



For the Year Ended

31 October

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21

Trustees' Report & Consolidated Financial Statements

The Mare and Foul Sanctuary
(A Company Limited by Guarantee)
Charity Number: 1141831 Company Number: 07584914



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Welcome from our Chair and Chief Executive

In this financial year, Covid restrictions affected our operations and continued to create uncertainty around many aspects of our work. We maintained a focus on our core activities and ensured support of our employed and volunteer teams. We also made progress within our existing strategy, determined to move forward with our vision.

The trustees are confident that these achievements and the core work delivered across the charity in this year represent robust progress within our existing strategy and put us in a strong and stable position for the future.

This work was possible thanks to our supporters, both donors and volunteers, along with our employed staff who adapted to the changing environment and continued our work during this particularly uncertain year.

Sarah Jane Williamson
Chief Executive

Liz Gaffer
Chair of Trustees

Key achievements included:

- **The creation of three specialist leads** – Equine Care, Equine Training and Equine Support EAL – to grow and develop specific skills on our yards.
- **The introduction of our new Ethical Handling and Training of Equines Policy.** This has been shared with specialist leads and sessions booked with sanctuary managers to ensure the full understanding and engagement of staff.
- **Taking part in a coalition of 50 animal welfare charities** urging the Government to implement a new, all-encompassing animal health and welfare strategy. The coalition released a report – “Act Now For Animals” – that sets out key priorities for how we live and work with animals.
- **Completion of a capital redevelopment at our Coombe Park Equestrian and Education Centre.** This will enable us to offer more opportunities for human-equine interaction through our equine assisted learning and equine assisted activities programmes.
- **Hosting the UK Horses in Education and**

Therapy International (HETI) Forum. This allowed us to become involved at a national level in important developments in the regulation of human-equine interaction.

- **Hosting the first South West Regional Equine Assisted Practitioners meeting.** This was a key consultation meeting for the UK Human Equine Interaction Register.
- **The update of our brand identity.** This has helped to raise our profile and cement our identity as a charity.



Objectives and Activities

The Mare and Foal Sanctuary rescues horses and ponies that have been abandoned, neglected or abused.

We also ensure that horses and ponies have a sanctuary for life. Most horses and ponies are given care for life through our network of knowledgeable carers. Those horses and ponies with more complex needs are cared for in our peaceful sanctuaries.

Our charity was founded on the principles that horses and ponies, as sentient beings and close companions of humans over the centuries, have a value and a purpose. They deserve our kindness and care.

Our equine-centred approach to human-equine interaction through equine assisted learning enables us to create a sense of sanctuary for people within our sanctuary for horses and ponies.

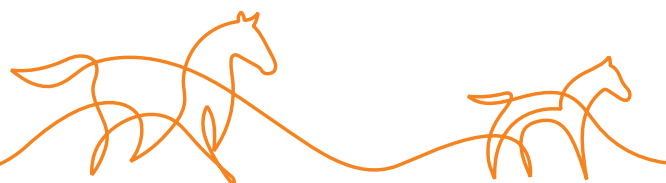
The charity's objectives:

- **To rescue and provide care for**, and prevent cruelty and suffering amongst, horses and ponies that are in need of attention by reason of sickness, maltreatment or ill-usage, or other like causes, and to provide temporary or permanent homes for such horses or ponies.
- **To advance the education of the public** in matters relating to the welfare of horses and ponies and the prevention of cruelty and suffering amongst horses and ponies.
- **To relieve those children, young people and adults in need** (in particular, but not limited to, those with physical, mental, social or emotional difficulties or disadvantages) by providing equine assisted learning and therapeutic activities, in order to enhance their education and make their lives better through (but not limited to) appropriate provision of facilities for riding, handling or coming into contact with horses and ponies.

