



TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS

1st April 2019 – 31st March 2020



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COMPANIES HOUSE



A note from the Chairman

As I write I feel the mixed emotions of pride at the continued success of Mane Chance Sanctuary and trepidation at what is to come. As we reflect on a year of significant achievement, we cannot ignore the fact that we will not be immune from the challenges ahead. At the time of writing, the country is preparing to go into 'lockdown' in response to the Covid-19 pandemic; businesses are closing, workers are being sent home and the economy will enter hibernation. It is no exaggeration to suggest that we could be on the precipice of catastrophe for the charity sector and we can expect hundreds of charities to fail as operations are compromised and funding evaporates.

Mane Chance continues to excel at targeted spending and efficiency, with 86% spent on charitable activities. However, for the financial year ending 31st March 2020, we have attained a deficit of £58,250 on income of £321,956; this represents our first annual deficit. The support of our donors, grant makers, sponsors and volunteers will be more important over the coming year than ever before. While we are confident we can weather the storm, based on our own projections we expect to lose in excess of £150,000 as a result of Covid-19 restrictions.

Sadly, horses continue to be abused and abandoned across the country and good homes for rescued animals remain scarce. As expected, our herd has grown over the past year and we now have thirty-seven horses living a happy and natural life on site. We have welcomed eight equines to Mane Chance this year, including four Shetlands to our newly opened Shetland Project – a unique facility of which we are very proud. Our commitment to take up to nine additional horses involved in an ongoing RSPCA case remains and we expect our herd, and therefore our expenditure, to continue growing over the current year.



We continue to invest to expand our community work, including Chance2Be, helping hundreds of people through gentle interaction with equines. Thanks to the support of the National Lottery Community Fund Peoples' Project, we have been able to purchase a minibus allowing us to broaden our catchment area and engage with people who otherwise would not be able to.

Increasing our community engagement and helping more people while providing the very highest level of care for our horses remains the key focus for Mane Chance and will be aided by a major project: our new Communities Facility. The purpose-built centre is expected to cost in excess of £1 million and will include facilities for animal interaction, classrooms and other facilities enabling us to help more people than ever before. Over the past year we have started initial design and planning and over the coming year had planned to fundraise for the first phase of the project. However, this may have to be postponed in light of the pandemic as we focus our fundraising efforts on running costs and ultimately, survival.

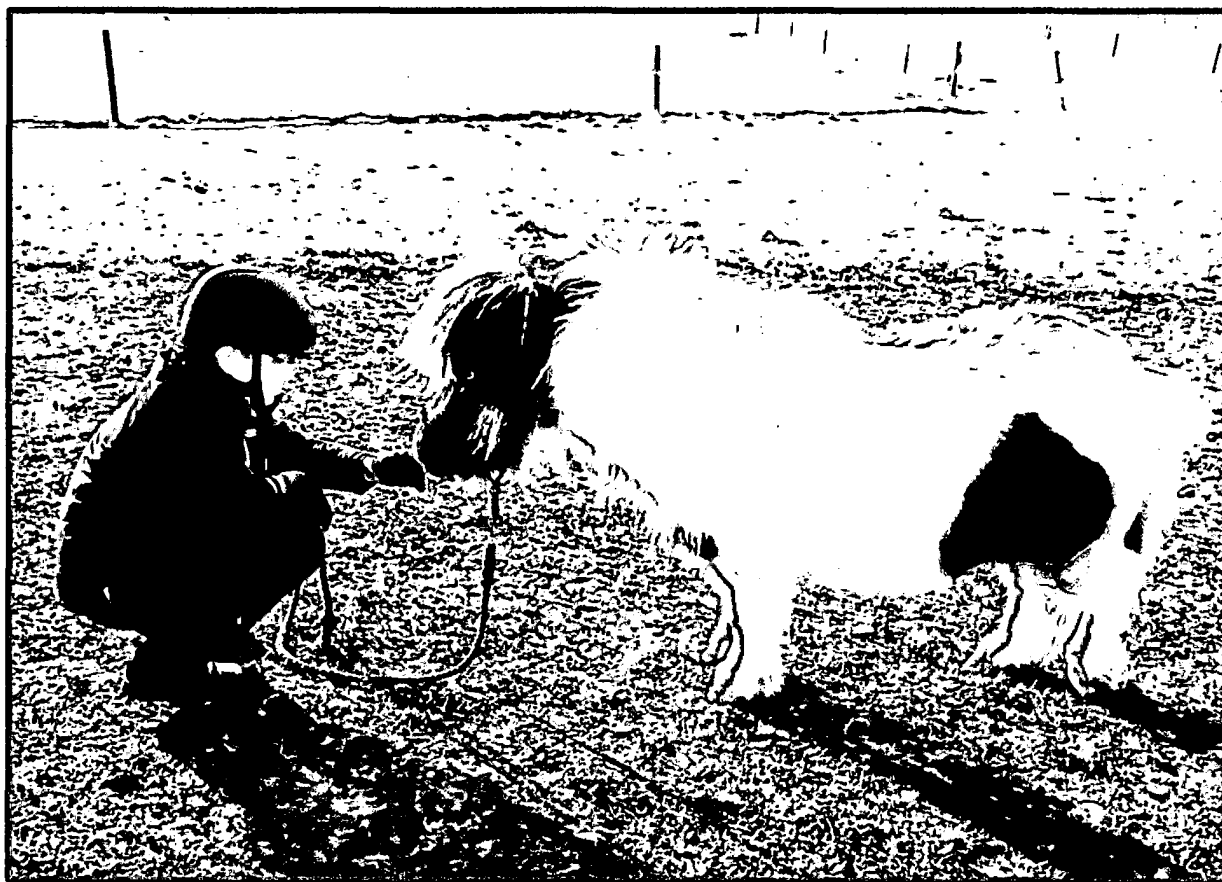
Our Trustees remain engaged with the charity and we are fortunate to have a highly experienced board with wide-ranging expertise, appropriate for our areas of operation. After four years on the board leading our Risk & Finance Sub-Committee, Jeremy Sleep has stepped down and I would like to thank him for his enormous contribution to the charity. We are pleased to welcome Grahame Gurney onto the board replacing Jeremy as Treasurer.

