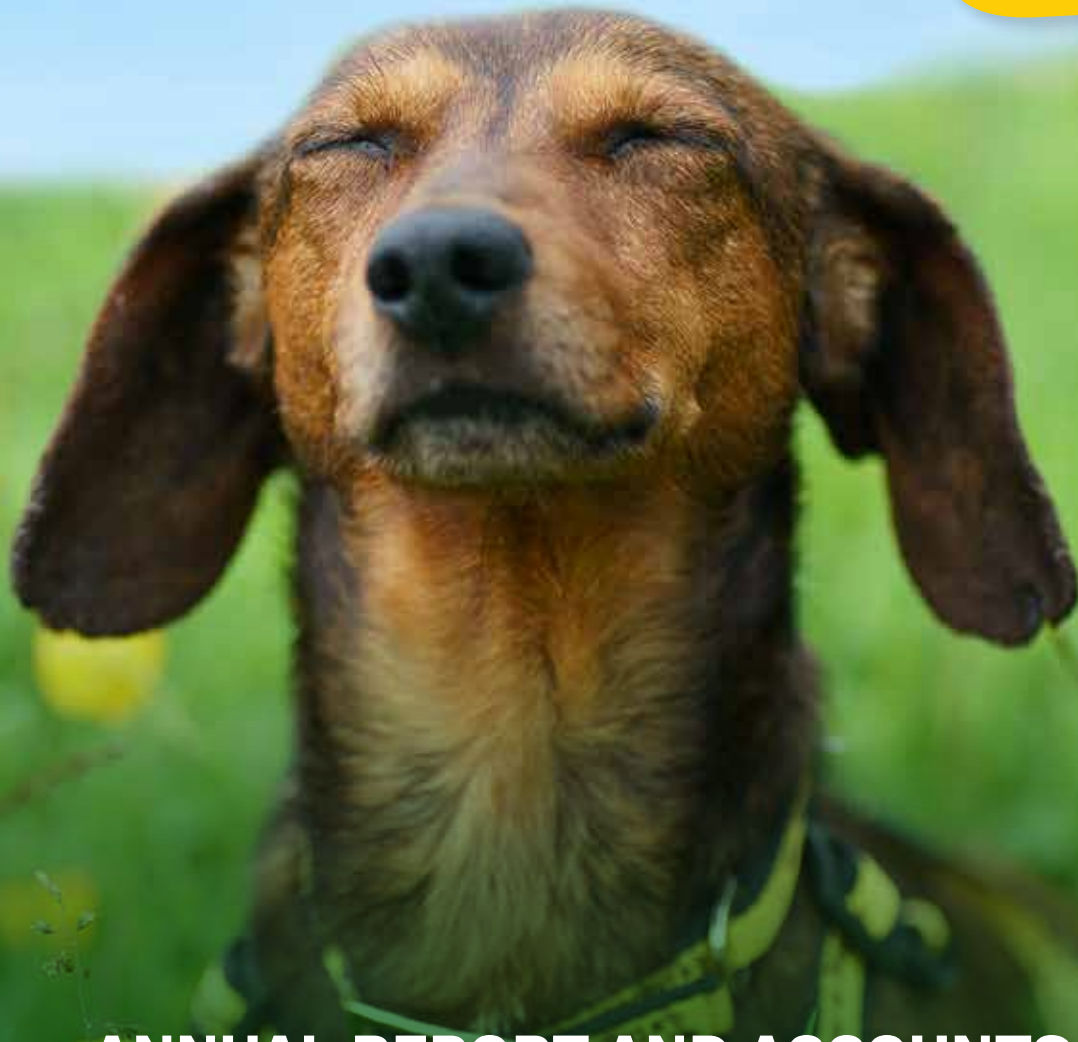




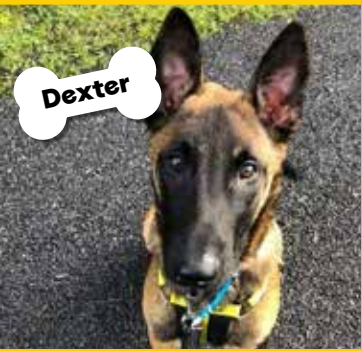
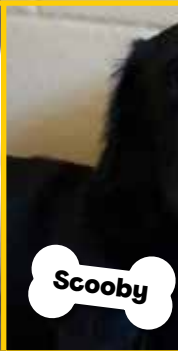
Year of the Dog



**ANNUAL REPORT AND ACCOUNTS
FOR THE FINANCIAL YEAR ENDED**

31 DECEMBER 2020

Dogs Trust Company Limited by Guarantee





Scruppy

Tia

Tamara

Nico

Ivy



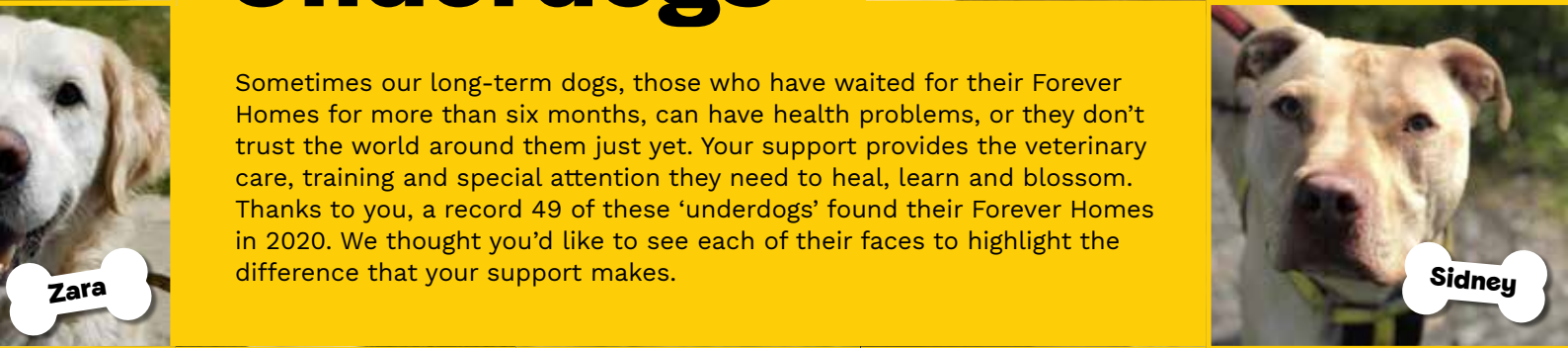
Zara

Twink

Gill

A Record Year for Underdogs

Sometimes our long-term dogs, those who have waited for their Forever Homes for more than six months, can have health problems, or they don't trust the world around them just yet. Your support provides the veterinary care, training and special attention they need to heal, learn and blossom. Thanks to you, a record 49 of these 'underdogs' found their Forever Homes in 2020. We thought you'd like to see each of their faces to highlight the difference that your support makes.



Sidney



Navy

Porkie

Maggie

Dylan



Jake

Rocky

Ted

Pearl



Murley

Beuller

Theo

Bran

Annual Report and Accounts for the Financial Year Ended 31 December 2020

A company limited by guarantee
and not having share capital.

Registered Office

Dogs Trust Company
Limited by Guarantee (CLG),
Ashbourne Road,
Finglas, Dublin 11,
D11 K003.

Registered Company Number

396919

Registered Charity Number

20057978



www.DogsTrust.ie

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Our Mission

**is to bring about the day
when all dogs can live a
happy life, free from the
threat of unnecessary
destruction.**



Directors and General Information

Dogs Trust is a company limited by guarantee (CLG) having no share capital. Throughout this report, Dogs Trust CLG is referred to as Dogs Trust.

Directors

Owen Sharp, Non-Executive and Chairperson – UK resident

Clarissa Baldwin CBE, Non-Executive – UK resident

Nicola Canavan, Non-Executive – Irish resident

Brian Halford, Non-Executive – Irish resident

Brett Llewellyn, Non-Executive – United Arab Emirates resident

Siobhan O'Donnell, Non-Executive – Irish resident

Secretary

Karolina Walkowicz

Dogs Trust Company Limited by Guarantee (CLG)

Registered Company Number 396919

Registered Charity Number 20057978

Registered Office Ashbourne Road, Finglas, Dublin 11, D11 K003.

Auditors BDO, Beaux Lane House, Mercer Street Lower, Dublin 2, D02 DH60.

Bankers Allied Irish Banks, 53/54 Main Street, Finglas, Dublin 11, D11 PH94.

Solicitors Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4, D04 TR29.

The Directors present their annual report and the financial statements for the year ended 31 December 2020. The Company was incorporated on 27 January 2005 and was granted charitable status by Revenue on 18 March 2005.

Welcome and Overview

A Welcome Message from Dogs Trust Chairperson Owen Sharp

I am delighted to present Dogs Trust Ireland's annual report and financial statements for 2020.

We began our educational and outreach work in Ireland in 2005, so 2020 should have been a year of reflecting on the work that we have done over the last 15 years, as well as planning for the next 15. None of us could have foreseen what 2020 actually had in store. I would like to say a huge thank you to the amazing dog lovers of Ireland whose generosity, empathy and patience made this year the success it was, despite the challenges we all faced. I am also full of pride for my colleagues and how they have adapted to such extraordinary changes in such a short space of time.

With the Rehoming Centre closed to the public, our usual fantastic team of volunteers asked to stand down and most office staff working from home, it would have been an impressive feat simply to continue caring for and rehoming dogs at a steady pace. Instead, dog lovers all over Ireland opened their hearts and their homes to dogs, both as foster carers and as forever families. Thanks to these generous and warm-hearted people, our activities have expanded far beyond the Rehoming Centre in Dublin to become truly national.

The response to our restructured online fundraising, campaigning and educational activities has also been phenomenal. We look forward to building on these changes in 2021 so that even more dogs across Ireland can find the loving homes they deserve.



As I write, 2021 is already bringing a new set of challenges, but I know, thanks to the devotion of our donors and the care and dedication of our staff, our wonderful foster families and our volunteers, we will always be ready to respond.

On behalf of everyone at Dogs Trust, I want to thank all our incredible supporters for ensuring that the dogs in our care did not feel the impact of the pandemic in 2020, despite everything. Let us hope that 2021 is a little kinder to us all.

Owen Sharp
Chairperson
Dogs Trust CLG

A Welcome Message from Dogs Trust Executive Director

Becky Bristow

Our annual report for 2020 is more than a review of our activities for the year. It is a testament to the hard work of a strong team, a declaration of our intentions for the future and the story of a unique year – one we have informally dubbed ‘the year of the dog’.

What the Dogs Trust family achieved this year was remarkable and was only possible thanks to the amazing support of our donors, foster families and other benefactors.

As 2020 marked the start of our new strategic period, we had intended to expand our operations beyond the natural catchment area of our Rehoming Centre in Dublin. Our original plan was to make these changes gradually – something that the sudden stark reality of COVID-19 made impossible. At the very beginning of the crisis, we were not sure what to expect. Our Rehoming Centre was suddenly closed to the public, with many of our staff working from home. It did not take long, however, for the dog lovers of Ireland to make their presence felt and make the impossible possible.

As you will see in this report, almost every aspect of how we carry out our work has been changed by the COVID-19 crisis and your response to it. For example, until this year, dogs that we took from local authority pounds spent time in temporary kennels before being transferred to the Rehoming Centre in Dublin. Now, an extraordinary new network of foster families all over the country takes these dogs into their homes much more quickly, where they can stay

until they find their Forever Homes. This enormous change not only benefits the dogs that are fostered, but it also frees up space in the Rehoming Centre to focus on those extra-special dogs who need more complex veterinary care or other specialist rehabilitation before they can start to meet potential families.



As the voice of dogs in Ireland, however, it is also up to us at Dogs Trust to sound a note of caution. The surge in demand for dogs that we have seen during COVID-19 must not result in dogs continuing to be exploited by unscrupulous breeders or sellers looking for easy profits. It also must not result in dogs being abandoned or mistreated because their families don't know how to take care of

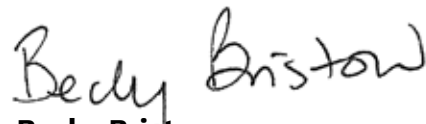
them. Your ongoing support means that we can continue working to prevent this.

You have also made a success of other changes within Dogs Trust by attending online workshops and training classes, joining in with online fundraising challenges and sharing campaigns and appeals far and wide. All of these changes have required an incredible level of dedication, hard work and commitment from every team at Dogs Trust, and I am so thankful to all of our staff for everything they have done to ensure the success of this new, more agile way of working. Most of all, though, I want to thank you for the love you have shown for dogs this year.

It has been a difficult year in many ways. For lots of people, their family dog has been a lifeline, providing unconditional love, companionship, humour and often a reason to get out of the house! I am touched by the

number of people who chose to adopt a dog from us or to learn about dogs from us. For our dogs, particularly those who need a bit more care, a home with a loving family is all they want in the world. To be able to match those dogs with people who will care for them and love them for the rest of their lives is one of the extraordinary privileges of this job. To see your love for dogs expressed in all the support you give is another.

From everyone at Dogs Trust, I hope that this report clearly shows how grateful we are for everything you do for dogs in Ireland.



Becky Bristow
Executive Director
Dogs Trust CLG



A little lost wanderer who was too young to be out alone

Would you know what to do if you found a tiny puppy alone and scared on a deserted street in Dublin? One concerned passer-by did know what to do – they contacted us straight away. Whenever someone contacts Dogs Trust for help, your support means that we can respond and react.

We don't know where Puppy Sean came from, but we do know that, at seven weeks old, he was too young to be away from his mother. He was also not microchipped, so should not have been sold to anyone.

Thanks to you, Puppy Sean got all the healthy food and care he needed to build up his strength, and we could match him with a loving Forever Home as soon as he was ready to leave our care. Your support also means we can be there for Puppy Sean's forever family throughout his life, to offer support and advice. He will always be a Dogs Trust dog.

Executive Director Becky Bristow says:

"We don't know how or why little Sean ended up alone, but we are worried that there will be many more frightened and lonely dogs arriving to us in the coming months, and we need to be there for them."