The charity's activities:

The Mare and Foal Sanctuary has set the following strategic objectives for 2019-2023 based on its most recent charitable activities:

- **Objective 1:** We love and value horses and ponies. As sentient beings, they deserve our kindness and care. Unfortunately, there is still a need to rescue, rehabilitate and rehome horses and ponies – and to educate people how to care for them.
- **Objective 2:** We have lived experience of how horses have made a difference to our lives. We know how to make a difference to other people's lives through horses.
- **Objective 3:** Caring for horses and ponies – and being with them outside in nature – is good for our health, happiness and wellbeing too.



Structure, Governance and Management

Legal status

The Mare and Foal Sanctuary is a registered charity (number 1141831) and a company limited by guarantee (number 7584914).

Policies adopted for the recruitment, induction and training of trustees.

The existing trustees have the power to appoint new trustees. All new trustees are provided with Charity Commission published guidance on the responsibilities of being a trustee and a trustee job description. They are introduced to the charity

and its aims by receiving a tour of the site and meeting management, staff and current trustees. Training in the work of trustees is also made available before appointment and through a trustee induction plan once appointed. There is an active programme of governance development for trustees.



Organisational structure

The charity is managed through the following areas:

- **Sanctuary Care teams** deliver the care, rehabilitation, retraining and rehoming of the horses and ponies in sanctuary
- **The Welfare Outreach and Advice team** delivers direct support to carers of equines on loan from us and in private ownership. They also educate and advise the public to reduce future welfare cases and improve general equine knowledge
- **The Education team** delivers alternative education and training for children, young people, families and adults through human-equine interaction in the form of equine assisted learning, equine assisted activities and outdoor learning in nature with our rescued horses and ponies. These programmes

have learning, developmental, skills acquisition and social outcomes, which also have a therapeutic effect. The Education team also works with the Sanctuary Care and Welfare Outreach and Advice teams to develop educational resources and events which improve general knowledge in equine care amongst the public and prevent future welfare cases

- **Income generation and communications** including direct fundraising and management of our charity shops
- **Management and administration** including volunteering, HR, ICT, accounts and maintenance of our estate and landholdings



Governance and management

The trustees meet at least bi-monthly and are in close contact with the senior management team. They receive regular updates and are able to respond accordingly.

These updates include:

- Delivery plan performance reports with KPIs and benchmarking data.
- Risk register reports and focused reviews of specific areas of risk.
- Annual updates on policies and performance in relation to GDPR, Health and Safety and Safeguarding.
- Management accounts with budget variance reports and balance sheets.
- The Chief Executive's update of all key service areas and developments.

The board delegates specific responsibilities and activities to the four committees of the board: Equine Committee, Finance, Investment and Audit Committee, Rewards and Remuneration Committee and Fundraising Committee.

No major decisions or expenditure can be made without consultation with and approval of the trustees.

Day-to-day management is delegated to the Chief Executive who reports to the Board of Trustees bi-monthly at meetings and at other times as required. There is regular, collaborative contact with the Chair of the Board of Trustees.

Trustees' indemnity

In accordance with normal commercial practice the charity has purchased insurance to protect trustees

from claims arising from negligent acts, errors or omissions occurring whilst on charity business. The insurance provides cover up to £1,000,000 on any one claim.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the operations and finances of the charity and are satisfied that systems are in place to mitigate our exposure to the major risks. We have developed a risk management framework which identifies and manages all significant strategic and operational risk. A corporate risk register has been approved by trustees. Specific risks are managed by the relevant committees with strategic risks managed by the board as a whole.



Public Benefit

The Mare and Foal Sanctuary's vision is a world where we all understand and appreciate the connection between horses, ponies, people and nature. Our ambition is to lead the equine community in new thinking and better practice.

The trustees confirm that the Mare and Foal Sanctuary's aims and objectives align with the Charity Commission's guidance on public benefit. The trustees regularly review these aims and objectives for both current and future activities to ensure our public benefit can be demonstrated through charitable purposes defined by The Charities Act 2011.

