a home, if they can ride them.

If they cannot be ridden then they are often unwanted as they are large and expensive to keep. The Police often struggle to find them a suitable placement.

We have found that in most instances they make wonderful therapy horses, having great empathy with people suffering from trauma especially PTSD and autism. We only take the horses that cannot be re-homed elsewhere and face a bleak future.

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

As long-term members of the respected National Equine Council we have lent our support over the years to equine related welfare issues and although a small charity we have been able to have a larger than expected influence.

DHAPS will continue to campaign on our own behalf and give our support to larger organisations, we will challenge welfare issues within the equine world and alert others to developing problems.

DHAPS although retaining its qualities of individual care to the needs of the animals that it saves will give personal attention to the small number of visitors that will come to see and interact with them. These goals have been made more achievable by improving the facilities at the sanctuary.

We pay particular attention to the following:

Increasing public awareness of the plight of many equines abandoned and neglected in the UK and increasing public awareness of the contribution made by Police Horses to public safety and the violence and injury that they can face during the course of their duties and what can happen to them after their services are no longer needed.

Also, by providing facilities that bring people in need into direct contact with our equines which not only benefits those people but also creates a stimulating environment for the animals and in particular the Police Horses.

It has long been established as fact that people get great benefit from contact with animals but we are increasingly becoming aware through anecdotal and scientific evidence of the enormous benefit to visiting children and adults with mental health and other emotional problems.

Activities in France

At our sister organisation in France, 'Brantome Police Horses' currently has 17 equines owned by DHAPS, most of these are larger horses. Because of the lockdowns and covid restrictions we have been unable to open. A decision has been made to return a number of the Police horses to DHAPS to help with our therapy work.

BPH has had to close its doors to the public during the reporting period and we hope to re-open sometime during 2022 depending on restrictions.

BPH is unique, in that it welcomes thousands of visitors from all over the world to independently fund its charitable activities. This not something that we could or want to replicate at Manaton.

No payment has been taken for any time or work by the Chairman or his wife. All work is voluntary, and it should be noted that especially during bad weather or during the holiday season they can work up to twelve hours a day.

Reserves and Investment Policies

The trustees are very pleased to report that the value of the charity investments have remained secure and increased in value.

The Trustees strive to make our work cost effective, administrative costs are kept to the minimum and a very high percentage of every penny donated was used directly in the care of the equines and to

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

making improvements to their already comfortable living conditions. Very little money has been spent on administration.

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to at least six months of charitable expenditure devoted to the upkeep of the animals.

In the past, when on very rare occasions reserves have dropped below a safe level, the Phillips family have made personal funds available without interest, to keep the charity free from debt and in most instances these funds are then donated to the charity.

With the exception of inherited shares in Barclays Bank the trustees have no direct dealings with the Stock Exchange. The Trustees prefer to purchase property with any cash over and above the Reserve Fund, a prudent decision made when the Stock Market has crashed unexpectedly, as it did in 2008 and many charities experienced huge losses in their funds.

The Charity owns the sanctuary land and buildings at Southcott. 'The Old Barn' has been renovated to a high standard and the office is now modern and well equipped which meets with current employment laws and greatly increases the value of the charity investment.

All fund raising and administrative work is now computer based and we are able to raise our profile through social media, the office which is vital to this work has been future proofed and should not need any further investment for many years.

It is incumbent on the trustee to ensure that the charity assets maintain and increase in value and we are pleased to report that the value of the charity land has quadrupled. There are certainly no plans to sell the charity assets, but it is important that we keep a check on their value and this is reported to the CC.

Stables and field shelter have been repaired and improved access and movement across the sanctuary has also been improved.

We have erected a temporary security gate, this will be changed for something more attractive as soon as we are able, the restrictions have made some of our works difficult. CCTV monitoring has been installed to improve security

Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, in particular, those related to the operations and finance of the Trust and are satisfied that systems are in place to mitigate exposure to major risks.

Income is derived from donations and legacies, and from fund raising activities previously mentioned in this report. The charity maintains two web sites and other social media platforms.

The Sanctuary's income for the year was £127,944.

The ability to maintain all the animals is due to the help of kind and loyal supporters, who send regular donations and remember the animals when making a Will and also to the Trustees of various Trusts who kindly make grants to assist with specific projects.