Head of Operations
Karla Dunne says:

"Right now, dogs couldn't be more popular, as most people have plenty of time on their hands and are valuing the unconditional love and companionship dogs have to offer. Sadly, we fear that as people return to their busy lives, many dogs will be left on the sidelines."



Puppy Sean

You Made 2020 the Year of the Dog

You adopted

1,159 dogs



You fostered

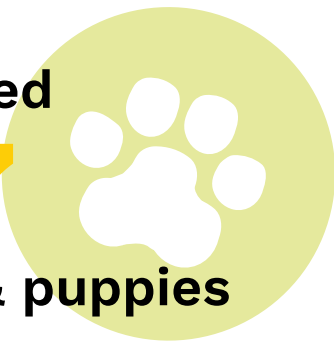
411 dogs



You saved

317

mums & puppies



You gave

49

'underdogs'

a new life in their
Forever Homes



3,909

of you sponsored
a dog

1,063 of you signed up for our two yoga challenges, completing **319,000** downward dog poses and raising **€84,600**



Over **50,000** of you signed the petition to end the illegal sale of dogs and puppies



6,294 of you walked **624,000kms** for 99k for Canines, raising an incredible **€523,539**



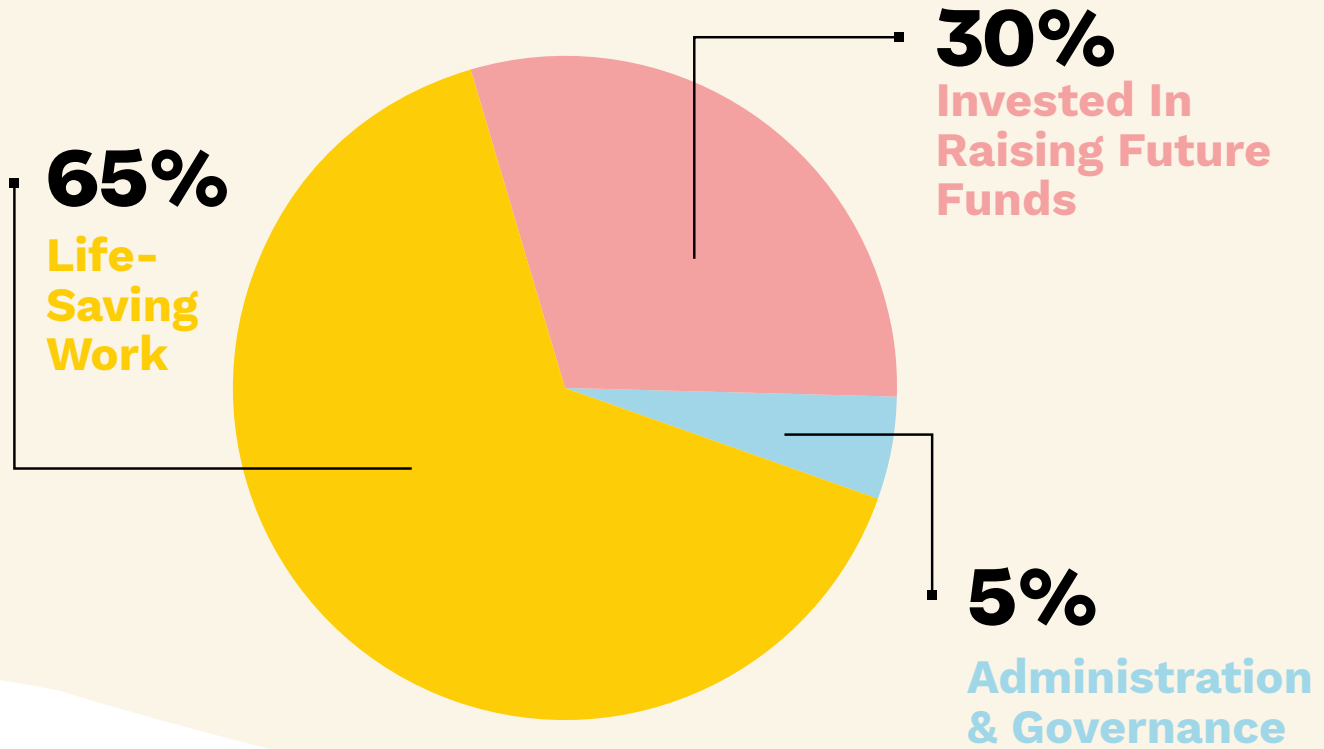
71,913 of you visited our education website



536 of you graduated Dog School classes



Where Your Money Goes



Great Governance



Transparent reporting



Activities firmly aligned to charitable purpose



Best-practice fundraising

Dogs Trust is fully committed to openness, transparency and the Triple Lock Standard of best-practice for charities in Ireland, covering the highest levels of good governance in fundraising and financial reporting.

Dogs Trust relies on public support for our life-saving work. None of this would be possible without the continued commitment and generosity of our donors. We simply could not continue our efforts without you.



Best Practice in Transparency and Accountability

What Your Support Achieves

Your generous support means that we can dedicate ourselves to making Ireland the best place in the world to be a dog. Your commitment builds better lives for dogs who need homes, for dogs who have homes and for dogs in the future.

For Dogs Needing Homes

Rescuing

We work with local authorities and, when we can, private individuals to prevent dogs from being put to sleep or experiencing neglect.

Rehabilitating

Many of the dogs we take in need specialist care from our Veterinary, Training and Behaviour or Canine Care teams before they are ready to go to new homes. Whatever it takes, we will get them back on their paws.

Rehoming

Since 2009, we have rehomed 19,919 dogs. Our Rehoming Centre is located in Dublin, but thanks to our **Regional Rehoming** programme, we can rehome dogs all over Ireland without the need for adopters (or dogs) to travel to Dublin.

For Dogs and Families

Promoting Responsible Dog Ownership

Dogs and people deserve to live happily and safely together, and our Education and Community team works hard to teach people how to make this happen.

Training and Educating

We offer high-quality, welfare-friendly advice and training to build strong bonds with dogs and to prevent unwanted behaviours from becoming a problem.

Researching

From studies of dog behaviour to surveys of veterinary opinions, research is an important part of our work. It ensures that our policies and practices are based on evidence, and it helps to inform the wider work that we do.

For Dogs of the Future

Advocating

We work closely with the people who can effect change in dog welfare laws and practices. This can be a slow process, but rest assured that we are always working in the background on making Ireland a better place for dogs and dog lovers.

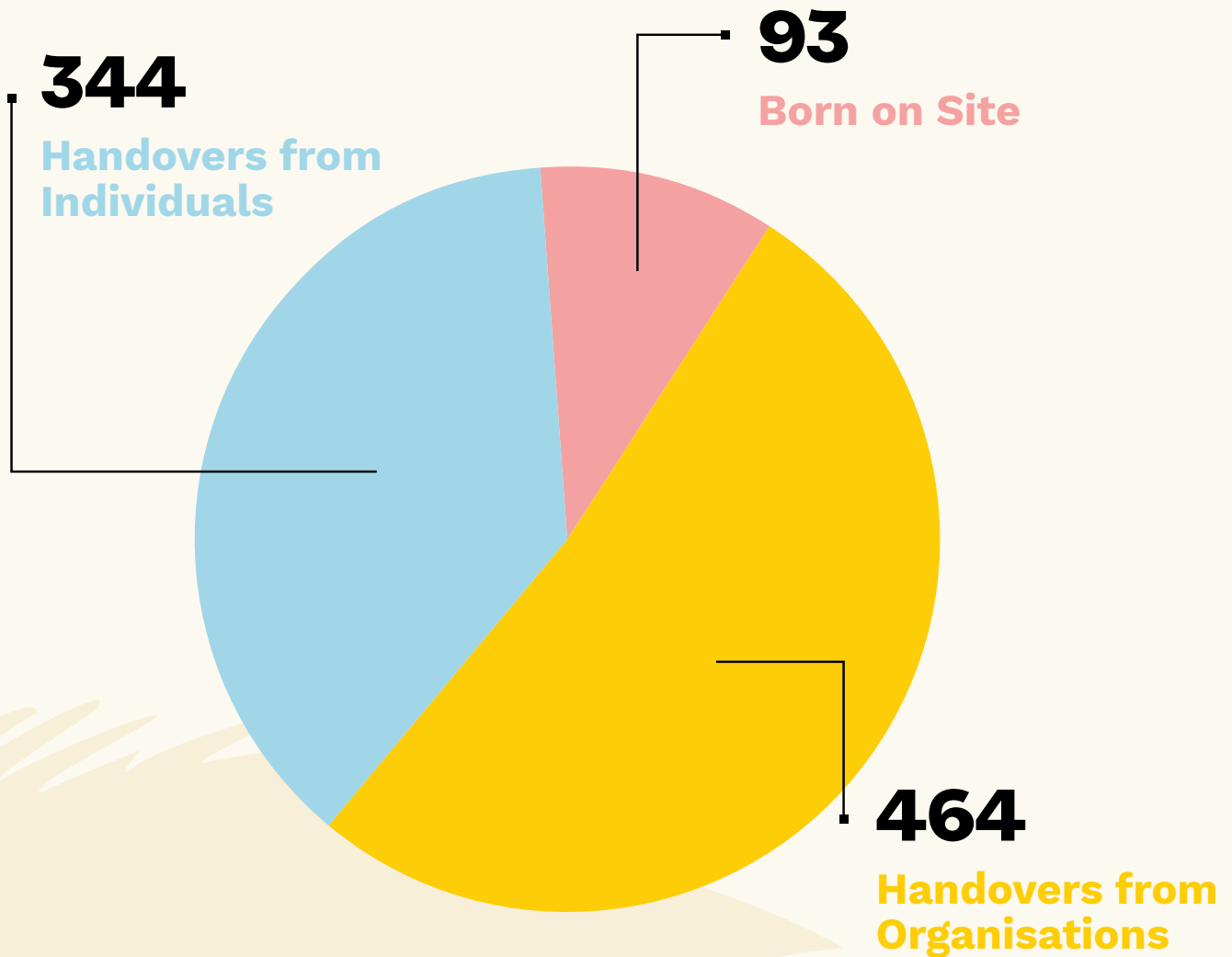
Campaigning

One of our top priorities is stamping out puppy farming in Ireland. We campaign tirelessly for the effective and robust enforcement of all legislation surrounding the sale, supply and advertising of dogs.

Representing All Dogs

The welfare of all dogs in Ireland is of the utmost importance to us, including racing Greyhounds. We campaign to improve welfare standards and the traceability of these dogs, and we promote them as the amazing family pets that they are.

Where **Our Dogs** Came From In 2020



We do not rely on annual government funding, so we answer only to the dog lovers all over the country who share our vision of an Ireland that cherishes dogs. Your incredible generosity and support make our work possible.

Despite all the challenges that have faced the Dogs Trust family this year, the kindness of our supporters and their vocal dedication to dogs have enabled us to continue making a positive difference in the lives of dogs and the people who love them.

Our Nicer to Neuter campaign mascot who just needed a chance

When she arrived at Dogs Trust, Cher was a heavily pregnant little terrier girl who had been abandoned. Thanks to your support, we were able to give Cher the very best of care in our specialist 'Mutternity Unit', where she gave birth to 11 puppies.

Sadly, one of Cher's puppies didn't make it, but the rest – and Cher herself – were in good physical health despite Cher's bad situation. The Puppy Carers in our dedicated Puppy Wing that you support took great care of the little family until the puppies were ready to go to their Forever Homes.

Then it was Cher's turn. It wasn't easy for her to adjust to ordinary family life after everything she'd been through, but her adopter was determined to give her the comfort she had been missing up to now. In return, Cher blossomed into a cheeky and confident best pal.

Cher's adopter says:

"Cher has made my house a home. She instantly became my best little buddy as soon as I took her home. She lives in a house of girls and she is definitely the biggest diva of us all! Cher was very timid in the beginning when we took her home. She was terrified of traffic, loud noises, men, phones ringing and so much more. Now she's become a brave and curious dog who adores chew toys, being chased around the house and chewy treats! She's very vocal and is always trying to chat with us, with grumbles and whines. She's the most lovable dog who snuggles into your neck and I can't wait for someday for her to meet her pups again for a playdate. Thank you so much Dogs Trust and especially Kim for caring for Cher and her puppies."

Look at all the ways your support helps dogs like Cher. Thanks to you, our Puppy Wing can care for up to 500 puppies in a year. Thanks to you, Cher was safe and cared for until her Forever Home came along. Thanks to you, we will continue to campaign for better enforcement of the laws that protect dogs like Cher from harm.

From Cher and her puppies (including little Milo!), we are so grateful for everything you do.

As you will see in this report, we have had to make a lot of changes this year. But one thing that never changes is your dedication to the dogs of Ireland. Together we can make sure every dog has the happy life they deserve.

Milo



Charming Cher



COVID-19 Impact Report

Everything we do at Dogs Trust has one major goal in mind: for every dog to find a home where they can live happily and be cared for by people who love them.

We are constantly reviewing how best to achieve that goal, and our intention for 2020 was to begin implementing a new set of objectives in a steady and structured way.

Objectives at the Start of 2020

Rescue, Rehabilitation and Rehoming

- 🐾 Increase the number of successfully adopted dogs in loving homes.
- 🐾 Investigate the idea of expanding rehoming beyond the Dublin Rehoming Centre.
- 🐾 Help our 'underdogs' to find their homes faster.
- 🐾 Recruit 20 new foster families to the **Home from Home** programme.

Reducing the Number of Unwanted Dogs

- 🐾 Continue encouraging dog owners to neuter their dogs.
- 🐾 Help to keep dogs safe by supporting owners in complying with microchipping laws.
- 🐾 Help to keep dogs in loving homes by supporting owners with advice, training and other resources.

Promoting Safety Around Dogs and Responsible Dog Ownership

- 🐾 Bring our educational programmes to a wider audience through working with other groups, finding new locations to hold events and expanding into secondary schools.
- 🐾 Continue to seek funding to develop our workshops for children with special needs, particularly children with autism.

Sustaining the Future of Our Life-Saving Work

- 🐾 Meet our financial targets to ensure we have the vital funds for the dogs who need us now and those who will need us in the future.