We support the advancement of animal welfare:

- **By rescuing and rehabilitating** horses and ponies that have been abandoned, neglected or abused. We also ensure that horses and ponies have a sanctuary for life. This offers indirect public benefit through improving the welfare of horses and ponies on behalf of the general public and direct benefit through the support of private owners or people considering becoming owners of equines and to carers in our rehoming scheme.
- **By focusing our rescue work** in the South West but playing our part nationally. We are members of the National Equine Welfare Council and collaborate locally and nationally with the RSPCA and other equine welfare charities. This gives direct public benefit through support of private owners.
- **By giving non-judgemental advice** and no-shame support to any horse or pony carer through our Welfare Outreach and Advice team, in person and through an advice helpline staffed by this team. This support brings about positive welfare interventions which brings direct public benefit through support of members of the public who raise welfare concerns, private owners and carers in the rehoming scheme.
- **By providing equine advice**, support and welfare education to prevent welfare issues in the future through educational content such as The Confident Horse series online and through webinars. This offers direct and indirect public benefit through education and sharing of robust, evidence-based practices.
- **By campaigning and advocating** for improved equine welfare to influence legislation and generate public awareness. This gives indirect public benefit through education and influencing welfare policy change.

We provide relief of those in need, by reason of youth, age, ill-health, disability, financial or other disadvantage:

- **By providing human-equine interaction** through equine assisted learning, equine assisted activities and outdoor learning in nature with our rescued horses and ponies. The direct public benefit is offered through provision of human-equine interaction.
- **By providing access to nature** and the countryside through outdoor learning at our sites. The direct public benefit is access to the countryside which supports opportunities for biophilia, relief of distress and enhanced recovery from physical and mental ill health.
- **By supporting the development of life skills**, in particular communication skills and relational skills. This gives a direct public benefit through provision of human-equine interaction and participants transferring these communication and relational skills into their day-to-day interaction with others.
- **By contributing** to the growing robust evidence base for the benefits to people of human-equine interaction through collaborative research. This provides an indirect public benefit by improving the academic evidence base and knowledge base about the benefit to people of human-equine interaction and improving the future opportunities for these.





Myrddin's story

Myrddin was just a few months old when he was rescued alongside 14 other colts from the Whispering Willows horse sanctuary.

It was clear that Myrddin had not received adequate care and was suffering from a painful ulcer in his right eye. Our Sanctuary Care team worked hard to create a better future for Myrddin and we were delighted to find a suitable home for him through our Sanctuary at Home scheme. In July 2021 Myrddin moved to his new home with companion Roxy. It is so rewarding to see Myrddin settled in his new home with a family that love him.





We are the place for people who want to make a difference to the lives of horses, ponies and foals

Our Values

Our values of kindness, care and knowledge embrace equines and humans together. We are experts in rescuing, rehabilitating and retraining horses and ponies through a needs-led, behavioural approach based on current veterinary and equine sciences. We teach people how to look after horses and ponies and to respect animals in general. We also do this through local awareness raising campaigns and by providing advice, support and welfare education through programmed activities and by phone and email.

We aim to educate the general public, as well as those involved directly with equines, advising owners and carers, but also educating those who may contribute inadvertently towards the suffering. There are very few cases of deliberate cruelty, which is why the educational and advice work is so important. It is vital to share our knowledge to prevent welfare issues becoming a crisis or a case for prosecution.

Our sanctuary for rescued horses

The need to provide sanctuary

At our sanctuaries, we love and value horses and ponies. As sentient beings, they deserve our kindness and care. Unfortunately, there is still a need to rescue, rehabilitate and rehome horses and ponies – and to educate people about how to care for them.

Our rescue work is focused in the South West but as part of the National Equine Welfare Council we collaborate locally and nationally with the RSPCA and other equine welfare charities.

We provide lifelong, life-changing loving care and support to rescued horses and ponies.