Finally, I would like to thank all of our supporters: our donors, grant-makers, sponsors, our volunteers and our staff for everything that you do. We are enormously grateful for your generosity and effort. The achievements of Mane Chance and the impact the charity has is a direct result of your contribution.

While we are in a moment of uncertainty, and the prevailing economic conditions bode for a difficult time ahead, I am confident that Mane Chance will succeed in its mission to help animals and people and hope that you will continue to support us.

James McCarthy

James McCarthy
Chairman
Mane Chance Sanctuary Ltd





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Directors' and Trustees' Report

The Directors and Trustees present their eighth report and financial statements for the year to 31 March 2020.

The Charitable Company was incorporated on 4 October 2011.

Reference and Administrative Details of the Charity, its Trustees and Advisers:

Mane Chance Sanctuary Limited is a registered charity, registered at the Charity Commissioners as Mane Chance Sanctuary number 1144144 and has a company registration number 07796432 at Companies House.

The Charity's registered office is BKL House, 1 Venice Walk, London, W2 1RR and its principal office is Monkshatch Garden Farm, Down Lane, Compton, Surrey GU3 1DL.

The names of the Charity's Trustees and Directors at the date of this report and those who served during the period are as follows:

Ms J A Seagrove FRSA	(Appointed on 4 October 2011, reappointed on 6 February 2019)
Ms S Choudhrie	(Appointed on 4 October 2011, reappointed on 2 November 2015)
Sir T R W Ackroyd, Bt	(Appointed on 17 October 2012, reappointed on 6 February 2019)
Mr N D F Jackson	(Appointed on 17 April 2013, reappointed on 18 January 2018)
Dr S M Tresman	(Appointed on 6 October 2016)
Mrs S Webb	(Appointed on 18 January 2018, reappointed on 6 February 2019)
Ms A M Kavanagh	(Appointed on 18 January 2018, reappointed on 6 February 2019)
Mr J McCarthy (Chairman)	(Appointed on 18 January 2018, reappointed on 6 February 2019)
Mr G Gurney FCCA (Treasurer)	(Appointed on 20 November 2019)
Mr W R Hobden	(Resigned on 19 June 2019)
Mr J R Sleaf FCA	(Resigned on 20 November 2019)

Patrons:

Sophie Christiansen CBE
Margrit Coates ITEC MNFSH SBRCP
Sara Crowe
Margaret Keys
Hilary O'Neil
Joe Pasquale
Martin Shaw
Michael Crawford CBE
Mark Curry
Lauren St John
Wendy Turner-Webster
Beau Dermott (Junior Patron)

Directors' and Trustees' Report:

The Charity's bankers are Clydesdale Bank, 6-8 London Road, Unit 5 Peveril Court, Crawley RH10 8JB.

The Charity's solicitors are Bates Wells Braithwaites London LLP, Scandinavian House, 2-6 Cannon Street, London EC4M 6YH.

The Charity's registered independent examiner is Bhirendra S Patel FCCA of D Stoker and Co, Abacus House, 367, Blandford Road, Beckenham BR3 4NW.

Structure, Governance and Management:

The charity is a company limited by guarantee. Our governing document is a Memorandum and Articles of Association, which dates from 2011.

Our governing body is a Board of Directors. The Directors are Trustees of the charity. As of 31st March 2020, there were nine directors. The Board holds on average six meetings over each twelve-month period, with at least one meeting on-site.

The decision-making process has been formally set out by the Board in the charity's Articles of Association. We recognise the value of monitoring and reviewing the effectiveness of the Board and a process of Board review and appraisal is in effect.

We see our prime function as ensuring the good governance of the charity and to this end we focus on matters of policy and general strategy, the approval of plans, the monitoring of progress, financial control and investments. A comprehensive range of policies have been written, approved by the Board and promulgated, and these are reviewed and updated on an annual basis.

Operational responsibility would normally be delegated to a Chief Executive Officer. However, as we do not employ such a person, our General Manager and her team, who answer to the Chair of the Trustees, run the Sanctuary. All decisions and the operational responsibility of the running of the Charity, rests with the Trustees and the Chair. However, some operational responsibility has been delegated to the onsite team: equine related decisions are often made on the ground in the daily running of the Sanctuary in line with our relevant policies.

The Board usually receives two formal reports in advance of every meeting – a report that deals with operational matters at the farm and a report that covers financial and related matters.

Objectives and Activities:

The charity's mission is well described in our formal objectives as set out below:

- i. To relieve the suffering of animals, in particular equines, who are in need of care and attention, by providing permanent or temporary sanctuary, care and treatment.
- ii. To provide relief for children, young people and vulnerable people, suffering from physical and/or mental disability, through the provision of managed work with equines in a therapeutic environment, to help meet their needs and to enable them to participate more fully in society; also to increase the confidence and capacity of children, young people and vulnerable people in need of support through interaction with the horses.
- iii. To advise and educate the public on matters concerning the welfare of horses and ponies and to set the standard in natural horsemanship.