Speaking Up for Dogs

- 🐾 Stop dogs being sold illegally by campaigning and lobbying for the enforcement of the laws that govern the sale of dogs.
- 🐾 Work towards ending the cruel practice of puppy farming by working with politicians and other welfare groups to strengthen welfare laws.
- 🐾 Work towards ending the exploitation of dogs in Ireland's Greyhound industry by working with people who can effect change, such as TDs, industry leaders and welfare groups.

Fabulous Frank

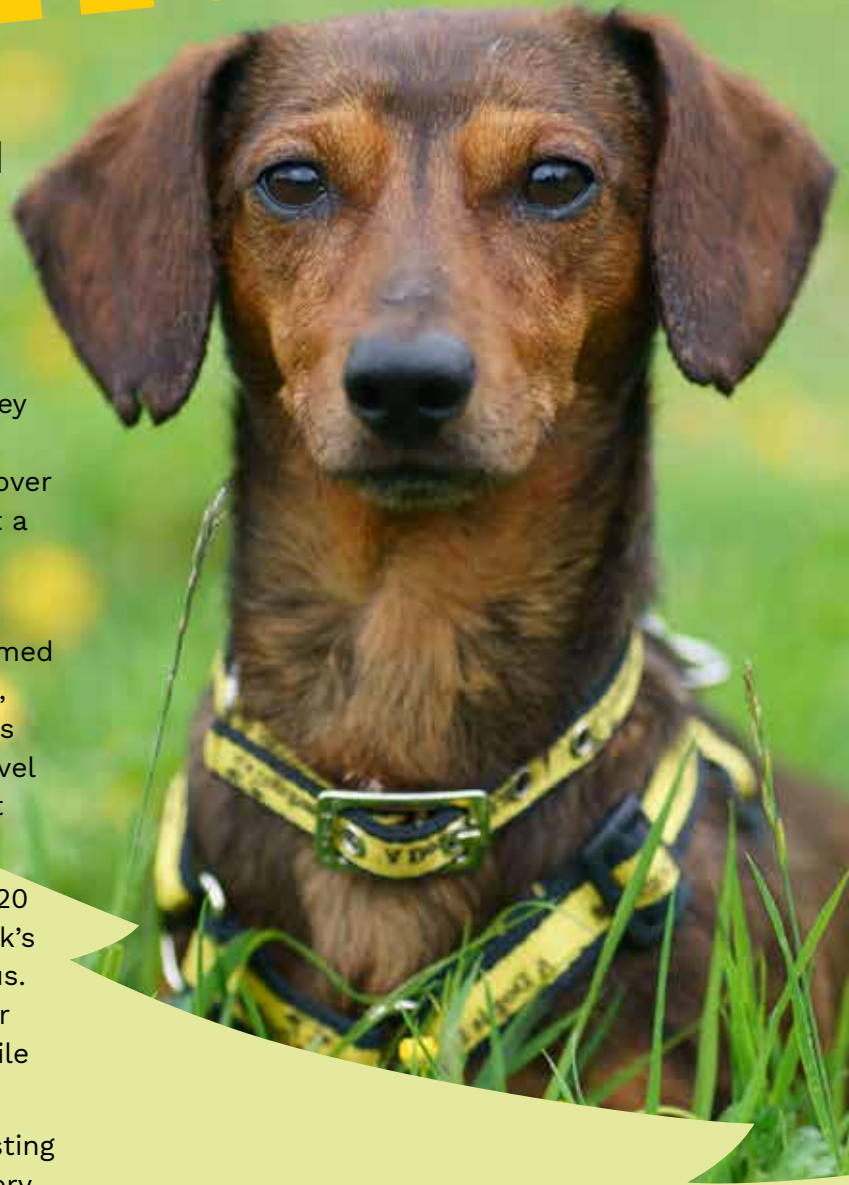
A timid little Dachshund whose first family needed our help

Like a lot of families during the first months of COVID-19, Frank's original owners just wanted to get a puppy. They answered an ad online, went to the appointed meeting place and handed over a large sum of money, expecting to get a three-month-old Dachshund puppy.

The family knew immediately that something was wrong. Their vet confirmed that Frank was closer to two years old, and the family quickly realised that this extremely fearful little lad needed a level of care and socialisation they were not equipped to provide.

Your incredible support throughout 2020 meant that we could be there for Frank's original owners when they contacted us. One of our kind and experienced foster families was there to take Frank in while we assessed him.

Little Frank's bad start in life had a lasting effect on him, so he really needed a very special home. Frank (who is now Tom) was eventually adopted by Claudine, one of our Canine Carers. In his Forever Home, he has a human family with expertise in caring for traumatised dogs and he has doggie siblings who help him to feel safe and comfortable in the outside world.



Claudine says:

"The main thing is he wags his tail every day, so that means he is a happy boy."

Because of you, we were there when Frank's first family needed help, and we were there for Frank.

How COVID-19 Changed Everything

In March, everything changed. Not just for us, but for everyone worldwide. We suddenly had to adapt to the new realities imposed on us by the COVID-19 pandemic. We closed our Rehoming Centre to the public and asked our staff to work from home except where absolutely necessary. We suspended many of our campaigning, fundraising and training activities. We prepared ourselves to scale back our activities and to reassess our goals for the year.

The response from our team was swift and assured - within days, all office staff were fully operational at home. Essential Rehoming Centre staff put a whole new working routine in place to maintain the highest level of care for the dogs while keeping everyone safe.

The response from our supporters was nothing short of astonishing. By the end of the year, the rehoming process at Dogs Trust had gone from being a Dublin-based, centralised operation working out of the Rehoming Centre in Finglas to a national network of fosterers and local kennels. We moved many of our fundraising and all of our education, campaigning and training activities online. The enthusiasm and determination of



our amazing fosterers, adopters and donors drove the creation of new programmes to help our 'underdogs', new ways to get our message out and new possibilities for the future of dogs in Ireland.

We are so grateful to everyone who stepped up for dogs in 2020. It certainly was the year of the dog, but it was also the year of YOU.

Our life-saving Labrador cross girl

Maggie was one of our 'underdogs' who took a little longer to find the right home. This Lab cross girl needed a quiet home with understanding owners, and we knew that when the right people came along, Maggie would repay their commitment with total love.

But even we were surprised by just how deep Maggie's love turned out to be!

Our Head of Operations, Karla Dunne, says:

"When Maggie's owner had trouble breathing one day, Maggie raised the alarm by barking, alerting her adopter's wife and son, who called an ambulance. After a short spell in hospital, Maggie's owner made a full recovery. He is in no doubt that this is thanks to his faithful friend Maggie. Dogs really are amazing, and your support means that more dogs get the chance to be part of a loving family, just like Maggie."

Marvelous Maggie

Progress on Goals

You Adopted

We quickly realised that rehoming dogs under COVID-19 restrictions would need a totally new approach from us, as well as a new level of patience and commitment on the part of potential adopters. We needed to completely reimagine how we would pair potential homes with the right dog! The solution was a new matching service that included more detailed questionnaires, extra phone screening and temporary pre-adoption placements with potential forever families. Thanks to the hard work of the teams involved, your ongoing support and the dedication of the forever families who adopted a dog this year, it all paid off.

The numbers speak for themselves:

- **1,159 dogs** were adopted.
- **83% more adult dogs** were adopted in 2020 than in 2019.
- **49 'underdogs'** found their Forever Homes.

You Fostered

In early March of 2020, outside Dublin, dogs who had just come into our care were waiting to start the next stage of their journey. Some were scheduled to go to the UK to be rehomed and some were destined for the Rehoming Centre in Dublin. Travel restrictions meant that these dogs would not be able to complete their journeys as intended, so a whole new plan was needed and fast! We appealed for foster homes throughout Ireland. Thousands of you responded to that appeal, willing to open your homes and hearts to dogs who needed you. As a result, we no longer need to transfer dogs to UK rehoming centres. Another benefit was that we were able to keep fewer dogs in the Rehoming Centre, which allowed us to reduce the number of

staff needed each day, thereby enabling us to implement best-practice social distancing and other COVID-19 protection measures.

Here's what fostering achieved this year:

- **857 new families** joined the **Home from Home** fostering programme – we had hoped for 20.
- **320 dogs** (194 adults and 126 puppies) were rehomed directly from fostering.
- **42 of the dogs rehomed from foster care** had been in the Rehoming Centre for six months or more.

Even for those dogs who don't find a home from foster care, the experience is invaluable. Foster families give dogs space to relax and learn about family life in a caring and monitored environment. They also provide vital feedback to our Rehoming team on the dog's personality and quirks so that they can be better matched with a Forever Home.



In fact, because so many of you were willing to take in dogs in need of temporary care, we were able to start a new programme, our **Frontline Foster Care Card**. This scheme is for frontline and essential workers who might find caring for their dogs difficult to manage during the pandemic. Under the scheme, key workers can have their dog fostered in a loving home for a minimum of two weeks at no charge. Your offers of safe and loving temporary homes took away the worry of sourcing canine care for frontline workers, which is an amazing way to help!



Tess -A Fostering Success Story

Tess the Collie is a true example of what fostering can do. She found it hard to adjust to life in the Rehoming Centre and, because we knew she was not expressing her true personality there, it was difficult to give potential adopters a full report on her. Tess spent time in an experienced foster home, where there was a steady dog to help her settle. With the guidance of our Training and Behaviour team, the foster family brought out Tess's true personality, bit by bit, until she blossomed into the dog we always knew she could be. Tess stayed with her foster family for six weeks. The time, patience and understanding they gave her led to her finding her Forever Home. At every stage of her stay with us, Tess got the best possible care - thanks to your support.

Fantastic foster families are the backbone of our brand-new **Regional Rehoming** programme. When COVID-19 restrictions meant that we could not move dogs from our regional hubs to Dublin or the UK in our normal way, we needed to recruit foster homes rapidly and safely in the Connacht and Munster regions. The call was answered loudly and enthusiastically, and it was not long before we had a full roster of foster families, waiting with open arms to take in the dogs who needed them most. Thanks to the patience and cooperation of these warm-hearted people, 213 dogs were placed in foster care as part of the programme, with 161 of them being rehomed.

Rehoming dogs in this way is hugely beneficial. It cuts back on the amount of travel each dog has to do and increases the likelihood of them being rehomed in a familiar type of environment. It also frees up space in the Rehoming Centre for dogs that need more intensive, specialised care.

To introduce such a huge change to our rehoming model in such a short space of time is an amazing achievement for Dogs Trust. The success of this remarkable innovation is testament to the phenomenal dedication of our hard-working staff, the astounding commitment of our foster network and the absolutely crucial support that you provide. Every Dogs Trust dog, whether they are under the specialist care of our Veterinary team in the Rehoming Centre in Dublin or just hanging out in a foster home in Mayo, gets all the help they need because of you.

You also made it possible for us to establish **Stepping Stones** in August 2020. We place dogs on this programme who need more focused training and behavioural work to help them transition more easily from the Rehoming Centre to a home environment. The first few months have seen some really encouraging results, with 10 of the 22 dogs from the programme now in their Forever Homes. We are looking forward to developing **Stepping Stones** even further with your help.

Peerless Porkie

Our quirky Pit Bull cross finally found a home, thanks to the Porkie Plan

Porkie the Pit Bull cross is one of our most special dogs. He was born in our Rehoming Centre in 2016 and was a lovable and goofy chap from early puppyhood. He was also a big dog, though, and he tended to get overexcited and frustrated easily in new situations, causing potential adopters to pass him over in favour of calmer, quieter dogs. Fortunately for Porkie, your generous and unflagging support meant that he was always healthy, safe and happy in our care.

As Porkie grew into an adorable, but headstrong, adult, your commitment to our work made all the difference. Thanks to the incredible level of support you provide, we have a dedicated Training and Behaviour team and a committed Rehoming team who worked tirelessly to channel Porkie's boundless energy with exercise, enrichment and training, as well as assessing his needs and communicating them to potential adopters. They even set up a fake apartment in the Rehoming Centre, complete with kitchen equipment, so that dogs like Porkie can get used to ordinary household sounds they have not heard before.

Brian and Regina, Porkie's adopters, say:

"Porkie was suggested to us by the Rehoming team, who explained all about his quirks and his struggles to control his excitement. As soon as we met him, we fell head over heels in love and knew there and then that we were prepared to do anything asked of us to be able to adopt him!"

"We visited the Rehoming Centre 35 times, and Porkie visited our house with his Canine Carers. Dogs Trust implemented 'the Porkie Plan' to get him accustomed to life in a

home, and together we worked on his excitability.

"Now he enjoys nothing more than snuggling with us on the sofa. He's a completely different dog to the one we met, and we couldn't be prouder of him and everything he has overcome – we simply adore him!"

The Porkie Plan only paid off because our work was backed up by your support and generosity, and we are so grateful to you.



You Learned What Dogs Need

Your support has helped us to bring our message of safety around dogs to thousands of people across Ireland over the last 15 years. Our latest research has shown that responsible dog owners believe they have absorbed this message fully, but they want to know more about how to increase their dogs' happiness. Because keeping dogs happy is intricately linked to behaving safely around them, our Education and Community team was pleased to put the message of dog happiness at the heart of the (now digital) **Be Dog Smart** week in June 2020.

Be Dog Smart is our annual campaign focused on keeping the whole family safe around dogs both indoors and when out and about in the community. Usually, it consists of workshops delivered in person to the target audience of primary school children, together with a free downloadable guide and online educational resources. Converting the workshops for online delivery and creating more fun, educational and engaging digital activities was a new challenge for the team, but they succeeded - and the results were very encouraging.

- **Over 16,000** of you visited the Be Dog Smart web page, which is an increase of 33.5% over 2019.
- **Over 900** of you downloaded the online resources associated with the campaign, an increase of 120% compared to the previous year.
- Downloads of our Education and Community team's activity sheets and other resources **increased by 54%** since last year.

The most popular resource was the **Be Dog Smart** fridge poster, followed closely by the blueprint for building a doggie den, which emphasised the importance of dogs having space of their own.