We work for all horses and ponies, but we have particular experience in:

- **Managing and training** feral, semi-feral or unhandled horses and ponies
- **Coping with horses and ponies** that others cannot deal with in terms of behaviour. We give them specialist recovery care and train them so that they're suitable for loan homes in the future
- **Care of mares in foal** and orphaned or abandoned foals
- **Creating a value** for smaller, weaker, previously injured or older equines through appropriate recovery and training as companions or suitable for active life in agility, lead rein and ridden activities
- **Picking up the pieces** when inexperienced people have inadvertently got into problems having bought ponies thinking that they are easy to care for because they are small. This can be the case when ponies are kept by inexperienced owners privately at home as opposed to at a managed livery yard, where excellent help and advice is usually available

For many equines we are the end of the line. We are the last option.



Inula's story

Inula came to the sanctuary following a large multi-agency rescue in 2019 involving over 100 horses. We took her and her foal, Ilyssa, along with three other mares and two foals who had all suffered extensive neglect.

Our work began immediately to bring them all back to health. Inula then started to show signs of lameness. We decided to take x-rays to find out exactly what the problem was. The x-rays revealed a small, round airgun pellet which coincided with a lump on her pastern. It was clear that Inula had been shot in the hoof with an airgun at some point in her life.

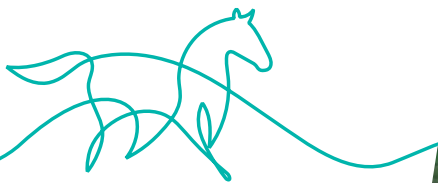


The support we provide

Care for life is provided to hundreds of horses and ponies rescued by the Mare and Foal Sanctuary.

We currently have five peaceful sanctuaries in Devon and it is here that our dedicated staff provide expert and specialist care for life to around 170 of these horses and ponies whose needs mean that they cannot easily be cared for elsewhere.

Our network of knowledgeable Sanctuary at Home carers helps us care for more than 460 horses and ponies. This vital scheme enables space to be created at our sanctuaries for more horses and ponies in need, helps sustain our work to rescue other horses and ponies and enables us to connect more people together who love and value horses and ponies as much as we do.



Wilma's story

Sanctuary at Home carer and GB para dressage rider, Anna-Mae Cole, recently rehomed Wilma.

Wilma was just four months old when she was rescued in 2016. She had already been separated from her mother and was one of 16 other ponies who were all facing euthanasia. We hoped that one day she could go out on loan to a knowledgeable carer. That day came in March 2021 when Anna-Mae arrived at our moorland rescue facility in Yelverton ready to give Wilma a home.



Our impact in 2020-21

Highlights of our work to provide sanctuary to rescued horses and ponies in this period:

21

There were 21 equines requiring admission to our sanctuary for welfare intervention.

This included a complex multi-agency rescue involving five horses and ponies. Covid restrictions meant that our rehoming scheme was halted for the duration of the national lockdowns - a vital scheme which creates space at our sanctuaries for new admissions.

1038

Our total admissions for all years reached 1038 in 2021.

This number includes foals born at the sanctuary, such as Solar. His mother arrived at short notice due to a loss of grazing. She was heavily in foal and Solar was born in summer 2021. He is the latest of over 40 foals born at the sanctuary.

169

At the end of this period, 169 horses were being cared for at our peaceful sanctuaries across Devon, and 462 were on loan to carers through our Sanctuary at Home scheme.

250 acre

We worked closely with Dartmoor Pony Heritage Trust and the Dartmoor Livestock Protection Officer. Members from our Sanctuary Care and Welfare Outreach and Advice teams were asked to round up herds of strangles-symptomatic Dartmoor ponies from a 250-acre area around Bellever. This represents a positive shift in attitude from some key moorland communities to working with the sanctuary. Treatment for the ponies was provided through National Equine Welfare Council (NEWC). We made a small financial contribution to this vet treatment from funding we had ringfenced for NEWC activity.