The Devon Horse and Pony Sanctuary

Trustees' Report *(continued)*

Year ended 30 June 2021

These grants, legacies and donations have enabled the Charity Trustees over the years to purchase land and buildings, and the machinery necessary to keep its land and its fencing in good condition. It is the Trustees' policy to invest monies to provide on-going income and future security, also to maintain the maximum number of animals possible without detriment to those already in residence.

The overall deficit for the year amounted to £12,495 providing a total fund balance of £766,532 at the end of the year.

This is more fully reflected on page 10 of the financial statements.

Charity assets are held in respect of the provisions of the sanctuary, fundraising and governance purposes. The trustees are of the opinion that the charity's assets are available and adequate to enable it to fulfil its obligations.

The trustees feel that the position at the end of the year is satisfactory and puts us in a position to continue meeting the needs and commitment laid out in the charity constitution.

Declaration

The trustees declare that they approve the trustees' report above. Signed on behalf of the trustees:

Mr R Phillips
Chair

Date

28 April 2022

The Devon Horse and Pony Sanctuary

Statement of Trustees' Responsibilities

Year ended 30 June 2021

Charity law 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 its surplus or deficit 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 applicable 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;
- prepare the financial statements on the going concern basis.

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. 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 and to provide reasonable assurance that:

- the charity is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used within the charity or for publication is reliable; and
- the charity complies with relevant laws and regulations.

The Devon Horse and Pony Sanctuary

Independent Examiner's Report to the Trustees

Year ended 30 June 2021

I report to the charity trustees on my examination of the accounts for the Devon Horse and Pony Sanctuary for the year ended 30 June 2021, which are set out on pages 10 to 16.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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



JOHN ROWE FCA CTA
Francis Clark LLP
Chartered Accountants
Sigma House
Oak View Close
Torquay

28 April 2022

The Devon Horse and Pony Sanctuary

Statement of Financial Activities

Year ended 30 June 2021

		Year ended 30 June 2021 £	Year ended 30 June 2020 £
	Notes		
Incoming from:			
Voluntary Income:			
Donations	3	39,385	39,192
Legacies and gifts		88,559	229,540
Activities of generating funds		-	4,681
Investment income	4	-	-
		127,944	273,413
 Expenditure on:			
Costs of goods sold and other costs		-	5,232
Costs of charitable activities	5	139,345	146,557
Governance costs	7	900	900
		140,245	152,689
 Net (Deficit)/Surplus		(12,301)	120,724
Exchange rate movements		194	-
 Net Movement in Funds		(12,495)	120,724
 Total Funds Brought Forward		779,027	658,303
 Total Funds Carried Forward		766,532	779,027

The Devon Horse and Pony Sanctuary

Balance Sheet

Year ended 30 June 2021

	Notes	Year ended 30 June 2021 £ £		Year ended 30 June 2020 £ £	
Fixed Assets					
Tangible Assets	8		701,753		731,652
Investments					
Investments listed on a recognised stock exchange	9		845		845
			702,598		732,497
Current Assets					
Debtors	10	-	-	-	-
CAF Bank account		7	7	7	7
NatWest account		67,304	55,821	55,821	55,821
Euro bank account		1,187	2,577	2,577	2,577
PayPal account		1,007	-	-	-
Cash in hand		-	300	300	300
			69,505	58,705	58,705
Creditors: amounts falling due within one year	11	(5,571)		(12,175)	
Net current assets			63,934		46,530
Net Assets			766,532		779,027
Unrestricted Funds			766,532		779,027

Approved on behalf of the Trustees on 28 April 2022

Mr R Phillips
Chairman

The Devon Horse and Pony Sanctuary

Notes to the Financial Statements

Year ended 30 June 2021

1 Accounting Policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The charity meets the definition of a public benefit entity under FRS102.

The financial statements have been prepared on the going concern basis and under the historical cost convention.

b) Fund accounting

Unrestricted Funds are available for use at the discretion of the Trustees in furtherance of its charitable objectives.

c) Incoming recognition

All income is recognised once the charity has entitlement to the income, it is probable the income will be received and the amount can be measured reliably.

d) Expenditure recognition

Expenditure is recognised as soon as there is a legal or constructive obligation committing the charity to that expenditure. All expenditure is accounted for on the accruals basis and includes any irrecoverable VAT.

e) Tangible fixed assets

Tangible fixed assets are recorded at cost.