The response to our creative writing competition was also impressive. Teachers found the prompt especially useful, setting it as an essay assignment for their students. The entries that came from more than 300 little Liz Bonnins showed how much families are learning about their dogs all the time and highlighted the good you do for dogs of the future by supporting our educational programmes.

The conversion to online was a huge task for the Education and Community team, and now all our core workshops are available via Zoom through our new online educational platform. Built into the education website, the new platform not only offers free online live workshops via Zoom, it also provides curriculum-linked downloadable workshops that can be done in your own time. These downloadable workshops are an excellent resource for home-schooling during lockdown. The newly updated online 'Kids Space' also offers lots of fun, educational and engaging activities for both primary and secondary school children.

This move online and the progression of our educational resources during such difficult times were only made possible thanks to the incredible generosity of one special donor, an Irish family foundation. Our heartfelt thanks go out to them for enabling us to undertake this important work, and we look forward to continuing to work with them on new projects.

Of course, we hope to get back out into the community as soon as it is safe to do so, but the move to an online format has been so beneficial in the case of **Be Dog Confident** that we have decided to keep it online in the future.



Be Dog Confident is a workshop that aims to help children to overcome a fear of dogs. Developed with the input of an external psychologist, it is intended to prevent dogs from having to be rehomed because a child is afraid of them. It demonstrates more manageable interactions with dogs in the community, therefore reducing the risk of incidents that can have a negative impact on our beloved dogs, as well as on us humans. Moving this workshop online means that parents and children can attend from home without having to take a lot of time off work and without having to travel. The safety of the home environment can also be less stressful for some children, who might be reluctant to attend an in-person workshop. So, we will continue to run this workshop online even after restrictions are lifted.

Moving our **Dog School** training classes online had similar benefits. By the end of the year, over 400 people had attended online sessions from all over the country, which is around 150 more people than the in-person classes in Dublin could have accommodated, and **Dog School** has now cleared its waiting

list. The feedback you gave us also showed that the message of **Dog School** gets through more clearly online – it is not about training dogs directly, but about teaching families how to train their own dogs.

Dog School's new one-to-one video sessions have also given individual dog lovers the tools to address some more specific behaviours, and they offer people the chance to open up about issues they might be reluctant to discuss in a group setting. This really helps us to refine our training offering even further and make sure we continue to address the behaviours and circumstances that dog owners experience on a daily basis.

Being safe and happy around dogs was such an important topic in 2020 that RTÉ asked us to record five short videos for their *Home School Hub*, instantly bringing the message to a national audience. With your help, we can continue to produce high-quality material that is ready to use in this way, whenever it is needed.



Beautiful Beau

A gorgeous Rottweiler girl who needed veterinary help

Our Assistant Operations Manager, Eimear, arrived at the Rehoming Centre one morning to find a friendly Rottie girl tied to the gate outside.

Eimear says: *“She was immediately friendly and very pleased to see me . . . I burst into tears when I realised she had spent over seven hours in the cold, on her own, just lying there. Especially since we have an emergency number stuck to the gate.”*

Eimear took Beau inside, where she could immediately see that this poor girl had extensive tumours all over her body. Veterinary examination showed that she also had a chronic ear infection that, like her tumours, had gone untreated and left her in

serious discomfort. The vital support that you provide meant that Beau could get immediate relief and care, so she would not have to experience that level of discomfort any more.

Beau is now spending time with an incredible fosterer. She is getting stronger and healthier all the time, thanks to all the care your support provided for her.

Becky Bristow, our Executive Director, says:

“We were very saddened by this case and appeal to anybody who is having difficulties with their dog to please contact us. We will do our utmost to help you, whatever your circumstances, because we want to prevent cases like Beau’s from happening in the future.”



Holly Carpenter, Former Miss Ireland and Dogs Trust Ireland Ambassador with her adopted dog Max.

You Created a Community of Dog Lovers

At a time when COVID-19 restrictions kept us from seeing each other in person, your enthusiasm and support for events such as our first ever **Digital Dog Friendly Ireland Day** brought us all together online. As part of the campaign, we encouraged you to share stories of how your dogs were helping you through lockdown, to post pictures of your canine work-from-home colleagues and to donate the cost of your usual commute or a cup of coffee to help continue our life-saving work. Photos of your dogs in their 'Employee of the Month' bandanas filled our social media pages from all over the country, reminding us that we are a community of dog lovers.

So many of you signed up to become dog sponsors in support of this campaign, and your generous donations will go a long way towards ensuring that more dogs will find their happy homes and feature in these photos in the future.

And when the working day was over, you didn't stop! You went the extra mile for dogs as part of our **99k for Canines** challenge, and there was no stopping you. In fact, you walked an unbelievable 516,000kms more in 2020 than in 2019 and raised over half a million Euro! Wait until you see the exciting new challenges we have in store for you in 2021.



You Gave Dogs Hope with Your Incredible Generosity and Loyalty

In 2020, you provided dogs with people they could rely on. You supplied a safe haven, a warm bed and a kind word, whether it was in your own home or in the Rehoming Centre. By keeping our operations running, you provided the specialist care, the expert vet, the healthy diet, the training and the rekindling of hope for vulnerable dogs. Your staggering generosity provided a place of safety and a new start for so many dogs this year, but also gave us hope for what we can all achieve together next year.

Brave Beans

An abandoned terrier who just needed a second chance

This poor little terrier cross was tied up to railings close to our Rehoming Centre in October 2020. Soaked to the skin and close to a busy road, Beans was lucky to be spotted by someone driving by. Thanks to your ongoing generosity, we were there to take Beans in, and our Veterinary team assessed him immediately. Beans is only a young dog, a wonderful character and 'full of beans' as his name suggests. We don't know why his owners gave up on him, or why they felt they couldn't ask for help.

We do know, though, that Beans has a new family now, and he's a happy chappy.

We want you to know that we are here for dogs like Beans, and we will always do our very best to help in any way we can.

Karla Dunne, our Head of Operations, says:

"It never gets any easier seeing these beautiful souls, so full of life and personality, being abandoned in this way. But it's because of you that we can be here for dogs like Beans, to give them the second chance of life they deserve. Thanks so much for all you do!"





You Spoke Out for Dogs

Over the last 15 years, you have demonstrated your love for dogs by supporting our targeted campaigns to change dog welfare legislation in Ireland. The pressure you exerted helped to bring about the new laws that were introduced in February 2020 to regulate the sale, supply and advertising of dogs in Ireland. Sadly though, these laws are not being enforced. Unscrupulous breeders are still keeping dogs and puppies in horrendous conditions and profiting from selling sick and damaged dogs to unsuspecting families through misleading ads.

We knew we had to do something, this year more than ever, to highlight this terrible injustice. Your support meant that we could create an entire campaign to inform the public about buying a dog safely and to call

for stringent enforcement of the laws that protect dogs. The **#SoldAPup** campaign included our first ever TV Christmas ad made specifically for an Irish audience. The TV ad had a viewership of over 7.2 million and the accompanying radio adverts reached a listenership of 2.4 million. We also launched a petition calling on the government to stop the illegal sale of dogs. Your response has been fantastic. Over 50,000 of you have signed the petition so far, even though it was only launched in December 2020. We plan to present the petition to the government to press for change in 2021.

Your voices were also heard in the Greyhound racing industry, another area where dog welfare is routinely ignored by unethical breeders and owners. Thanks to you, we secured a commitment from the government that any future state funding will be contingent on welfare standards being upheld and traceability being put in place. On behalf of all dog lovers and dogs, we will push for enforcement of this promise.

Excellent Esme



Miss Wigglebottom is queen of her castle at last

After patiently waiting 694 days for her Forever Home to find her, Esme was adopted this year. This gorgeous girl needed patient and understanding adopters who would commit to building up a bond with her and learning all about her unique behaviours before she could go home with them. When the right family finally arrived, Esme was ready to greet them as a healthy, confident and happy girl, because your support provided all the care she needed.

Now, instead of waiting and hoping, this magnificent girl spends her days going on scenic country walks, getting cosy on the bed and lapping up the love she so deserves.

Her forever family says:

"It's astounding the amount of pure joy and love she has brought to our household. She has already established herself as queen of the castle, and she knows it!"

The look on Esme's face says it all, and it is all thanks to your support.

You Followed Us on Social Media



Facebook

123,561 to 148,345 followers
 Impressions in 2020: **72,391,800**



Twitter

21,100 to 24,913 followers
 Impressions in 2020: **10,434,630**



Instagram

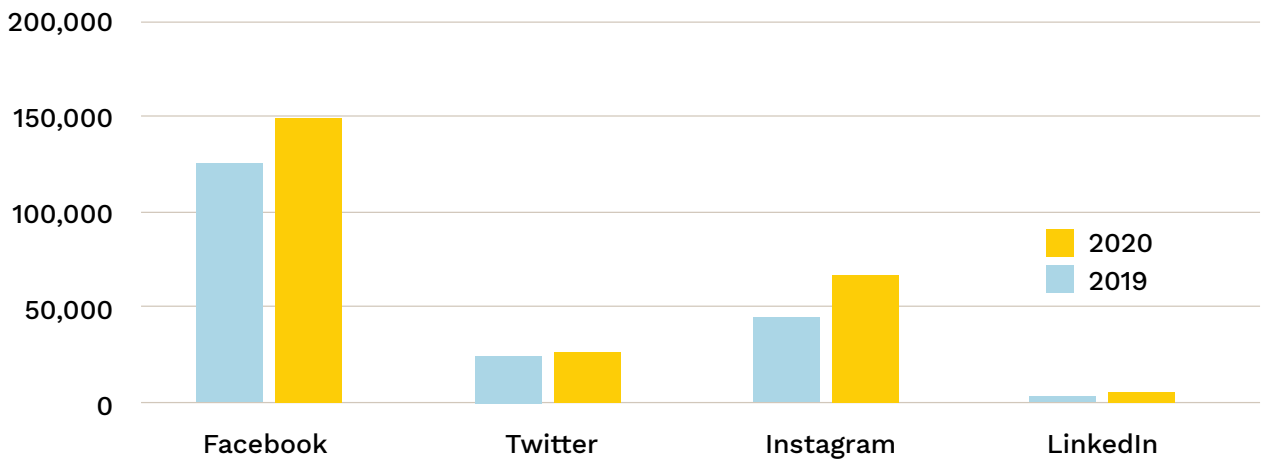
43,800 to 65,442 followers
 Impressions in 2020: **8,348,133**



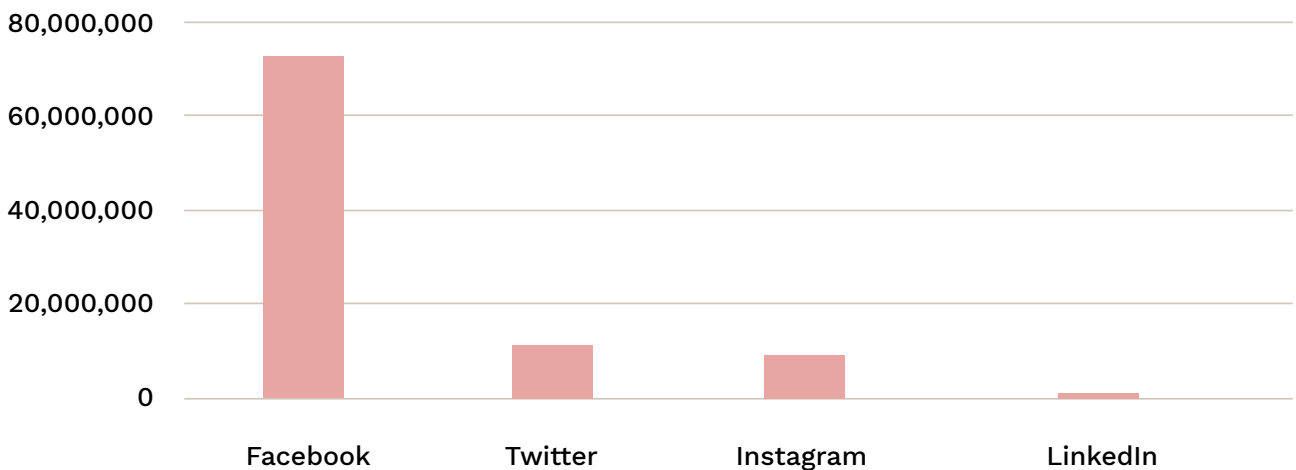
LinkedIn

656 to 1,617 followers
 Impressions in 2020: **219,175**

You Followed Us on Social Media



Social Media Impressions



Mighty Murley



Our leggy lurcher boy who was a #WaitingForYou campaign star

When Murley first came to us, we expected that he would be rehomed in no time. With a twinkle in his eye and a spring in his step, he soon became a firm favourite with his carers and all the staff at the Rehoming Centre. It soon became obvious, though, that Murley's incredible energy could work against him when he felt apprehensive, particularly if there were other dogs in his space. A calm environment and a family willing to work with him on his behaviour were essential. Your support, and your belief in dogs like Murley, meant that we could take the time and effort to make sure Murley was matched with the right home and provide support to his fabulous new family when they decided to adopt him.

Murley's adopters say:

"It has been over three months since Murley joined the family. He settled in instantly, and it has been a joy to have this gentle giant at home. He is improving on his walks every day – he loves night-time walks, and he loves running and chasing the ball. I don't think I've ever seen a faster dog in my life. Go Muuuuuuurley!"

Looking Ahead

A Five-Year Strategy

While 2020 has very much been the year of the dog, we are all too aware of the downsides of such huge demand for canine companions. The cycle of supply and demand breeds exploitation, and we have grave concerns for the future of many dogs as life slowly returns to normal. More dogs will be abandoned as people go back to work and the demand for dogs crashes, leaving excess supply. We also predict an increase in families who will need to surrender a dog they got in lockdown on a whim or a dog they simply cannot handle even though they did everything right at the time.

Fortunately, these dogs will have you to rely on because, with your support, we will be there to pick up the pieces. We will take in dogs who need a mixture of specialist veterinary and behavioural care to get them ready for new homes. We will support and advise families who have problems with their dogs but don't want to give them up. And we will do our best to make room for those who have made the hard decision to surrender. Sometimes, even if a family does everything right, life with a dog just doesn't work out. Thanks to you, we can be there to help when that happens.