outreach

Staff teams in Sanctuary Care and Welfare Outreach and Advice settled into their roles following the reshaping of the teams over the autumn. The three specialist leads – Equine Care, Equine Training and Equine Support EAL – have already had an impact in bringing a more explicit focus to developing staff skills on each of the yards.

reprofiling

Following the discovery of subsidence at Coombe Park Equestrian and Education Centre, work started in 2020 on reprofiling the bank and improving the area outside of the arena. This work was completed by Ryearch and the planting of the bank begun. Preparations were also made for the fitting of the rainwater harvesting containers for collecting rainwater from the arena roof. Final plans for the new replacement barn to provide a high intensity care unit were approved internally ready to go for planning permission.

sold

The South Manor sanctuary was sold in 2020. The ponies were moved to their new homes with many housed in temporary stabling at our Coombe Park Equestrian and Education Centre.

anthelmintics

We are reducing our use of anthelmintics (wormers) because resistance to some of the drugs we have available has become a real problem. Stage one of our new worming protocol was implemented and went well. We increased our worm egg count testing to quarterly and any horse with a high count is wormed.

equine behaviour

Our Equine Behaviourist, Anna Haines, presented at the Association of Pet Behaviour Counsellors' virtual equine conference 'Equine Behaviour Unwrapped' on 28 November 2020.

Her presentation showed the importance of understanding equine behaviour within the equine charity sector. Anna shared the film of the work we have done with pony Mouse. We were recognised for having a ground-breaking approach. As a result of this, we have been asked to provide training to a smaller sanctuary, Oak Tree Animals, based in Carlisle, and The Brooke.

rehoming

Potential carers were once again able to meet ponies and horses ready for rehoming after Covid restrictions eased in April 2021. All pre-visits to potential loan homes also restarted. Between November 2020 and October 2021 we rehomed 77 ponies and horses.

We're dedicated to developing deeper knowledge and better practice on how to give every horse and pony their best life

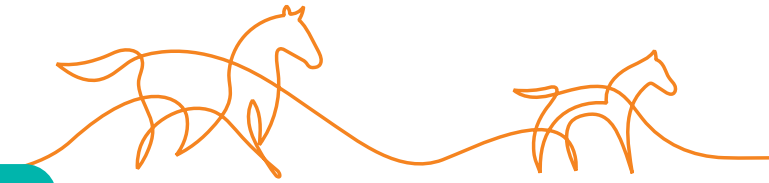
new animal health & welfare strategy

We were delighted to be among a coalition of 50 animal welfare charities urging the Government not to waste a once-in-a-generation opportunity to redefine our relationship with animals through a new animal health and welfare strategy. The report – “Act Now For Animals” – was released in May and set out the sector's priorities for creating a society which rebalances the way we rear, live and work with animals. Recommendations specifically affecting equines included limiting journey times to 12 hours, enforcing equine identification and registration and introducing licensing for sanctuaries and rescue centres.

Our plans for 2021-22

Highlights of our planned work to provide sanctuary to rescued horses and ponies next year:

- 1 Create a report highlighting any unmet needs in equine welfare in our geographic region, the themes surrounding these and how best we can meet those needs.
- 2 Embed relationships with smaller welfare organisations to support equines in need.
- 3 Create a mandatory and specialist training framework for all Sanctuary Care staff, including equine behaviour training.
- 4 Fully assess the opportunities for holistic land management and equine care at all our sanctuaries.
- 5 Implement a 'gold standard' worming protocol to reduce anthelmintic resistance and reduce the administration of drugs. We will collect and share data when implementing this protocol for future studies/research.
- 6 Complete the build of a replacement barn at our Coombe Park Equestrian and Education Centre that will be a high intensity welfare unit for equines with ongoing, manageable health issues.
- 7 Continue to maintain and strengthen our relationships with the National Equine Welfare Council, other equine welfare charities and agencies concerned with helping equines in need.



A safe sanctuary for horse owners

We give non-judgemental advice and no-shame support to any horse or pony carer through our Welfare Outreach and Advice team, but we are also able to step in and make a formal welfare intervention when needed. We aim to keep equines with their owners whenever it is safe or practical to do so.