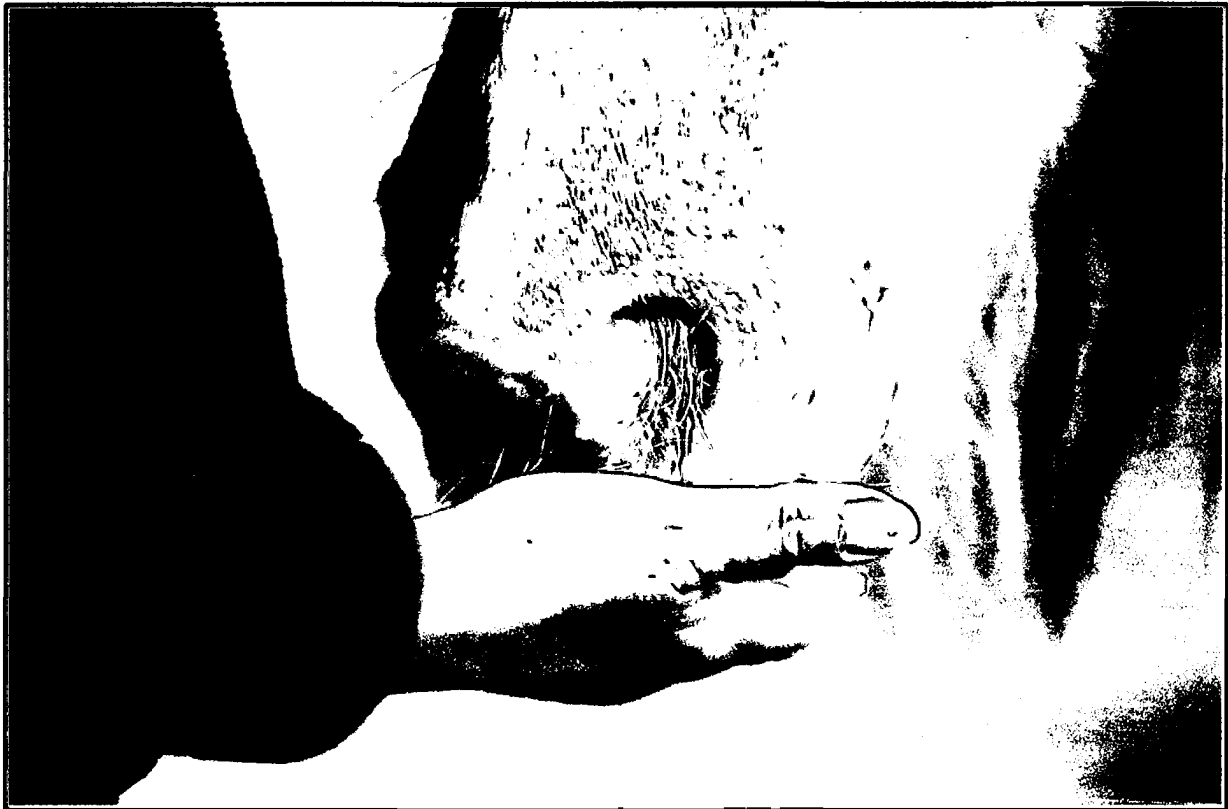


We seek to fulfil our mission in the following ways:

- Welfare is at the very heart of what we do, we address the physical and emotional needs of the horses already in our care. We receive regular calls about horses in trouble; very often we are the last resort. Our admissions procedure means that we prioritise real welfare cases and those cases where a horse may have emotional and behavioural issues that we have the onsite expertise to deal with and where, without our intervention, the horse may be shot.
- Our work in the community continues to expand. From the elderly residents of local care homes and other community groups who come for respite, to small groups and one to one sessions for disadvantaged young people, either through our 'Transforming Lives Together' or our 'Chance2Be' programmes, our work with the rescued horses in the community is effective and very much in demand.

- We believe that we set the standard in holistic equine care and that we lead by example in the promotion of natural horsemanship principles that we have developed. We promote examples of best practice, for example our Shetland Project, and use all opportunities to share and learn from others. We use our regular open days and social media as a forum to educate the public on matters concerning the welfare of horses as well as participating in equine welfare campaigns including 'Stamp our Strangles'.

Every trustee is aware of the guidance issued by the Charity Commission on public benefit regarding the need for them to exercise their powers and duties for the benefit of the public and every trustee has complied with their duty to have due regard to the guidance on public benefit.





Achievements and Performance

"A wonderful place, there's a sort of 'other worldliness' about it, a real gem in the heart of Surrey."

Ian, visitor

Site Developments:

Care for our horses will always be at the heart of Mane Chance and as such the quality of our facilities underpin both our horse care and our community work; continued site development is a crucial part of fulfilling the aims and objectives of the charity. Appropriate land management and maintenance of the site is paramount, not only for the horses but also our staff, volunteers and visitors of Mane Chance.

The fluctuating climate continues to present challenges to anyone working with the land. Seasons are changing in length and weather patterns are becoming more extreme so our land management routines must be increasingly flexible and responsive throughout the year. Our unique track system as well as the additional grazing land that we rent allow us to move our horses around the site regularly, giving them optimum grazing for their age, size and health requirements while enabling the resting of fields and tracks to prevent over-grazing. We continue to harrow, roll, slit and spray our land to encourage increased quality of grass, which not only provides a more comfortable environment for our horses to live in, but also means that they are fed hay for shorter periods of time thus saving unnecessary expenditure on additional feeds.