You also provide the security that enables us to plan for the longer term, meaning we don't just react to immediate crises, but can look beyond them and make progress on our long-term goals for dogs. Thanks to your support, we not only weathered our most difficult year, but we've also been able to embrace the opportunities that the COVID-19 crisis has presented. We changed



our ways of working, we reshaped our organisation, we replanned what could be achieved and we had our most successful year ever. With your continued support, we will apply that determination and creative energy to tackling the core problems that blight dogs' lives and happiness in Ireland.

All these hugely positive changes are the result of your boundless love for dogs. We hope now that you will join us in working towards even greater changes over the next five years so that, together, we can all put an end to the cruel and thoughtless mistreatment that so many dogs in Ireland still endure. We want to see a time when every puppy born in Ireland is wanted and loved throughout its life, just as they deserve.

Our Little Litter

Tiny two-week-old puppies who were lucky to be found

A County Meath walker was shocked one day to return to her car and find that a bucket had been left on the roof - a bucket containing a litter of seven tiny puppies. These little mites were so small that their eyes hadn't even fully opened.

Your support for Dogs Trust meant that we were there for these puppies when the walker contacted us for help, and we could take the puppies into our dedicated Puppy Wing for proper care. Puppies that are taken away from their mums at such a young age need bottle feeding every two hours as well

as round-the-clock care, something we can only provide because of your support for our **Sponsor a Puppy Playgroup** and other contributions.

Maciej Trojanowicz, our Operations Manager, says:

"Bottle feeding puppies is very rewarding, but exhausting, especially through the night, and there is always a fear with puppies so young that they might not survive."

Thanks to you, these puppies not only survived, but thrived. They have all found loving homes, and we will be there for their families with support and advice if it's needed.



The Next Five Years

Remarkable feats of determination, creative innovations and the steadfast support of our dog loving donors underpinned our incredible deeds for dogs in 2020. Our COVID-19 experience has had many positives as it allowed us to reshape and rethink what is achievable. We have changed how we operate and refocused how we look at things as a charity, and we are determined to address the core issues that blight dog's wellbeing and happiness in Ireland.

We carried out research in 2020 to delve into the biggest problems facing dogs in Ireland. We spoke to vets across the country and combined their answers with our own expertise, observations, information and experiences. Our review and research indicated that we have made substantial progress in many aspects of our mission since we started our work in Ireland in 2005. The rate at which dogs are put to sleep in local authority pounds has dropped dramatically in this time, from 48 dogs per day to less than 1, and Ireland's dog lovers have enabled us to become a well-recognised and trusted dog welfare charity.

Specifically, our future work needs to address the following issues:

- Online selling of dogs as a consumer item, with no traceability of origin and no assessment of the new home.
- Poor health and welfare standards, along with over-production of puppies, in puppy farms and Greyhound breeding establishments, causing suffering to dogs and, in some cases, abandonment.
- The need for better education in the fundamentals of dog welfare and happiness for both breeders and owners of dogs.

To address these specific issues, we have to focus on the following positive impacts for dogs in need by 2025. We want to make Ireland a place where every dog is understood, wanted, loved and cared for. So, as we plan for the next strategic period, we are committed to these heartfelt promises to dogs all over Ireland.

Our Promise to Dogs:

1. We'll continually do better at keeping you safe and loved

In planning well for the future, we promise to never forget our core mission – to deliver greater impacts for you and future generations. For as long as is needed, we'll rescue you. We'll rehabilitate you. We'll rehome you. We'll continue to reduce the number of homeless, surrendered or unwanted dogs and of those put to sleep unnecessarily. We will constantly strive to be more strategic and effective. We'll continually work hard, continually learn, continually improve – every hour, every year, every dog.

2. We'll be there for you - wherever you are

You are everywhere, and so we should be everywhere too. That is because, on many occasions, in many places in Ireland, dogs like you will find themselves in crisis. When that happens, we'll be there, in your area, ready to help. We promise to find your forever family wherever in Ireland you may be. Over time, we'll strengthen our reach by offering more of our crucial expert services in your area of the country – by partnering with terrific local dog lovers and by being more mobile and responsive. We'll strive to be able to respond anywhere a dog needs our help.



3. We'll be your voice and share our expertise

We'll work even harder to support your amazing owners to help you be healthier and happier, and to enable you to give more of your love and companionship so you can be the wonderful and one-of-a-kind dog you were always meant to be. We'll share our expertise and educate others so they too can improve your lives. We'll advocate for you so you are better understood, loved and well-cared-for – and that we see the implementation and enforcement of the legislation needed to tackle cruel breeding and trading. We'll proudly promote the life-changing joy, love and exhilaration that responsible dog ownership brings.

4. We'll become stronger so we'll never have to let you down

We'll ensure that we are always well-governed and that we continue to earn an exemplary and trusted track record. We'll continue to build, retain, invest in and appreciate our expert staff and wonderful volunteers. We will ensure our financial sustainability is secured so that we can continue to be there for future generations and future owners. We are passionately committed to being professional, knowledgeable and responsive. We are committed to earning our reputation as an effective and enlightened leader in dog welfare so we can continue to achieve great things for you and all dogs in Ireland.

These are ambitious aims, and the road ahead is not an easy one. However, our supporters have told us, and shown us, that they share our vision for a happier future for dogs all over Ireland and that, together, we can make anything possible.



Big-Hearted Beuller

A resilient Rottweiler whose patience paid off

This remarkable Rottie was another dog whose life was totally transformed thanks to the expert and loving care that you provide through Dogs Trust.

Beuller had certainly experienced far more than his fair share of unkindness and neglect when he reached our doors. He was underweight, dirty and, as our Veterinary team discovered, suffering from painful and debilitating spondylosis (arthritis in the spine).

We don't know the details of Beuller's life before Dogs Trust, but we can guess that it wasn't a happy one – it took his Canine Carers a month of gentle training, trust building and treats just to get him

to wear a collar. To make sure Beuller felt safe and secure at all times, his exercise sessions were carefully planned, and he was introduced to new experiences gently and slowly. This level of dedicated care is only possible because of your amazing generosity and love for dogs.

The longer Beuller was in our care – with good food, proper veterinary attention and patient, loving handling – the more his happy-go-lucky side came out. Beuller craved affection and just wanted to be part of an ordinary, caring family.

In April of 2020, Beuller's wish came true. Seeing dogs like Beuller become happy homebodies makes all our hard work and dedication worthwhile, and it is all possible because of your vital support.

Fundraising Performance Review

Of the many success stories from the COVID-19 crisis that we have reported on, our fundraising performance certainly belongs amongst them. Like many charities, we predicted a significant retraction in our income generation capabilities due to the pandemic. In April 2020, we revised our original income predictions for the year from a target of €6.3 million to €4.6 million.

Many of our planned fundraising activities had to be cancelled or postponed. The Fundraising team redoubled their efforts to bridge the gap, replanning 12 months of activities within weeks, to try to minimise the disruption to the dogs that needed us most. We moved many of our fundraising campaigns to alternative channels, such as telephone and digital, with phenomenal success. We are delighted to report that our digital fundraising increased 224% on the previous year.

We recognise, however, that our monthly supporters, who commit to an extraordinary level of regular giving, form the foundation of everything we do. Dogs Trust cannot save lives alone. Our monthly supporters are as much a part of the Dogs Trust team as our wonderful Canine Carers, and we would not have weathered this turbulent year without their continued commitment and loyalty. Dog sponsorship is vital to our operations. It provides the financial security and stability we need to successfully plan our way out of the COVID-19 crisis, and we focused heavily on our loyalty programmes to maintain this level of crucial support in 2020. We are immensely grateful for each and every contribution that our sponsors made to support these vulnerable dogs. We are accountable to you, our donors, to

ensure that our dogs continue to receive the highest standard of care, no matter what. We are committed to ensuring that you remain informed on our progress, and that your incredible life-saving impact is suitably honoured and acknowledged.

Dogs Trust recognises the faith and trust that our supporters place in us. We are committed to the highest standards of good governance in fundraising and financial reporting, and we continue to provide openness and transparency by adhering to best-practice charity standards.

We are a Triple Lock Standard member of Charities Institute Ireland, practising good fundraising, transparent reporting and sound governance.

- We comply with the Governance Code for Community, Voluntary and Charitable Organisations and the Charities Regulator's Guidelines for Charitable Organisations on Fundraising from the Public, which are the benchmarks of best practice for charities in Ireland.
- Our accounts are independently audited and prepared according to the Statement of Recommended Practice for Charities (SORP), which is recognised as best practice by the Accounting Standards Board (ASB).
- We continuously monitor our financial, operational and fundraising performance against targets, through our budgeting process, forecasting, management meetings and the production of monthly management accounts.

The response to our fundraising efforts in 2020 has been remarkable. Thanks to the unwavering generosity and commitment of our supporters, we are delighted to report that 2020 has been our most successful fundraising year. Thanks to the dedication and tremendous efforts of our fundraising staff and the extraordinary kindness of our dog-loving donors, we vastly exceeded our revised target and raised €6.1 million in

2020. Overall, income from donations and legacies increased 18% on the previous year.

Our sponsorship programme remained steady in 2020, despite the major impact COVID-19 had on our ability to recruit new sponsors, and we finished the year 103% ahead of sponsorship income from 2019. Our objective to diversify our donor portfolio remains a key strategic factor in our plans for the future. Throughout 2020, we continued to adopt innovative ways to build relationships with new supporters using digital means, including our **Digital Dog Friendly Ireland Day** initiative and our ‘lockdown friendly’ **Down Dogs for Dogs Trust** yoga challenge. We are thrilled to report that we raised over €1 million through our digital efforts in 2020, with Facebook recognising Dogs Trust as one of the top five Irish charities fundraising on their platform. Philanthropic and corporate giving income streams also played an important role in 2020, with corporate giving increasing 76%. We are particularly grateful to an Irish family foundation for their vital support of our core education programme this year. Their compassion for dogs, and their understanding of the vital need to

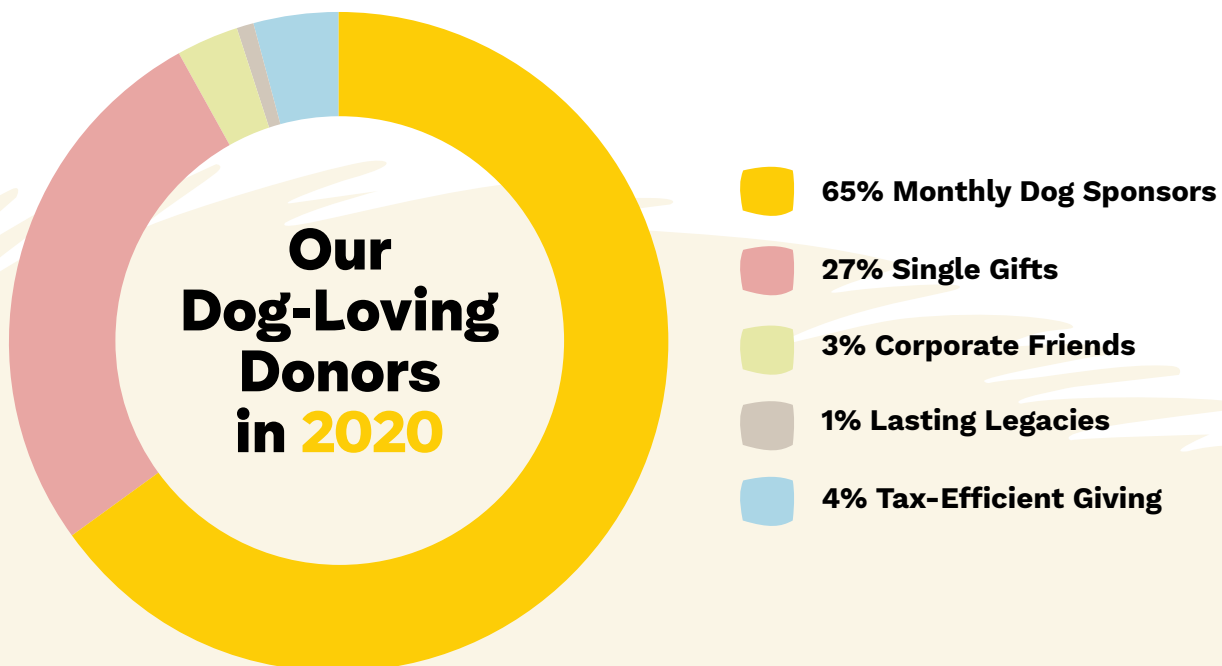
continue our preventative focus, will have an enormous impact on dogs and dog owners for generations to come.

Overall, our fundraising strategies have seen income outside of our core dog sponsorship programme grow by 58% in 2020. We are so thankful to our all wonderfully generous and dedicated donors who stood by us this year and kept these unwanted dogs safe and in the best level of care.

Plans for the Future

The aim of our current strategic period is to move even closer to financial self-sufficiency. We plan to do this through increased investment in a robust fundraising strategy that allows us to build and support new interventions for the dogs and puppies that need us most. It will also allow us to continue to expand our operations and achieve better outcomes for dogs across the country.

We will do this by significantly growing our strong donor base, and we will continue to drive innovations and new ways to build lasting relationships with dog lovers who believe in what we do and what we are working towards: a happy life for all dogs.



Outstanding Oscar

It took eight years, but Oscar the Lab is home at last

Oscar was a young, boisterous black Labrador cross when his owner's circumstances changed, and they could no longer look after him. They asked for our help, and we took Oscar in. Sadly, we struggled to find a match for Oscar. He needed a family that could manage a large, strong, lively dog, and have the patience to let Oscar get to know and trust them over an extended period.

Oscar was aptly named because he really was a star at Dogs Trust. He was a huge favourite as a Sponsor Dog, winning your hearts with his loveable antics and goofy ways. You showered him with gifts, letters and loving messages of support. In return, Oscar was always busy, directing his human assistants in our Fundraising team to send out emails, Valentine's Day cards and letters to his fans to keep them updated on his progress. You made him a social media star, sharing his videos and photos all over the world. Every chance there was to feature Oscar in a newsletter, a blog post or a photo shoot, the team took it, knowing that Oscar's fans and all our supporters were cheering him on to find that special home.