We know that there is not one right way of caring for equines, but we do have expert understanding of the physical, psychological and social needs of horses and ponies. We can educate people in meeting these in ways that are based on current veterinary and equine science, including behavioural science.

To lead the equine community in new thinking and better practice

Our impact in 2020-21

Highlights of our work to offer a safe sanctuary for horse owners in this period:

236 There were 236 separate episodes of advice resulting in positive welfare outcomes. This advice was given face-to-face, by phone and by email.

rehoming

We launched a new scheme to help owners to privately rehome their horses and ponies. The Help to Home scheme provides practical support for owners who need to rehome their equine and ensure the most suitable home is found. This includes help to advertise the equine for rehoming, pre-checks by experienced staff to assess the horse's individual needs, support to prepare the horse for rehoming and screening applicants.

161 owners received support from us that resulted in their horse or pony being able to stay with them.

129%

We achieved a 129% increase in traffic to our website's advice pages (www.mareandfoal.org/horse-advice).

We launched The Confident Horse webinar series. Our Equine Behaviourist, Anna Haines, ran the first webinar in September 2021 around the subject of enrichment. This paid-for series tackled common issues for horse owners offering solutions in line with our ethical handling policy.

Our non-judgemental telephone service was made available to all horse and pony owners who need advice and support. The helpline is staffed by our Welfare Outreach and Advice team from Monday to Friday between 9am and 5pm.

Our plans for 2021-22:

Highlights of our planned work to offer a safe sanctuary for horse owners next year:

- 1 Increase the range of our horse care resources online and through online and onsite workshops, expanding on our successful series - The Confident Horse.
- 2 Explore the potential for providing an Equine Research Bursary to allow grant giving to improve equine welfare standards.
- 3 Achieve the Helpline Standard Accreditation for our non-judgemental horse welfare advice line.
- 4 Review training, equipment and facilities needed to provide training for emergency services in equine rescue.
- 5 Hold events to engage local communities in our emerging work on sustainable approaches to horse care.
- 6 Identify, align and disseminate appropriate national campaigns to raise awareness of equine welfare.
- 7 Get involved in appropriate welfare advocacy and policy influencing with a national and local focus.

Solar's story

Pregnant moorland mare Sandy was rescued as part of an emergency welfare intervention after her owner lost grazing at short notice.

Not long after her arrival, Sandy gave birth to a healthy colt foal, Solar. We named him Solar as we wanted his name to start with the same initial as his dam and it seemed fitting as he was born during a heatwave!



A safe sanctuary for children, young people, families and adults

We provide human-equine interaction through equine assisted learning, equine assisted activities and outdoor learning in nature with our rescued horses and ponies.

Our programmes are designed to meet the physical, psychological, social and spiritual needs of children, young people, families and adults. We do this through an inclusive, phased approach which is person-centred, developmental, experiential and outcome based.

We create a sense of sanctuary for people within our sanctuary for rescued horses and ponies.

Our equine-centred approach to equine assisted learning

Equine welfare is at the heart of everything we do. We primarily deliver our equine assisted learning and equine assisted activities programmes with our rescued horses and ponies at our beautiful 80-acre Equestrian and Education Centre at Coombe Park in Devon. This is also one of our larger sanctuaries for horses in training for rehoming and will be our new base for our high-support facility for equines who have sanctuary for life.

The rescued horses and ponies which are part of our Education team have been specially selected for their highly attuned, people-orientated temperaments. Participants can relate to our rescued horses' stories of overcoming trauma and their recovery and resilience. Their care is managed by a senior equine specialist who monitors the horse's needs and welfare during education sessions.