The Shetland Project was completed this year – a significant milestone for the charity – which provides a bespoke area specifically designed for our Shetland herd which comprises of a third of our total number of horses. The area also contains a meet and greet paddock for our community visitor sessions as well as laminitis paddocks for when the horses need respite from grazing on grass. Shetlands are prone to obesity and the painful condition of laminitis which can be managed with controlled grazing. By creating this area of the site at the Sanctuary, we can address both conditions and operate a method of care for this breed that is unique in this country.

We are grateful to our grant funders for supporting this project and are delighted to have created an example of good practice that can be shared with other organisations. At the end of the project, we produced a report outlining the methodology and construction process of the project which is available to download on our website. We will continue to monitor the health of our Shetlands and report on the results we are observing with this new area.

Animals:

We currently have thirty-seven horses in our care, a net increase of six over the year. We have taken in an additional four Shetland ponies; two from a struggling equine charity that had to take the difficult decision to close. We also took three horses from an RSPCA investigation and one of our rehomed horses returned to the Sanctuary as her foster owner was suffering from a terminal illness.

Over the same period, we have sadly lost two ponies, both to cancer. The quick action and compassionate care provided by our team helped to reduce the suffering of these horses as well as minimise any distress caused to the rest of the herd.

In addition to our equines and our rescue dog, Angel, we continue to rescue ex-battery hens from the British Hen Welfare Trust and currently have a flock of twelve. All of our animals are in good health and live as natural an existence as possible, encouraging natural herd and flock behaviour.

The RSPCA case mentioned above is ongoing. This involves a further nine horses which we have committed to take when the case is resolved. This resolution was expected in early April 2020, but the current Covid-19 situation has prevented the court from sitting and there is not yet any indication of when it will be rescheduled. We do expect these new horses to arrive at the Sanctuary during the summer of 2020, as and when the legal process is able to proceed again.

"A truly magical place and an honour to be allowed to volunteer here."

Janet, volunteer



Community Work:

Our community work continues to be in huge demand and we are now reaching more members of the community than ever before. We have expanded our community team to allow us to offer more sessions and we now have the capacity to double the sessions that we were holding previously.

Our waiting list indicates that demand still outweighs supply, but we are continually exploring new ways to support those who need our services – without overwhelming our animals. We will continue to do this over the coming year.

We offer a variety of opportunities and we can tailor each visit to all abilities to ensure that our visitors gain the most possible from their time with us.

We work with several schools that support children with particular needs, for example those on the autistic spectrum.

For these, we offer work-experience based sessions, where the young people actively take part in the daily running of the Sanctuary and in the care of our horses. They have learnt many skills with regards to horse care and take part with the feeding, exercising and rehabilitation of our herd as well as assisting with maintenance tasks, such as fencing, painting and woodwork.

We also offer a simpler meet and greet opportunity for those who have more complex needs. They come and meet the horses, chickens and dogs, interacting as much as their abilities allow and enjoy more of a respite session than actively partaking in specific tasks.

In addition, we are working with more community groups including Headway, who support those with brain injury, Queen Elizabeth Park Care Home, Sight for Surrey, Surrey Eating Disorder Group, Cherry Trees of Guildford, Home Schooling Network, Jigsaw+ and Young Carers. Some visit for regular volunteering opportunities and others for respite.

We continue to offer students on the Duke of Edinburgh Award Scheme the opportunity to complete the volunteering part of their award with us at weekends. But we also host some young people who are attending school during the week and benefit from one-to-one time at the weekend with sessions aimed at increasing confidence and resilience. Again, popularity for these sessions outweigh our provision at present.



Whatever, the content of the visit, the underlying theme is always gentle interaction with our animals. We teach all visitors, however long they are with us, to respect, be calm and show kindness to the animals to get the best from the time spent with them. As our animals are rescued and rehabilitated using this approach, they respond very well to this behaviour and reciprocate accordingly - this gives our visitors a much deeper experience which has a lasting effect and we often create very special and peaceful moments of interaction between the animals and humans.

Alongside the specialist sessions mentioned above, we open the Sanctuary to visitors one Sunday a month during the summer, in addition to our main open day in August, which remains a major fundraising event for the charity. This provides opportunities to meet our local community and to discuss further visits and provisions that we may be able to offer. Often, a representative of the Sanctuary attends local Women's Institute, Rotary and community meetings to speak about Mane Chance – not only is the number of these steadily increasing per year but so are the subsequent visits, donations and sponsorship that arise from them.



In the last quarter of the financial year, we are proud to have become a centre that can deliver AQA award certificates, which we will commence at the Sanctuary from September 2020. Used widely in education and charity sectors, the awards are aimed at those who are struggling in life or to function in mainstream education and are unlikely to attain traditional levels of recognised qualifications, such as GCSEs and A-Levels; instead it offers recognition of what they are able to achieve.

With AQA, Mane Chance will write and provide awards related to equine care and rehabilitation, focussed on supporting the children to learn not only the practical skills of looking after horses but also to promote the notion of self-kindness, reduced self-criticism and increased self-confidence when working with horses. It allows them to gain experience and knowledge and to be rewarded for what they have been able to learn. They will be awarded certificates from AQA as and when they progress along our programme to celebrate

While these awards are not qualifications, they are nationally recognised and provide tangible evidence that the young person has a capacity to learn, engage and perform – useful to support future work and other opportunities. We believe that these will be a great addition to the services that we provide and will allow our young people to work towards a goal and feel pride at what they have completed. We are using the time of the enforced break in our sessions to complete all necessary online training for AQA and to design our course of units including writing the individual units so that we can get them approved in time for the Autumn. We are hugely excited at being accepted onto this scheme and to be able to give our young community visitors something that they can celebrate.