Depreciation is provided so as to write off the cost of fixed assets over their estimated lives, as follows:

Buildings	– 10% reducing balance
Fixtures, fittings and equipment	– 20% reducing balance
Vehicles and machinery	– 10% to 20% reducing balance

No depreciation is charged on land.

f) Stock market investments

Stock market investments are shown as market value.

The Devon Horse and Pony Sanctuary

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

2 Trustees' remuneration

No remuneration was paid to the trustees.

3 Donations	2021 £	2020 £
Trustee donations	-	-
Other donations	39,385	39,192
	39,385	39,192
4 Investment income	2021 £	2020 £
Gite rental income	-	-
	-	-
5 Costs of charitable activities	2021 £	2020 £
Wages and volunteer expenses	22,317	18,934
Covid testing kits	458	-
Marketing, advertising and social media	4,832	3,761
Veterinary charges, farrier and fodder	52,450	30,504
Telephone	1,340	1,094
Water charges and storage	2,651	3,448
Property repairs	11,908	29,789
Travel and transport	5,431	15,822
Building and general insurance	2,399	-
Light and heat	4,254	3,374
Postage and stationery	245	140
Bank charges and interest	620	581
Sundry expenses	1,046	4,954
Legal and professional expenses	1,289	1,550
Depreciation	27,657	32,606
Loss on disposal of fixed assets	448	-
	139,345	146,557

The Devon Horse and Pony Sanctuary

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

6 Employees

The average number of persons employed by the charity during the year was three:

	2021 Number	2020 Number
Charitable activities	3	3

7 Governance costs

	2021 £	2020 £
Independent examiner's fee	900	900
	900	900

8 Tangible fixed assets

	Land and buildings £	Vehicles and machinery £	Fixtures fittings and equipment £	Total £
Cost				
At 1 July 2020	821,779	214,353	39,259	1,075,391
Additions	-	1,706	-	1,706
Disposals	-	(12,130)	-	(12,130)
At 30 June 2021	821,779	203,929	39,259	1,064,967
Depreciation				
At 1 July 2020	201,034	109,985	32,720	343,739
Charge for the year	12,934	13,417	1,306	27,657
Eliminated on disposal	-	(8,182)	-	(8,182)
At 30 June 2021	213,968	115,220	34,026	363,214
Net book value				
At 30 June 2020	620,745	104,368	6,539	731,652
At 30 June 2021	607,811	88,709	5,233	701,753

The Devon Horse and Pony Sanctuary

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

9 Fixed asset investments

UK stock market investments

	£
Market value at 1 July 2020	845
Additions	-
Profit on revaluation	-
Market value at 30 June 2021	<u>845</u>

10 Debtors

	2021 £	2020 £
Prepayments and accrued income	<u>-</u>	<u>-</u>

11 Creditors: amounts falling due within one year

	2021 £	2020 £
Accruals	2,484	900
Other creditors	3,087	11,275
	<u>5,571</u>	<u>12,175</u>

The Devon Horse and Pony Sanctuary

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

12 Related party transactions

La Grange is a fifty-acre farm set in France which is co-owned by Mr and Mrs Phillips (Mr Phillips is a trustee).

The Devon Horse and Pony Sanctuary make use of the land and buildings. Mr and Mrs Phillips reside in the house. The charity settles the majority of expenditure on the property that relates to its charitable activities.

The property enables the Sanctuary to assist unwanted and ill-treated horses, ponies and donkeys and in particular retired police horses from the UK. It also provides direct benefit to a large number of UK residents visiting France.

Events, functions and open days are held in the house and on the property to raise funds for the direct benefit of the charity animals.

Two rooms are put aside as offices in the house and a gift shop built in the grounds at Mr and Mrs Phillips expense, this could also be used as an office if necessary. The kitchen is used to provide food for the various functions.

The house is used to entertain a constant stream of visitors, supporters and other charity related benefactors.

The house is also used to provide residential accommodation for work experience places and work away labour.

Mr and Mrs Phillips are permanently on site and work long hours without remuneration on behalf of the charity and are always on hand in case of emergency or other need. This greatly reduces the cost of day-to-day labour.