Canine Carer (and Oscar's best friend in Dogs Trust) Cheryl Monaghan says:

"As each year passed, we waited and waited for the right match for Oscar's unique personality and for a home where he could while away his golden years. Brian was adamant about adopting Oscar after the sad passing of his dog Jake, who was also adopted from us."

Oscar's owner, Brian, says:

"You might think that adopting a long-term dog like Oscar is a big commitment, but it's one of the most rewarding experiences you could ever hope to have."

Oscar now has the retirement home of his dreams, thanks to the support you provided for him through all those years of waiting.



Veterinary and Welfare Coordinator Niamh Curran-Kelly with George.

Staff Engagement

Reorganising

When COVID-19 closed down the country in March 2020, it didn't take long for us to realise that we would have to adapt quickly to safeguard the dogs in our care and to respond to the dog lovers looking to us for guidance. Your incredible outpouring of support emboldened us to think beyond the temporary and to take a more long-term and radical approach to our planning.

Within a short space of time, we had identified the essential areas of our operations and set ourselves up to work smarter. The core team within the Rehoming Centre in Dublin was established and the rest of our staff were set up to work from home. An extensive, selfless and enthusiastic

network of foster families throughout Ireland became the **Regional Rehoming** programme. We generated fresh, exciting ideas for connecting with the thousands of people who contacted us every week, wanting to adopt, to foster, to donate or to help out in any way they could. Almost overnight, we completely reinvented ourselves as a leaner, more responsive and more agile organisation, while still providing the highest levels of care for the dogs who need us.

With the tenacity and creativity they apply every day in Dogs Trust, our team embraced these new ways of working head on. Staff who used to deal with the public in person now mostly communicated on the phone or by email. Those who had worked face-to-face pivoted to working online. They came up with entirely new ways of rehoming dogs, connecting with supporters and delivering our educational programmes. Thanks to the amazing support from dog lovers all across Ireland, our staff absolutely triumphed this year.

Supporting Staff

The end result is a leaner, more responsive Dogs Trust, thanks to the fact that our staff are dedicated to our core mission – just like our supporters are – to make a better Ireland for dogs.

We know that staff need more than a common goal to be happy, though. We continue to engage with our team through regular communications, including small and large online meetings. We offer support and counselling to anyone who needs it, and we even offer online puppy yoga! In particular, we'd like to thank Wellness Umbrella, who offered a range of supports to our team when they needed it most.

We are so grateful for the dedication, flexibility and patience our team has shown in such a hard year for everyone. They are the absolute best at what they do, and their love for dogs and commitment to each other shows in every aspect of their work, every day.

Our Staff Policies in Action

Conall is one of the fantastic members of staff who has made such a huge success of the seismic changes this year. Formerly a professional musician, Conall started working with dogs as a volunteer in another charity before taking up a Canine Carer position with Dogs Trust in 2018. In 2019, he moved into a more office-based role as an Adoption Assistant. He is now part of our new dedicated team of Rehoming Advisors. Conall talks about how his career with Dogs Trust has evolved:

“Working as a Canine Carer was so rewarding, but when the chance came to work more closely with the people adopting dogs from us, I was excited to take it. Helping adopters to welcome their new dog into their family is a great feeling. I always say that adopting a dog rescues two dogs, because now there’s a space free for another dog that needs it.”



Rehoming Adoption Advisor Conall McMahon with his dog Reeves.

“Now I work in a specialised team that tries to match applicants with the right dogs before they even meet. I work with families to find out what they want from a dog and what they can offer, and see which of our dogs might fit into that home best. The feeling when you make a good match is just fantastic.”

An amazing Akita who had the luckiest lockdown

We don't know the details of Navy's life before he came to us as a scared three-year-old with a very sore nose, but we know he can't have experienced much kindness. He wasn't keen to open up to people at first, not sure what the outcome would be and clearly not expecting good results from trusting us. Thanks to the extraordinary level of support you provide, we were able to take things at Navy's pace and let him trust us in his own time.

His first pal in Dogs Trust was his Canine Carer, Andy. Using positive, reward-based methods, Andy coaxed Navy out of his shell, little by little, and taught him the basics that would be expected of him in a home: how to 'sit', how to walk on a lead and how to let himself be handled by humans. Gradually, Navy learned that good things could come from being around people. He let his guard down, had fun and made friends in the Rehoming Centre. All of this time, space and careful handling was only possible because of your support.

His Canine Carer, Niamh, says:

"It wasn't long before Navy was one of our top dogs. He was named 'Funniest Dog' in the Rehoming Centre and would make us all cry with laughter at his silly antics every time he was taken out for a walk."

Navy lived up the Rehoming Centre for four years, with the team always working hard to find his perfect match and make sure he would be ready for them when they arrived. During that time, he always had the best food, the best toys and the best care possible, all thanks to your big-hearted gifts and donations.

When Sinéad and Robbie came along, they knew that getting Navy to accept them would take time. They were prepared to do whatever it took to make it work. Through plenty of regular meetings and home visits, they built a bond of trust with Navy and learned how to handle him. Finally, the time was right. Navy would go on his

first overnight visit to Sinéad and Robbie's house.

Right before Navy was due to come back to the Rehoming Centre to prepare him for adoption, COVID-19 restrictions were introduced. It was as if he was never supposed to come back to the Rehoming Centre. This beautiful boy, who had been so unlucky up until now, had finally found his Forever Home just before the country closed.

After four years, Navy's life has been transformed, thanks to Sinéad and Robbie, the team at the Rehoming Centre and to you for supporting our work.



Noble
Navy

Financial Review

Financial Review

Income

Income from donations and legacies and other fundraising activities has increased in total during 2020 by €896,000 to €6,144,000 (2019: €5,248,000). This rise is largely due to the continued support we received from our committed donors through our retention strategies and the continued growth in digital fundraising income, which grew to over €1 million in 2020 (224% increase on 2019). Income from our committed donors remained steady despite our inability to recruit new donors through our traditional face-to-face channels. This is a true reflection of the incredible kindness and generosity of our supporters, without whom the work of Dogs Trust would not be possible.

During 2020, Dogs Trust in the UK ('Dogs Trust UK') confirmed that the historic financial assistance provided to support the Rehoming Centre at Finglas in 2007 would no longer be repayable, and the Charity became entitled to keep this money. Therefore, a historic grant of €5,178,000 is shown as income in 2020 and the amounts owed to the parent company (see Note 13) have decreased from €4,979,000 to €359,000. In addition to this favourable decision, the Charity reduced its financial dependence on Dogs Trust UK by improving fundraising and expanding its fostering network in Ireland - reducing the grant from Dogs Trust UK by €3,573,000 to €222,000 (2019: €3,795,000).

We also received €320,000 via the Revenue Temporary Wage Subsidy Scheme in 2020, a one-off support from the government during the pandemic, for which we are grateful.

Expenditure

Total expenditure decreased by 23% in 2020, from €9,237,000 in the previous year to €7,144,000. This decrease is due to a reduction in the fundraising and charitable activities that we were able to carry out during COVID-19 restrictions.

The detailed results for our financial year are fully set out in the financial statements from page 58.

Balance Sheet

Net assets totalled €5,516,000 at the end of 2020 (2019: €643,000), the increase from 2019 due to the granting of the historic loan from Dogs Trust UK as noted above. The Charity owns €5,229,000 in tangible and intangible fixed assets, €5,062,000 of which represents the value of our Rehoming Centre, vital to perform our rehoming activity as it houses the kennels, quarantine area and vet suite, and is surrounded by exercise and training areas. €368,000 has been invested this year in intangible fixed assets, bringing our charity-wide IT systems up to date and fit for purpose for the future. This project will be continued into 2021.

Investments

Dogs Trust does not currently hold any investments and has no plans to purchase investments in the future.

Reserves Policy

Dogs Trust had total funds of €5,516,000 at 31 December 2020 (2019: €643,000), of which €54,000 (2019: €9,000) was restricted. €5,597,000 is in the form of fixed assets and therefore unavailable to be readily available to support the general purposes of the Charity, leaving no amount in reserves. This agrees with the Charity's current reserves policy. Dogs Trust UK has confirmed its financial support of the Charity for the period to June 2022, providing funding if required, and therefore it is not necessary for the Charity to hold reserves.

Governance

Governing Document

The mission statement and driving principle of Dogs Trust is to bring about the day when all dogs can enjoy a happy life, free from the threat of unnecessary destruction. We aim to achieve this through our policy of Rescue, Rehabilitation, Rehoming and Regulation. Dogs Trust operates as set out in its Memorandum and Articles of Association. In 2020, the Dogs Trust Board undertook a review of its governing document to ensure that it is fit for purpose for the future.

Subsidiary

Dogs Trust is a subsidiary of Dogs Trust, a UK registered charity (charity number 227523) with a sole corporate trustee (Dogs Trust Trustee Limited). All members of Dogs Trust are either Directors of Dogs Trust Trustee Limited or employees of the parent charity. Dogs Trust is a company limited by guarantee under the Companies Act 2014 and does not have shareholders.

Going Concern

Dogs Trust received a letter of support from Dogs Trust UK outlining that funding required in 2021 will be covered by way of a grant. Therefore, the trustees are satisfied that Dogs Trust is a going concern.

Events After the Reporting Date

No significant events have occurred since the balance sheet date which would require adjustments to the amounts as disclosed in the financial statements.

The disease COVID-19 continues to impact the Charity's operations and it is unclear when restrictive measures in Ireland will be lifted and activities can resume at full capacity.

As Dogs Trust UK has promised to support the Company's current operations, and Dogs Trust UK has sufficient reserves to remain a going concern, therefore the trustees are satisfied that the Company is a going concern and there are no post balance sheet adjustments required to the 2021 results.

Council Members, Officers and Management

Board Governance

The Directors of Dogs Trust constitute our Board of Directors. The Board's principal responsibilities include determining the overall strategy, policies, direction and goals of Dogs Trust, protecting, and promoting the identity and values of the Charity and fulfilling its statutory responsibilities. The Directors review the finances and monitor the charitable work of Dogs Trust at each board meeting. These are held on a regular basis throughout the year. Between meetings, the day-to-day management of the organisation is delegated to the Executive Director and the management team. The Executive Director does not sit on the Board of Directors and does not have voting power on the Board.

The Board of Directors is unpaid with the exception of reasonable expenses required to carry out their voluntary role. No expense claims were received from Directors during 2020.

In November 2020, the Dogs Trust Board reviewed its progress towards full compliance with the Charities Governance Code. The Board was satisfied with progress to date, which included the following governance improvements:

- A review of the Charity's constitution to ensure it is fit for purpose for the future (to be implemented in 2021).

- Implementation of board member term limits, set at three terms of three years each.
- Improvements to decision-making via additional detail in board agendas, papers, minutes and actions.
- Improvements to the board member appointment process.
- An updated Code of Conduct which sets out the values and expectations of board members, including board meeting protocols, management of real or perceived conflicts of interest or loyalty, updates to the board member expenses policy and further clarity on the duties of trustees and company Directors.

Board Members

Board appointments are made strategically to ensure diverse skill sets and a wide range of relevant knowledge. Our current membership demonstrates representation from financial, animal welfare, organisational management, media and marketing sectors. The composition of the Board is reviewed regularly, and recommendations are made through the Chair.

Conflicts of interest are managed through a disclosure process initiated at each meeting. Dogs Trust executives, including the Executive Director, do not have voting power on the Board, but they may participate in an advisory capacity. In 2020, the Board implemented term limits for its Directors, which have been set at three terms of three years each.

Appointment, Induction and Training

When a seat on the Board becomes available, a skills gap analysis is undertaken and nominations are made based on skills required on the Board. The candidate is then interviewed and, if the individual is successful, their appointment is proposed at the next board meeting.

New board members receive training through an induction process to immerse themselves in the information relevant to carrying out their role. This may include formal trustee training, induction meetings with relevant staff to better understand the Charity's activities and other training specific to each role.

Attendance

The Board of Directors operates under the full understanding that meeting attendance is of the utmost importance to the effectiveness of the organisation. The following table sets out the attendance of each Director in 2020:

Name	Position	Country of Residence	Meeting Attendance 2020	Date of Appointment
Owen Sharp	Non-Executive and Chairperson	UK	4/4	July 2019
Clarissa Baldwin CBE	Non-Executive	UK	4/4	January 2005
Nicola Canavan	Non-Executive	Ireland	4/4	March 2015
Brian Halford	Non-Executive	Ireland	4/4	July 2014
Brett Llewellyn	Non-Executive	UAE	4/4	July 2019
Siobhan O'Donnell	Non-Executive	Ireland	3/4	July 2014

Decision-Making

Strategic decisions are made by the Board in line with the global strategy set by the parent charity in the UK. The Board receives recommendations for changes to strategy, policy and operations from the Executive Director, who is delegated the responsibility of carrying out those decisions through day-to-day operations.

Risk Management

The Board of Directors is responsible for ensuring there are appropriate risk management processes and internal control systems in place to manage the major risks which may impact the Charity. As an organisation that rescues, rehabilitates and rehomes puppies and dogs to members of the public, Dogs Trust is exposed to a medium level of risk. To minimise the risk associated with our activities, we have put in place a rigorous risk assessment process as part of our procedures, which ensures that we remain compliant with all current

applicable laws, with our own internal codes of conduct and with the highest possible standards of safety and security. We also ensure that all our staff and volunteers are screened and trained to the standard necessary to carry out their tasks while keeping themselves, other humans and dogs safe and healthy.

Our risk management policy includes the following processes and controls:

- A comprehensive risk register developed and enacted at departmental level and subject to top-down review by senior management.
- Regular review and assessment of key risks by senior management, with regular feedback to their relevant departments. This occurs at the monthly senior management team meeting.
- A review of the organisational risk register at board level at least annually, but as often as necessary to manage risks effectively.