"Seeing the pure joy on the faces and peace in the hearts of the Autism Club students when we visited the Sanctuary. The horses understood the children and the children understood the horses and they relaxed around each other. The Sanctuary provides a calm and supportive environment, with its wonderful team, beautiful horses, bustling chickens and playful Angel the dog in which to completely retreat from struggles we face at home, in school and at work. There is peace for all and happiness, acceptance and understanding in this magical place."

Parent

Chance2Be:

Our Chance2Be programme, now in its' third year, is a recognised programme within our local community. Over the past year, we were able to increase the number of courses that we could host as we received additional funding from the National Lottery Community Fund as well as the continued support of Amber's fund. We have delivered Chance2Be to over a hundred children in the past year alone and have had very positive feedback from parents, teachers and participants themselves. There has been a marked improvement in the behaviour and resilience of the children taking part, resulting in reduced anxiety, a decrease in disruptive behaviour and increased sociability and confidence.

We are currently working with young people through involvement with nine schools, an increase of 200% on the previous year and continue to have more waiting to join us.



We have now developed the course to work with pupil referral units (and the additional challenges that these students bring) and primary schools – all of whom contacted us through word of mouth recommendations.

In addition to the support from the National Lottery Community Fund and Amber's Fund, we were delighted to also receive a grant of repeat funding from Children in Need for two years, which secures the future of the programme for that period.

"An amazing place that has supported my son and shown him the healing power of animals and mindfulness."

Chance2Be parent

"You have helped me relax and stop bad thoughts overwhelming me. Thank you."

Chance2Be student

Communities Facility:

Our next major fundraising project is for the construction of our new Communities Facility for the Sanctuary. Designed as a fully accessible centre for both our human and equine visitors, it will contain classrooms, an indoor arena for equine interaction and storage for hay, feed and equipment. The facility will be constructed in an area of the site previously rented out to tenants. Their tenancies were due to end on the 31st March 2020, however due to the Covid-19 restrictions, their date of departure has been postponed and so access to the site has been later than expected. In the meantime, designs for the project are being developed allowing planning applications to proceed as planned. The first phase of the project, which includes preliminary clearance work and the refurbishment of a hay storage barn, is expected to begin next year with the main building work planned for the financial year 2021-2022, assuming that our planning applications are successful. While we already have some financial pledges for the project, the unfolding Covid-19 crisis gives rise to considerable uncertainty and if our fundraising efforts need to prioritise running costs, the project may be postponed. The trustees will closely monitor the situation as it develops.

Staffing:

Last year, we introduced a new staffing structure to the groom team, creating the role of Equine Supervisor which is split between two post holders to ensure seven days cover per week. The new structure has been working well and following the planned recruitment of an additional groom in the summer of 2019, we are confident that this area is now adequately staffed for the number of animals that we have in our care. We intend to recruit a further groom in preparation for the arrival of the nine additional RSPCA horses, though the Covid-19 restrictions may well delay the process.

We have grown our Community Team during this year by introducing a Community Assistant role, effectively doubling the staff designated to host visits and community work-experience sessions at the Sanctuary; this took effect in January 2020. This new post has already proven valuable, allowing us to increase our community session provision and reducing our waiting list; sadly this has all been put on hold during the Covid-19 restrictions. As soon as restrictions are lifted, we will be able to welcome more people to our site to benefit from the sessions we can provide, thus increasing our engagement with the community.

As at the 31st March 2020, we had the following in our employment:

General Manager	full time
Community Co-ordinator	full time
Community Assistant	full time
Two grooms	full time
Two Equine Supervisors	one full time and one part time
Charity Administrator	part time

New Patrons:

We were honoured to welcome Michael Crawford CBE, Mark Curry and Lauren St John to our team of Patrons. They bring such enthusiasm for our charity and have already been a huge support to us by donating their time and talents to extend the profile of our charity as well as raising funds for us. We look forward to working with them in the future.

National Lottery People's Project Campaign:

At the end of last year, we were asked to take part in the National Lottery People's Projects campaign. We had been shortlisted from a large number of charities to be featured in a national vote for increased funding. A joint venture between the National Lottery and ITV, this campaign promoted five charities in each ITV region with a short two-minute film on local news bulletins appealing for votes nationally over a two week period in April. The winning three projects in each area would be awarded £50,000.

We were proud to have been chosen to take part and our film was broadcast in early April. We were then thrilled to be one of the top three charities in our area.



Our award of £50,000 supported the purchase of a minibus for the charity as well as the funding of a number of Chance2Be courses. Our minibus arrived in October and has already been put to great use – accessible for up to two wheelchairs and 16 passengers, it has enabled us to widen our reach into the community by offering transport to those groups who would otherwise not be able to travel to us.

Purple Poppy Appeal:

Mane Chance was delighted to be chosen as one of the beneficiaries of the Purple Poppy Appeal, initially established for the commemoration of the equine breed, but which now includes the remembrance of all animals killed in conflict. This initiative is both national and international and the appeal launched the sale of the 'poppy pins' in the summer of 2019, something that we took part in. The pilot year was never expected to raise large amounts of funds as the appeal is expected to take some years to grow in status, but it has started well and is showing great promise. We are proud to be part of such an exciting initiative.

Website:

During the year, we invested in the design and launch of a new website and branding. Both are more contemporary in look, design and colour and integrate with our social media platforms better. The website has increased our online functionality enabling easy donations, direct sponsorship and friends' enrolment and has an embedded merchandise shop. It also has been written to incorporate more individual stories, allowing visitors to gain a better understanding of our aims and objectives and how we are fulfilling them.