Supporting transferrable life skills

Our specialist multidisciplinary team of educators deliver equine assisted learning and equine assisted activities outdoors in nature with rescued horses. These activities support the development of transferrable life skills for people including:

- increased self-confidence
- positive attachment and relationships
- deeper empathy and reduced conflict
- improved emotional management skills
- improved communication skills

These activities also have a therapeutic effect, improving participants' sense of wellbeing and mental health. Our relationship with rescued horses and ponies becomes increasingly reciprocal and compassionate. We understand ourselves better and express more of our unique nature as individuals.

- increased resilience
- a clear sense of responsibility
- a genuine sense of personal achievement and meaningful contribution

We love seeing the difference horses and ponies make in people's lives and the difference people make in their lives.



The story of Your Sanctuary

The Education team was awarded European Social Fund money through PETROC Community Grants to run the Your Sanctuary project.

Four young people who were not in education, employment or training were given the opportunity to develop horse care skills and improve their employability.

The young people all benefitted hugely from the project with participants going on to paid employment, volunteering and the offer of traineeships.

rescue
rehabilitate
rehome

Enfect



Our impact in 2020-21

Highlights of our work to provide safe sanctuary for children, young people, families and adults in this period:

179

Despite two lockdowns in this period, we were still able to work with 111 new individuals delivering 179 sessions. The total numbers of delivery hours was 880.5.

five star

The sanctuary received a successful Riding School Licence Inspection on 21 April 2021. We were delighted to achieve a Higher Standard and five-star rating.

28

We hosted the first South West Equine Assisted Practitioners' regional meeting on 16 October 2021 which was also one of the consultation meetings for the UK Human Equine Interaction Register, being led by a steering group of HETI UK members. There were 28 participants from 14 Equine Assisted Service providers based in the South West.

EAL

We continued to work with educational organisations to offer human-equine interaction through equine assisted learning (EAL) projects such as Your Sanctuary and our Inspire, Explore and Empower programmes.

HETI forum

We hosted the UK Horses in Education and Therapy International (HETI) Forum on 25 November 2020. This was the first online HETI UK Forum and we were honoured that three members of the HETI international executive committee also attended from the US, France and Finland. We gave the keynote presentation on building an equine team for EAL in an equine welfare charity. At the end of the event, Dr Marilyn Sokolof, international executive committee member based in the US, gave the vote of thanks and remarked on the sanctuary's unique equine-centred approach.

Staff stepped up the training of EAL horses for group sessions and more one-to-one sessions after restrictions lifted. In many ways 2020-2021 was a more challenging period for the Education team than the previous year as there were multiple lockdowns. This presented obstacles in terms of participant numbers.

More horses and ponies from across the sanctuary were identified to take part in ground-based activities as part of the Inspire phase of our EAL activities.

As federation members of the Federation of Horses in Education and Therapy International (HETI) UK, we took part in the development of a national initiative to offer one-to-one equine facilitated wellbeing sessions for frontline NHS staff who needed space and time to process their experiences after working through the Coronavirus pandemic. The #HopeForCovidHeroes initial pilot delivered the specialist equine-assisted wellbeing programme of ground and mounted sessions to 18 frontline workers over six months. The #HopeforCovidHeroes project was organised and provided through HETI UK's participating members: God Unlimited Outdoor Therapy (Gul), Mare and Foal Sanctuary, Association of Chartered Physiotherapists in Equine Activities (ACPEA), Riding for the Disabled Association (RDA), Horseback UK and Fortune Centre of Riding Therapy (FCRT).

6

We started to deliver a new programme funded by Sport England's This Girl Can campaign to get more women into physical activity. We offered 1.5 hours of physical activity in caring for horses and ponies over six weeks in term time to enable parents to attend. There will be six cohorts in total. The first cohort was made up of participants who came to us through our #HopeForCovidHeroes frontline worker wellbeing sessions.


changing lives

Our Head Of Education, Dawn Neil, participated in a research interview with University of Gloucestershire exploring the positive impact of the Changing Lives Through Horses programme. An important part of our work is seeing the difference horses and ponies make in people's lives, as well as the difference people make in theirs. Now more than ever, we know that caring for horses and ponies and being with them in nature is good for our health, happiness and wellbeing.