Key Category	Summary of Risks	Management
Strategy	<ul style="list-style-type: none"> 🐾 Number of dogs surrendered after COVID-19 lockdown exceeds our capacity to rehome. 🐾 Activities become too broad resulting in lack of clarity of strategic objectives and difficulty in measuring impacts. 🐾 New strategic areas are not able to be fulfilled. 	<ul style="list-style-type: none"> 🐾 Budget in place to use private boarding kennels as overflow, and collaboration established with other rehoming charities. 🐾 Plans regularly reviewed and approved by the Board. 🐾 Regular promotion of the Charity's services and assessment of impact.
Dog Welfare	<ul style="list-style-type: none"> 🐾 A dog dies, is seriously injured or goes missing in the Charity's care. 🐾 Treatment of a dog in the Charity's care goes against our agreed ways of working. 🐾 Health outbreak at one of the Charity's sites. 🐾 Research or behavioural advice is inaccurate, obsolete or contradicts best practice. 	<ul style="list-style-type: none"> 🐾 Charity's procedures kept up to date. 🐾 Employer liability insurance. 🐾 Regular staff dog-handling training. 🐾 Clinical decisions documented. 🐾 Scientific Advisory Board provides external research perspective (via Dogs Trust UK).
Income Generation	<ul style="list-style-type: none"> 🐾 Changes in public giving trends, external conditions or regulation reduce or potentially reduce income significantly. 	<ul style="list-style-type: none"> 🐾 Investment in diversification of income streams. 🐾 Proactive monitoring/discussions with industry representative bodies, Charities Regulator and competitors.
Governance	<ul style="list-style-type: none"> 🐾 Conflicts of interest are not appropriately managed. 🐾 A change in law or regulation compromises current operations or makes them obsolete. 🐾 Governance structure no longer fit for purpose. 🐾 Board makes decisions ultra vires. 	<ul style="list-style-type: none"> 🐾 Board members disclose any conflicts ahead of each meeting. Register of Interests maintained. 🐾 Internal and external audits undertaken. 🐾 Company Secretary attends regulatory briefings. 🐾 External legal advice sought for high-impact decisions.

Key Category	Summary of Risks	Management
PR & External	<ul style="list-style-type: none"> 🐾 Supply chain reputational issue comes to light. 🐾 The Charity's name, brand or funding is used negatively. 🐾 Adverse reaction to the Charity's messaging. 🐾 A claim is made against the Charity (either validly or not). 	<ul style="list-style-type: none"> 🐾 Due diligence for new and existing suppliers. 🐾 Supplier written contracts in place. 🐾 Trademarks registered. 🐾 Review process for external messaging. 🐾 Crisis plan regularly updated and communicated. 🐾 Public liability insurance.
People	<ul style="list-style-type: none"> 🐾 An issue is raised by an employee. 🐾 Organisational structures or knowledge/skills are not appropriate. 🐾 Failure to attract, motivate and retain the best employees. 🐾 Non-compliance with laws, regulations or contractual terms by employees or volunteers. 	<ul style="list-style-type: none"> 🐾 Whistleblowing, safeguarding and H&S policies in place and updated annually at a minimum. 🐾 Training for all staff on safeguarding and H&S. 🐾 Performance management process in place. 🐾 Job descriptions updated annually. 🐾 Salaries benchmarked against other charities. 🐾 External advisors used to inform contracts, decisions and processes.
Health & Safety	<ul style="list-style-type: none"> 🐾 Health outbreak at one of the Charity's sites or events. 🐾 An employee or volunteer dies or is seriously injured whilst at work. 🐾 A third party dies or is seriously injured whilst visiting one of the Charity's sites or events or whilst encountering one of the Charity's dogs. 	<ul style="list-style-type: none"> 🐾 Isolation and cleaning procedures in place. 🐾 Procedures kept up to date. 🐾 Communication systems and alarms on site. 🐾 Employer and public liability insurance. 🐾 Crisis management plan updated annually. 🐾 Adopters informed of specific behavioural issues where known.

Key Category	Summary of Risks	Management
Security & Systems	<ul style="list-style-type: none"> 🐾 Data on the Charity's systems is compromised. 🐾 The Charity's technology fails/is not fit for purpose. 🐾 Physical site security is severely compromised. 🐾 Goods/services are not procured effectively or become onerous. 	<ul style="list-style-type: none"> 🐾 Password and system security firewalls. 🐾 Consent tool mandatory for donors. 🐾 IT strategy being implemented to bring CRM up to date. 🐾 Data backed up and checked regularly. 🐾 Penetration testing and phishing simulation testing with actions followed up. 🐾 Locks, safes and CCTV alarms. 🐾 Asset purchases/eases approved by Finance team.
COVID-19	<ul style="list-style-type: none"> 🐾 Significant reduction in donations or legacy income due to economic conditions/social restrictions. 🐾 Staff/volunteers/the public contract COVID-19 from insufficient H&S measures. 🐾 Staff welfare adversely affected by pandemic working conditions. 🐾 Heightened risk of loss or theft of the Charity's assets or data. 🐾 Statutory deadlines or requirements cannot be met. 🐾 Managing the pandemic diverts senior attention from strategic and charitable aims. 🐾 A key postholder or employee with critical business tasks contracts COVID-19. 	<ul style="list-style-type: none"> 🐾 Move from face-to-face fundraising methods to digital. 🐾 Indefinitely suspend use of volunteers on site. 🐾 Mitigate with short-term cost reductions. 🐾 Updated five-year plan to take account of possible recession, approved by Group Finance Committee. 🐾 Risk assessments for restarting activity. 🐾 Health Service Executive COVID-19 policy and procedures in place on site. 🐾 Executive Director briefings for all staff. 🐾 Government updates proactively reviewed by the Coronavirus Action team. 🐾 Key postholder alternates have been identified and critical tasks contingency tested.

It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed.

Management Structure, Setting Pay and Remuneration

Remuneration of the Board

The Directors of Dogs Trust receive no remuneration for their position as Directors. They are, however, entitled to claim for expenses incurred in their position as Directors. In 2020, there were no claims made for expenses and the total of expenses reimbursed was €0.

Management Structure and Remuneration

The management team is led by our Executive Director, Becky Bristow. The key management team comprises Becky Bristow (Executive Director), Karla Dunne (Head of Operations), JoAnne O'Donovan (Head of Fundraising), Patrick Kelly (Finance Manager), Gillian McDermott (Fundraising Manager), Ciara Byrne (PR and Communications Manager), Sarah Lynch (Policy, Compliance and Research Manager), Fiona Gregan (Education and Community Manager) and Maciej Trojanowicz (Operations Manager). The team received total remuneration of €611k in 2020 (2019: €693k), see Note 7 to the accounts for further details.

Management remuneration is benchmarked against similar positions in the charity sector. Dogs Trust is fully committed to openness and transparency. The Charity adheres to the Charities Act 2009 and the Triple Lock Standard of best practice for charities in Ireland, covering the highest levels of good governance in fundraising and financial reporting.

Books of Account

The measures taken by the Directors to ensure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, regarding adequate accounting records, include the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The books of account of the Company are maintained at the Company's registered office at Dogs Trust, Ashbourne Road, Finglas, Dublin 11, D11 K003.

Lobby and Political Contributions

Dogs Trust made no political donations in 2020 and has no plans to do so in the future. Dogs Trust is not affiliated to any political party or ideology.

Accounting Records

Disclosure of Information to Auditors

In the case of each of the persons who are Directors at the time this report is approved and in accordance with Section 332 of the Companies Act 2014, so far as the Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and that Director has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.

Auditors

The auditors, BDO, continue in office in accordance with Section 383 (2) of the Companies Act 2014.

Directors' Responsibilities Statement

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the Directors to prepare financial statements for each financial year, giving a true and fair view of the state of affairs of the Company.

Under the law, the Directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Principles in Ireland, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company for the financial year end date of the net income or expenditure of the Company for that financial year and otherwise comply with the Companies Act 2014.

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

- Select suitable accounting policies and apply them consistently.
- Make judgements and accounting estimates that are reasonable and prudent.
- Outline whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards and note the effect and the reasons for any material departure from those standards.
- Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Company will continue in business.

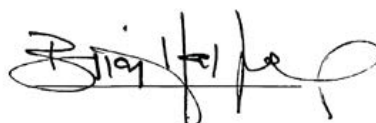
The Directors are responsible for ensuring that the Company keeps, or causes to be kept, adequate accounting records which correctly explain and record the transactions of the Company; enable at any time the assets, liabilities, financial position and net income or expenditure of the Company to be determined with reasonable accuracy; enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. 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.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The report was approved by the Board and signed on its behalf by:



Owen Sharp
Director



Brian Halford
Director

16 April 2021

Dogs Trust (CLG),
Ashbourne Road,
Finglas,
Dublin 11,
D11 K003.

Independent Auditors' Report

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Dogs Trust CLG for the financial year ended 31 December 2020, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2020 and of its result for the financial year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described below in the auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard

issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), 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 Directors' 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 Company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditors' Report 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 or 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement

in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinion on the other matters prescribed by the Companies Act 2014

In our opinion, based solely on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Report is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective Responsibilities

Responsibilities of Directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement, the Directors 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 Directors 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 Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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 (Ireland) 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.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at:

https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8fa9802dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf.

The description forms part of our Auditors' Report.

The purpose of our audit report and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members 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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



John O'Callaghan

for and on behalf of BDO Dublin

Statutory Audit Firm
AI223876

16 April 2021

Statement of Financial Activities

(including income and expenditure account)

For the year ended 31 December 2020

	Notes	2020 Unrestricted Funds €'000	2020 Restricted Funds €'000	2020 Total Funds €'000	2019 Total Funds €'000
Income from:					
Raising Funds					
Donations and legacies	1	6,004	54	6,058	5,139
Other trading activities	2	86	-	86	109
Grant from Dogs Trust	18	-	-	-	2,790
Charitable Activities					
Rehoming to the UK		222	-	222	1,005
Adoption and neutering fees		146	-	146	173
Other Income					
	3	329	-	329	34
Total Before Grant of Historic Loan		6,787	54	6,841	9,251
Grant of historic loan from Dogs Trust	18	5,176	-	5,176	-
Total Income		11,963	54	12,017	9,251
Expenditure on:					
Raising Funds					
Donations and legacies	4	2,173	-	2,173	3,054
Other trading activities	4	59	-	59	70
		2,232	-	2,232	3,124
Charitable Activities					
Rehoming Centre	4	3,673	-	3,673	3,603
Rehoming to the UK	4	235	-	235	1,005
Preventative work	4	296	-	296	632
Publicity, education and communications	4	654	54	708	873
		4,858	54	4,912	6,113
Total Expenditure		7,090	54	7,144	9,237
Net Income/(Expenditure) Before Grant of Historic Loan		(303)	0	(303)	14
Net Income/(Expenditure)		4,873	0	4,873	14
Net Movement in Funds		4,873	0	4,873	14
Reconciliation of funds:					
Total funds brought forward	14	635	8	643	629
Total Funds Carried Forward		5,508	8	5,516	643

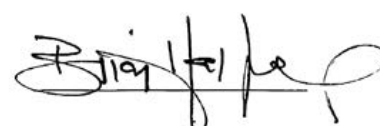
All amounts relate to continuing activities. There are no recognised gains or losses other than the results for the above two financial years. The notes on pages 61 to 70 form part of these financial statements.

These financial statements were approved by the Board on 16 April 2021 and signed on its behalf by:



Owen Sharp
Director

16 April 2021



Brian Halford
Director

Balance Sheet

For the year ended 31 December 2020

	Notes	2020	2019
		€'000	€'000
Fixed Assets			
Tangible fixed assets	9	5,229	5,954
Intangible assets	10	368	-
Total Fixed Assets		5,597	5,954
Current Assets			
Debtors	11	154	187
Cash at bank and in hand	12	618	190
Total Current Assets		772	377
Current Liabilities			
Creditors: Amounts Falling Due Within One Year	13	(853)	(5,688)
Net Current Liabilities		(81)	(5,311)
Total Net Assets		5,516	643
The funds of the Charity:			
Unrestricted funds	14	5,508	635
Restricted funds	14	8	8
Total Charity Funds		5,516	643

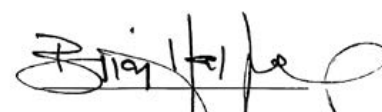
The notes on pages 61 to 70 form part of these financial statements.

These financial statements were approved by the Board on 16 April 2021 and signed on its behalf by:



Owen Sharp
Director

16 April 2021



Brian Halford
Director

Cash Flow Statement

For the year ended 31 December 2020

	2020	2019
	€'000	€'000
Net Cash Inflow/(Outflow) from Operating Activities	862	157
Cash Flows from Investing Activities		
Purchase of property, plant and equipment	(66)	(192)
Purchase of intangible assets	(368)	-
Increase/(Decrease) in Cash and Cash Equivalents in Reporting Period	428	(35)
Reconciliation of Net Cash Flow		
Cash and cash equivalents at beginning of the financial year	190	226
Increase/(decrease) in cash	428	(36)
Cash and Cash Equivalents at End of the Financial Year	618	190

	2020	2019
	€'000	€'000
Reconciliation of Net Incoming Resources to Cash Inflow/(Outflow) from Operating Activities		
Net incoming resources	4,873	14
Depreciation	791	790
Decrease in debtors	33	52
Decrease in creditors	(4,835)	(699)
Net Cash Provided by/(Used in) Operating Activities	862	157

	2020	2019
	€'000	€'000
Analysis of Cash and Cash Equivalents		
Cash in hand, and total cash and cash equivalents	618	190

	At 1 January	Cash Flows	At 31 December
	€'000	€'000	€'000
Analysis of Net Debt			
Cash	2020	(36)	190
	2019	428	618

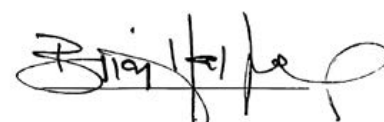
The notes on pages 61 to 70 form part of these financial statements.

These financial statements were approved by the Board on 16 April 2021 and signed on its behalf by:



Owen Sharp
Director

16 April 2021



Brian Halford
Director

Statement of Accounting Policies

For the year ended 31 December 2020

The following accounting policies have been consistently applied in relation to the Charity's financial statements.