So far, feedback has been overwhelmingly positive and analytics show that we are receiving more visitors to the site, with increased engagement. We will continue to monitor this over the coming year to understand the perception of the site and will adjust our output accordingly.

Grants:

This year we have been fortunate to receive a number of grants for a selection of projects. We are immensely grateful to the following funders for their support:

- Amber's Fund – Chance2Be programme
- Animal Friends Insurance
- Baily Thomas – Community Work
- Children in Need – Chance2Be Programme
- The Hatcher Trust – Shetland Project
- Hilda Holmes Trust
- Horace Moore Charitable Trust
- John Cowan Foundation
- Mildred Duveen Trust
- National Lottery Community Fund – Chance2Be Programme
- Petplan Insurance – Shetland Project
- Philip King Charitable Trust – Fundraiser salary
- Tayside Cat Shelter
- The Worshipful Company of Loriners – Nature in Autism Book



Without these donations, we would not be able to complete significant improvements to the site and facilities and continue to provide the range of services that we offer.

NEWC Membership:

We continue to engage actively as a member of NEWC and have attended national and regional meetings, broadening our network of contacts with equine welfare stakeholders. We have also been able to support their work by engaging with surveys and have volunteered to increase our participation in their campaigns over the coming years.

Covid-19 Pandemic:

The impact of Covid-19 restrictions on this financial year have been limited as those which affected our daily routine and delivery of services did not take effect until the 23rd March 2020, with the announcement of school closures the week before. We were able to support a number of our community groups by tailoring the last session that they were able to attend to reflect that there was going to be a break in their visits – it was important to manage their expectations and to prepare them for the weeks to come. For the four Chance2Be programmes that were running at the point of lockdown, we had reached session nine of twelve and so much of the teaching had been completed. We prematurely awarded end of course certificates and amended the last session to give a form of closure to those taking part.

The major impact of this situation will become apparent during the next financial year. Events during our busiest period of fundraising have had to be cancelled and at the time of writing, there is no indication of when we might be able to resume fundraising and community work.

As we work with a number of vulnerable people, we have tried to move some of our support online – social distancing and essential travel restrictions preclude any volunteers or visitors coming to us. We have placed mindfulness-based videos online for home use (which mirror the exercises completed at the Sanctuary) and some 'boredom busters' - quizzes, colouring sheets and stories which can all be downloaded at home. We have had some very positive feedback about this provision from parents and keyworkers we work with and we hope it will provide support and comfort to our beneficiaries during the lockdown until they can resume their time on site. Additional top up sessions for the children affected by the lockdown will be hosted as soon as practicably possible to give them a chance to end their course of sessions with us in a more relaxed environment.

Our Treasurer has reassessed the budget and forecast for 2020-2021 assuming different periods of time that restrictions may be in force. At the time of publication, we estimate that we could lose in excess of £150,000 due to the pandemic and so will have to focus on fundraising to mitigate the losses, both during the lockdown and after. However, this assumes the return of normal fundraising activities in September 2020; as there is significant uncertainty around the duration of restrictions, further planned events may be affected and our losses could be substantially higher. We are not able to access the government's coronavirus funding scheme for frontline charities. While we have been able to utilise the Coronavirus Job Retention Scheme, we only have one member of administrative staff suitable for furlough, with the remainder of our team essential to ensure the ongoing health of the animals in our care.

The Covid-19 pandemic constitutes a major risk to Mane Chance Sanctuary that will affect us greatly in the next financial year.

Next Year:

The programme and objectives for 2020-2021 include but are not limited to:

- Phase 1 work and fundraising for new Communities Facility
- Recruitment of extra groom and fundraiser
- Rescue of horses from RSPCA investigation
- Introduction of AQA unit award scheme
- Grants sourced for purchase of equine weighing scales and utility vehicle
- Design and creation of rehabilitation paddock area to aid recovery of rescued horses
- Production of illustrated 'visit to Mane Chance' children's book to support community work

Charity Policies and Procedures:

Policies continue to be reviewed and updated on an ongoing basis, as do our charity delivery plan, business continuity plan, business impact analysis and risk matrices. Our safeguarding policy and DBS checks continue to be maintained and updated where required.



Financial Review

Summary of Financial Position:

In this financial year, the charitable company had as at 31st March 2020, reserves of £466,508 (2019 - £524,758). The company suffered a deficit of £58,250 (2019 - surplus £83,630).

Statement of Directors' and Trustees' Responsibilities:

The charity Trustees, who are also Directors, are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law).

Company law requires the charity's Directors and Trustees to prepare financial statements which give a true and fair view of the state of affairs of the charitable Company and of the incoming resources and application of resources, including its income and expenditure, in that period.

In preparing those financial statements, the Directors and Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Reserves Policy:

In the Trustees' view reserves should provide the charity with adequate financial stability and the means to address any unforeseen circumstances in order to:

- Provide lifetime care for all animals in its care.
- Offset temporary fluctuations in income.
- Mitigate the impact of measures beyond its control that could reduce the predicted inflow of funds such as an economic downturn, loss in public confidence or other exogenous shock.

The policy recognises that as the majority of the beneficiaries of the community work consist of adults and children with issues, both physical and emotional, that the Charity must protect against an interruption of services as we have committed to supporting them through challenging times. For those who have mental health issues, the importance of consistency is paramount and so it is a necessary consideration that the provision of our services is maintained wherever possible.

The policy is intended to maintain a level of reserves that will enable the charity to adjust and respond to any significant change in resources through unplanned events. These funds have been set aside to allow instant response to such a situation to ensure that all mitigating actions are taken to restore the services as soon as possible.

Reserves Calculation

To calculate the amount of reserves held under this policy, an exercise has been completed to analyse the source of income using a risk based approach, together with the relevance and essential nature of our expenditure with regards to the core purposes of the charity.

Based on this exercise it has been agreed that to meet the above criteria an amount of £162,000 should be held in unrestricted reserves which reflects approximately 12 months of predicted expenditure on equine activities.

Designated Funds

From time to time, additional reserves may be established and held as designated funds in addition to unrestricted reserves in order to:

- Build resilience against other identified risks
- Fund large capital projects such as the renovation of facilities, purchase of equipment or the installation of new systems.

At present the Charity is holding the following designated funds:

- Covid-19 Recovery Fund £40,000
- Community Continuity Fund £23,527.26

Management of Reserves

Any reserves should be held in appropriate and accessible, low-risk investments. At present they are held in bank accounts with established and recognisable banks.

The trustees have no plans to seek borrowings from any source.

The Trustees will review the reserves on an annual basis to ensure that it is sufficient to meet the needs of the Charity. During the annual review of reserves, the trustees may seek professional investment advice in order to consider other appropriate investment vehicles to hold such reserves.

This report was signed by the trustees on 12th June 2020 and signed on their behalf by Mr J McCarthy



Mr J McCarthy
Chair of trustees
Mane Chance Sanctuary Limited
BKL House
1 Venice Walk
London W2 1RR

Independent examiners report to the directors/trustees of Mane Chance Sanctuary Limited

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st March 2020, which are set out on pages 5 to 23.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of the company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act.

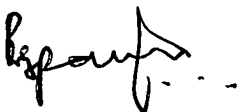
Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants , which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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.



Bhirendra S Patel FCCA
Fellow of the Association of Chartered Certified Accountants
D Stoker & Co.
Accountants
Abacus House
367 Blandford Road
Beckenham, Kent BR3 4NW

Statement of Financial Activities
For the year to 31 March 2020

	Notes	2020 – Year			2019 - Year		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income							
Grants for specific projects	1	-	85,923	85,923	-	101,543	101,543
Donations, fund raising, public collections		168,223	-	168,223	110,008	-	110,008
Legacies		3,325	-	3,325	52,518	-	52,518
Gift aid		6,857	-	6,857	11,308	-	11,308
Events income		34,858	-	34,858	84,288	-	84,288
		<u>213,263</u>	<u>85,923</u>	<u>299,186</u>	<u>258,122</u>	<u>101,543</u>	<u>359,665</u>
Other Income							
Chance2Be project donations and fees		-	10,000	10,000	-	7,785	7,785
Miscellaneous income		12,770	-	12,770	9,313	-	9,313
		<u>226,033</u>	<u>95,923</u>	<u>321,956</u>	<u>267,435</u>	<u>109,328</u>	<u>376,763</u>
Expenditure on Raising Funds							
Indirect Fundraising costs		(3,937)	(-)	(3,937)	(2,565)	(-)	(2,565)
Charitable activities:							
Animal welfare costs		(261,714)	(76,530)	(338,244)	(156,408)	(105,16)	(261,573)
Rent		(1)	(-)	(1)	(1)	(-)	(1)
Administration expenses		(38,024)	(-)	(38,024)	(28,994)	(-)	(28,994)
		<u>(303,676)</u>	<u>(76,530)</u>	<u>(380,206)</u>	<u>(187,968)</u>	<u>(105,165)</u>	<u>(293,133)</u>
Net(deficit)/ income	11	<u>(77,643)</u>	<u>19,393</u>	<u>(58,250)</u>	<u>79,467</u>	<u>4,163</u>	<u>83,630</u>
Total funds b/fwd		157,831	145,039	302,870	210,252	90,876	301,128
Transfers to Contingency fund		(3,639)	-	(3,639)	(81,888)	-	(81,888)
Transfers to Restricted funds		-	-	-	(50,000)	50,000	-
		<u>76,549</u>	<u>164,432</u>	<u>240,981</u>	<u>157,831</u>	<u>145,039</u>	<u>302,870</u>

Balance Sheet
At 31 March 2020

	Notes	2020	2019
		£	£
Fixed Assets	6	51,173	55,830
Current Assets			
Stock	7	8,889	9,013
Debtors	8	15,186	17,212
Cash at bank and in hand		456,948	458,050
		<u>481,023</u>	<u>484,275</u>
Liabilities			
Creditors: amounts falling due within one year	9	(65,688)	(15,347)
		<u>415,335</u>	<u>468,928</u>
Net current assets			
		<u>466,508</u>	<u>524,758</u>
Net assets			
		<u>466,508</u>	<u>524,758</u>
Funds of the charity			
Restricted income funds	11	164,432	145,039
Unrestricted income funds	11	76,549	157,831
Unrestricted Contingency fund	11	162,000	221,888
Designated funds	11	63,527	-
		<u>466,508</u>	<u>524,758</u>
Total charity funds			
		<u>466,508</u>	<u>524,758</u>

The director's statements required by Sections 475(2) and (3) are shown on the following page, which forms part of this Balance Sheet.

The notes on pages 20 to 23 form an integral part of these financial statements.