Basis of Preparation

The financial statements have been prepared under the historical cost convention in accordance with the Companies Act 2014 and in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), with reference to the recommendations of the revised Statement of Recommended Practice (SORP) Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The continued financial support from Dogs Trust UK in 2020 (see Note 18), and its strong financial position, mean there are no material uncertainties about the Charity's ability to continue as a going concern. Dogs Trust UK has confirmed its assessment that it is a going concern in light of COVID-19 (see Note 22).

The Charity is a Public Benefit Entity.

Funds

The Charity has both unrestricted and restricted funds. Income is treated as restricted where the donor/funder has specified that it may only be used for a particular purpose or project. All other income is treated as unrestricted.

Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor/funder. All other expenditure is treated as being from unrestricted funds.

Income

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy. Donations are accounted for when received. For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. In accordance with this policy, legacies are included when the Charity is advised by the personal representative of an estate that payment will be made or assets transferred and the amount can be quantified with reasonable accuracy.

The Charity is in receipt of a grant from Dogs Trust UK, which is recognised in the accounts on a receivable basis (when the cash is received, or when Dogs Trust UK has confirmed an agreed amount of financial support, if earlier).

Other trading income (sale of goods and income for fundraising events) is accounted for when the sale or event takes place. Adoption and neutering fee income is recognised when these events take place. Where applicable, income is recognised net of VAT.

Revenue's Temporary Wage Subsidy Scheme income is shown for the period it is intended to cover.

No amounts are included in the financial statements for services donated by generalist volunteers. There were no services donated by specialist volunteers.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to any given category. Where costs cannot be directly attributed to an activity or function, they have been allocated on a usage basis. Support costs, such as general management, payroll administration, human resources and IT are allocated in this way.

Tangible Fixed Assets

Tangible fixed assets are stated at cost, net of depreciation. The Charity regularly conducts impairment reviews of the net book value of its fixed assets and writes their values down to their depreciated replacement cost if net book values are higher.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset systematically over its expected useful economic life, which is estimated as follows:

Freehold land	Infinite
Freehold buildings (Rehoming Centre)	15 years
Motor vehicles	3 years
Equipment	4 years

Intangible Fixed Assets

Intangible assets are stated at cost, net of amortisation. The Charity regularly conducts impairment reviews of the net book value of its fixed assets and writes their values down to realisable cost, if this is lower.

Amortisation is provided on all intangible assets available for use over their useful economic lives as follows:

Software	4 years
Assets under construction	Not depreciated

Financial and Other Assets and Liabilities

The Charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities, like trade and other accounts receivable and payable. Basic financial instruments are recorded at transaction price.

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. This is a financial asset recorded at amortised cost.

Short-term debtors are measured at transaction price, less any impairment (a financial asset recorded at amortised cost).

Short-term creditors are measured at the transaction price (a financial liability measured at amortised cost).

Foreign Currencies

The financial statements are expressed in Euro (€000s). Transactions in foreign currencies are recorded at the rate ruling at the date of the transactions. The resulting monetary assets and liabilities are translated at the balance sheet rate or the contracted rate, and the exchange differences are recorded in the Statement of Financial Activities.

Taxation

The Company, registered charity number 20057978, is exempt from taxation on income under Section 207 of the Taxes Consolidation Act 1997, as it is for charitable purposes.

Pension

Pension costs comprise the costs of the Charity's contribution to its employees' defined contribution pension scheme. The scheme is available to all employees on successful completion of their probation period.

Accounting Judgements and Estimates

The Directors do not consider there to be any significant judgements that affect the application of policies and reported amounts of assets, liabilities, income and expenditure.

The following estimates, which are considered annually, are applied:

- Useful economic lives of assets, see Tangible and Intangible Assets above. The Rehoming Centre is a specialist asset, custom built for the Charity, and therefore it has a bespoke useful economic life estimated at 15 years. Software under construction is not yet in use and not considered to be impaired.
- Allocation of support costs, see Expenditure above.

Reserves Policy

Dogs Trust had total funds of €5,516,000 at 31 December 2020 (2019: €643,000), of which €54,000 (2019: €9,000) was restricted. €5,597,000 is in the form of fixed assets and therefore is unavailable to be readily available to support the general purposes of the Charity, leaving no amount in reserves. This agrees with the Charity's current reserves policy: Dogs Trust UK has confirmed its financial support of the Charity for the period to June 2022, providing funding if required, and therefore it is not necessary for the Charity to hold reserves.

Notes to the Financial Statements

01. Donations and legacies

	2020	2019
	€'000	€'000
Donations	5,970	4,820
Legacies	88	319
	6,058	5,139

€54,000 of donations are restricted. All other income is unrestricted.

02. Other trading activities

	2020	2019
	€'000	€'000
Fundraising events	23	62
Promotional goods	63	47
	86	109

All income in 2020 and 2019 was unrestricted.

03. Other income

	2020	2019
	€'000	€'000
Government grants were received during the year as follows:		
Coronavirus Wage Subsidy	320	-
Other income	9	34
	329	34

There are no unfulfilled conditions in respect of these grants. No other government grants were received. All income in 2020 and 2019 was unrestricted.

04. Analysis of expenditure on:

	Activities Undertaken Directly	Support Costs	2020 Total	2019 Total
	€'000	€'000	€'000	€'000
Raising funds:				
Donations and legacies	2,055	118	2,173	3,054
Other fundraising activities	56	3	59	70
	2,111	121	2,232	3,124
Charitable activities:				
Rehoming Centre	3,473	200	3,673	3,603
Rehoming to the UK	222	13	235	1,005
Preventative work	280	16	296	632
Publicity, education and communications	669	39	708	873
	4,644	268	4,912	6,113
Total	6,755	389	7,144	9,237

€54,000 of education expenditure is restricted. All other expenditure is unrestricted.

The main categories of support costs are:

	2020	2019
	€'000	€'000
IT	122	69
HR and finance	122	154
Governance and central management	104	134
Other	41	35
	389	392

Within governance costs are the following amounts:

	2020	2019
	€'000	€'000
Auditors' Remuneration		
For audit	18	18
For other assurance services	2	1
For tax and advisory	40	1
	60	20

05. Net movement in funds

The net movement in funds was arrived at after charging the following:

	2020	2019
	€'000	€'000
Depreciation	791	790

06. Directors' remuneration and expenses

None of the Directors of Dogs Trust (CLG) or any person connected with them received any remuneration during the financial year. Expenses directly incurred by the Directors in carrying out their roles are reimbursed, if claimed. In recent years, none of the current Directors have claimed any expenses relating to their position as a Director.

07. Staff numbers and emoluments

	2020	2019
	Headcount	Headcount
Rehoming Centre	52	56
Fundraising, campaigns and communications	13	10
Education and Dog School	6	9
Management and administration	5	3
	76	78

Their aggregate emoluments were as follows:

	2020	2019
	€'000	€'000
Wages and salaries	2,478	2,303
Employer's PRSI	211	259
Pension and other payroll costs	301	284
	2,990	2,846

Redundancy payments of €103,876 are included within other payroll costs. None were outstanding at the end of the year.

Number of employees of the Charity who earned from:

	2020	2019
	Number	Number
€70,001 to €80,000	-	-
€80,001 to €90,000	1	1
€90,001 to €100,000	-	1
€100,001 to €110,000	-	-
€110,001 to €120,000	1	-
Total	2	2

The Executive Director changed in September 2019 from Suzie Carley to Becky Bristow. The salary bands reflect salary actually paid to an individual, not the annual expected salary, therefore temporarily showed a lower amount in 2019. The Executive Director's gross salary did not increase with the changeover. The key management personnel, as defined in the Directors' Report, received total remuneration as follows:

	2020	2019
	€'000	€'000
Wages and salaries	541	601
Employer's pension	70	92
	611	693

08. Taxation

The Company, charity number CHY 16218, is exempt from taxation on income under Section 207 of the Taxes Consolidation Act 1997, as it is for charitable purposes.

09. Tangible fixed assets

	Freehold Land & Buildings	Motor Vehicles	Equipment & Fittings	Total
	€'000	€'000	€'000	€'000
Cost				
Balance at 1 January 2020	12,371	292	357	13,020
Additions	-	40	26	66
Disposals	-	-	-	-
Balance at 31 December 2020	12,371	332	383	13,086
Accumulated Depreciation				
	€'000	€'000	€'000	€'000
Balance at 1 January 2020	6,617	256	193	7,066
Depreciation charge for year	692	43	56	791
Disposals	-	-	-	-
Balance at 31 December 2020	7,309	299	249	7,857
Net Book Value at 31 December 2020	5,062	33	134	5,229
Net book value at 31 December 2019	5,754	36	164	5,954

Freehold land and buildings represents the Rehoming Centre in Dublin and includes the cost of freehold land of €1,999,022, which is not depreciated.

10. Intangible fixed assets

	Software Under Construction
	€'000
Balance at 1 January 2020	-
Additions	368
Balance at 31 December 2020	368

The CRM asset was not amortised during the year as it was not available for use.

11. Debtors

	2020	2019
	€'000	€'000
Prepayments and accrued income	55	49
VAT	98	138
Other debtors	1	-
Total	154	187

12. Cash and cash equivalents

	2020	2019
	€'000	€'000
Cash at bank and in hand	618	190

13. Creditors (amounts falling due within one year)

	2020	2019
	€'000	€'000
Trade creditors	121	393
Amounts owed to parent company (see Note 18)	359	4,979
Tax and social security	88	134
Accruals	285	182
Total	853	5,688

The repayment of trade creditors varies between on demand and 90 days. No interest is payable on trade creditors. Tax and social insurance are subject to the terms of the relevant legislation. Interest may accrue on any late payment. The terms of the accruals are based on the underlying contracts.

14. Reserves

	2020	2020	2020	2019
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January 2020	635	8	643	629
Net incoming/(outgoing) resources	4,873	0	4,873	14
Funds Balance at 31 December 2020	5,508	8	5,516	643

	2019	2019	2019	2018
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January 2019	629	-	629	615
Net incoming/(outgoing) resources	6	8	14	14
Funds Balance at 31 December 2019	635	8	643	629

Unrestricted funds are used for general purposes. Restricted funds in 2020 were received to support education projects, and in 2019 to support puppies at the Rehoming Centre.

Analysis of Net Assets Between Funds

Fund balances at 31 December 2020 are represented by:

	2020	2020	2020	2019
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Tangible assets	5,597	-	5,597	5,954
Current assets	764	8	772	337
Current liabilities	(853)	-	(853)	(5,688)
Total Net Assets	5,508	8	5,516	643

15. Legal form and share capital

Dogs Trust (CLG) is a company limited by guarantee and has no share capital. The members have guaranteed 1 Euro each. The registered company number is 396919 and the registered office is Ashbourne Road, Finglas, Dublin 11, D11 K003.

16. Capital commitments

The Company did not have any capital commitments at the year end (2019: €nil).

17. Parent entity

The Directors consider the parent entity of the Charity to be Dogs Trust, a charity (charity number 227523) registered in the UK ('Dogs Trust UK'), as all members of Dogs Trust (CLG) are council members (trustees of the corporate trustee) or employees of Dogs Trust UK. Dogs Trust UK prepares annual accounts which consolidate on a line-by-line basis the results of the charity; a copy can be obtained from the Company Secretary, Dogs Trust, 17 Wakley Street, London EC1V 7RQ, UK.

18. Related party transactions

The parent entity, Dogs Trust UK (see Note 17), provided financial support to the Charity when it was originally incorporated and started operations, including for the building of the Rehoming Centre in Dublin. In 2020, Dogs Trust UK confirmed that this financial support was no longer repayable by the Charity, and that the financial support provided to date, but unpaid, was granted to the Charity. Therefore income is shown in 2020 of €5,177,989 (2019: €nil) in respect of this granting of the historic loan. No further grant was given by Dogs Trust UK in the year (2019: €2,730,000 grant received).

At the year end, there was an amount of €358,979 (2019: €4,978,968) owed to Dogs Trust UK for cash flow support provided by Dogs Trust UK during 2020. Dogs Trust UK has confirmed its support of Dogs Trust Ireland (CLG) for the duration of 2021 and has no current plans to call in this loan, which does not have interest accruing. At such time as the Charity is able to repay all or part of the loan then Dogs Trust UK will ask for repayment, and therefore this is classified as a creditor falling due within (rather than after) a year.

Additionally, the Charity invoiced Dogs Trust UK €221,601 in the year (2019: €1,005,302) for rehoming services.

19. Pension costs

The Charity provides a contribution to its employees' defined contribution pension schemes. The scheme is available to all employees on successful completion of their probation period. The Charity also contributes to certain employees' pension plans. The charge for the year was €197,288 (2019: €276,559). Employer contribution costs are attributed to the activity or function of the member of staff receiving the contribution. At year end, €25,342 was due to the pension provider (2019: €20,852).

20. Contingent liabilities

There were no contingent liabilities at the financial year end (2019: €nil).

21. Contingent assets

In December 2020, the Charity submitted a claim to Revenue in respect of historically overpaid VAT, totalling €442,628. This is not recognised as the claim is being processed by Revenue and the final figure is not virtually certain at present.

22. Post balance sheet events

No significant events have occurred since the balance sheet date which would require adjustments to the amounts as disclosed in the financial statements.

COVID-19 continues to impact the Charity's operations, and it is unclear when restrictive measures in Ireland will be lifted and activities can resume at full capacity.

As Dogs Trust UK has promised to support the Company's current operations, and Dogs Trust UK has sufficient reserves to remain a going concern, the trustees are satisfied that the Company is a going concern and there are no post balance sheet adjustments required to the 2020 results.

23. Financial instruments

	2020	2019
	€'000	€'000
Financial Assets		
Financial assets measured at amortised cost	619	190
Financial Liabilities		
Financial liabilities measured at amortised cost	480	5,372

Financial assets measured at amortised cost comprise cash at bank and in hand and other debtors.

Financial liabilities measured at amortised cost comprise of trade creditors and amounts owed to group companies.

24. Approval of financial statements

The financial statements were approved and authorised for issue by the Directors on 16 April 2021.

**Annual Report and Accounts
for the Financial Year Ended
31 December 2020**

A company limited by guarantee
and not having share capital.

www.DogsTrust.ie