**Director's statement required by Sections 475(2) and (3)
For the year ended 31 March 2020**

In approving these financial statements as director of the company I hereby confirm:

- (a) that the year stated above the company was entitled to the exemption conferred by Section 477 of the Companies Act 2006
- (b) that no notice has been deposited at the registered office of the company pursuant to Section 476 requesting that an audit be conducted for the year ended 31 March 2020; and
- (c) that I acknowledge my responsibilities for:
 - (1) ensuring that the company keeps accounting records which comply with Section 386 ; and
 - (2) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the year then ended in accordance with the requirements of Section 393 and which otherwise comply with the provisions of the Companies Act 2006 relating to financial statements, as far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to small companies subject to small Companies regime and in accordance with FRS 102 SORP.

The financial statements were approved by the board on 12th June 2020 and signed on its behalf by



Mr J McCarthy
Director

Registration number 07796432

The notes on pages 20 to 23 form an integral part of these financial statements.

Notes to the Accounts

1. Basis of preparation and Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

The accounts have been prepared in accordance with:

The statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014

And with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102)

And with the Charities Act 2011.

Preparation of accounts on a going concern basis

The Trustees assessment is that the charitable company is a going concern and accounts have been prepared on that basis.

Income recognition policies

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has entitlement to the funds
- Any performance conditions attached to the item of income have been met or are fully within the control of the charity
- There is sufficient certainty that receipt of the income is considered probable; and the amount can be measured reliably.
- For legacies, entitlement is taken as the earlier of:
 - The date on which the charitable company is aware that probate has been granted;
 - The estate has been finalised and notification has been made by the executor to the trust that a distribution will be made; or
- When a distribution is received from the estate.

Receipt of a legacy, in whole or part is only considered probable when the amount can be measured reliably and the charitable company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charitable company or the charitable company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services

Donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and the economic benefit can be measured reliably.

Leases

Assets acquired under finance leases are capitalised and the outstanding future lease obligations are shown in creditors. Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

Fund Accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charitable company.

Restricted funds are subjected to specific restrictions on their expenditure imposed by the donor.

Taxation

The charge for taxation is based on the taxable profit for the year that is not covered by the Company's tax exemption with HM Revenue & Customs.

Income

Donations are accounted for as income once the Charitable company has received the amount of the donation in the form of cash, cheque or bank transfer. Intangible income is valued at the cost of provision by the relevant 3rd party or where this information is not available, at Directors' estimate.

Depreciation

Fixed assets are depreciated on a straight-line basis over the following periods:

Site Improvements – 20% cost per annum on a straight-line basis

Portable Buildings - 20% cost per annum on a straight-line basis

Plant and Machinery – 20% cost per annum on a straight-line basis

Furniture, Fixtures and Equipment – 20% cost per annum on a straight-line basis

Motorised Vehicles – 25% cost per annum on a straight-line basis

2 Income and expenditure

	2020	2019
	£	£
Accountant's remuneration	1,950	1,800
	<hr/>	<hr/>

3. Directors' and Trustees' Remuneration

The directors received no remuneration from the charity in this accounting year (2019 nil).

4 Staff numbers and costs

The Company employed on average six full-time and two part-time members of staff during the period. The gross payroll costs were £168,772 (2019 £126,005) and employer's National Insurance costs were £9,851 (2019 £6,807)

5. Taxation

The Company did not generate a taxable profit in the year.

6. Fixed Assets

	Site Improvements £	Portable Buildings £	Plant & Machinery £	FF&E £	Motor £	Total £
Cost						
As at 1 April 2019	133,515	26,765	26,528	1,450	36,873	225,131
Additions	-	8,426	-	-	29,240	37,666
	_____	_____	_____	_____	_____	_____
As at 31 March 2020	133,515	35,191	26,528	1,450	66,113	262,797
	_____	_____	_____	_____	_____	_____
Aggregate Depreciation						
As at 1 April 2019	87,065	21,971	21,942	1,450	36,873	169,301
Charge for the year	26,700	6,479	1,834	-	7,310	42,323
	_____	_____	_____	_____	_____	_____
As at 31 March 2020	113,765	28,450	23,776	1,450	44,183	211,624
	_____	_____	_____	_____	_____	_____
Net Book Value 31 March 20	19,750	6,741	2,752	-	21,930	51,173
	_____	_____	_____	_____	_____	_____
Net Book Value 31 March 19	46,450	4,794	4,586	-	-	55,830
	_____	_____	_____	_____	_____	_____

7 Stock

	2020 £	2019 £
Stock of consumables and merchandise for resale	8,889	9,013
	_____	_____

8 Debtors

	2020 £	2019 £
Monies due from Gala Dinner pledges, grants due and events	7,667	6,535
Deposits on 2019/20 events	-	840
Gift Aid	1,502	4,957
Prepayments	6,017	4,880
	_____	_____
	15,186	17,212
	_____	_____

9 Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	150	4,548
Accruals and deferred grants	56,538	1,800
2020/21 events receipts	9,000	9,000
	<hr/>	<hr/>
	65,688	15,348
	<hr/>	<hr/>

10 Share Capital

The Company is a private company, limited by guarantee and therefore has no share capital.

11 Reserves

	Designated Community Continuity Fund	Designated Covid-19 Recovery Fund	Contingency Unrestricted	Unrestricted	Restricted	2020 Total
						£
As at 1 April 2019			221,888	157,831	145,039	524,758
Net surplus/(deficit) for year				(77,643)	19,393	(58,250)
Transfers			3,639	(3,639)	-	-
Transfers	23,527	40,000	(63,527)			
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
As at 31 March 2020	23,527	40,000	162,000	76,549	164,432	466,508
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12 Related party disclosures

Being a charitable organisation, several of the Directors and Trustees have made donations in cash to the Company in the year.