outdoor learning space

In 2021, our education officers developed an area of woodland at our Coombe Park Equestrian and Education Centre to use as an outdoor learning space with the help of some of our participants. We also purchased gardening

tools, gardening equipment, planters, a water butt and a small storage shed with funding from the Post Code Local Trust and a wildlife camera and den-building kit were purchased using funding from the Hedley Foundation. Dawn Neil said, "Having the woodland area as an additional learning space is wonderful, enabling the young people we support to simply be children! They are more relaxed, independent, willing to take risks, show responsibility and take notice and real care of the environment."



We're unlocking a world of natural, wild beauty where ponies and people who were struggling can enjoy life again.

Highlights of our planned work to provide a safe sanctuary for children, young people, families and adults through equine assisted learning and equine assisted activities next year:

- 1** We will contribute to the evidence base for the benefits of equine assisted services through research collaboration with an academic institution or wider collaborations with other EAS providers
- 2** We will deliver the full range of original EAL programmes
- 3** We will deliver the HETI Frontline Workers national equine-assisted wellbeing project with results to inform an independent clinical evaluation
- 4** We will deliver Wellies for Wellness nature-based learning with our rescued horses and ponies to families in partnership with local organisations
- 5** We will further develop our learning spaces including the woodland area and garden at Coombe Park



Sanctuary for life, thanks to our supporters

We rely entirely on donations and legacy gifts to carry out our work and we are indebted to the individuals, organisations and companies for helping to sustain our ability to offer sanctuary for horses and ponies.

In 2021 Supporter Services had a backlog of donations. This was due to an increase in numbers of donations for our calendar, newsletter and adoption purchases and fewer staff available due to Covid and national lockdowns. We were able to resolve the issue for future mailings and are committed to responding to our supporters within five working days wherever possible. We are committed to working with the local community and joined forces with Home-Start Teignbridge to provide books for families during the pandemic. The collaboration between the Mare and Foal Sanctuary and Home-Start provided families in the Teignbridge area with pre-loved books, puzzles and

colouring books that have been donated to one of the sanctuary charity shops. The books were swapped by Home-Start volunteers who came over regularly to the sanctuary's Reuse and Recycle Centre and were then sold on later to generate much needed income. We also attracted some positive press coverage over this period with articles in Horse and Hound, Horse and Rider and many local publications covering stories such as Sandy and Solar and our work controlling strangles on Dartmoor. We also featured in the BBC's Escape to the Country series and enjoyed coverage of our frontline worker project on BBC Spotlight.

Our impact

£20,000

We would like to thank the Hobson Charity who awarded us a grant of £20,000. Lady Hobson OBE and her fellow trustees responded to our urgent appeal for funding during the Coronavirus pandemic with an award to contribute to our essential veterinary costs, medicines and treatments.

£300

A big thank you to Mole Valley Newton Abbot for donating rugs to our Coombe Park sanctuary. We were especially grateful for the rugs in miniature sizes to fit our Shetlands and smaller ponies. In February, the Jain Animal Sanctuary donated £300 to the Mare and Foal Sanctuary. This year marked 15 years since their first donation in 2006 and their continued support is greatly appreciated.



We launched our new online gift shop at www.mareandfoal.org/shop with our range of Mare and Foal Sanctuary gifts and goodies. With every purchase shoppers support the charity.

£5,000

We are pleased to say that the Pet Plan Charitable Trust has awarded us with a £5,000 donation. With the help of this grant the sanctuary will be able to create a new home for some of the ponies from South Manor which will be more suitable for their complex health care needs.

inspire course

The Sir Peter O'Sullivan Charitable Trust continued their generous support with a grant to support our Inspire course, which helps learners experience the many benefits of equine assisted learning and equine assisted activities outdoor in nature with our rescued horses and ponies.

£1,000

We would also like to thank the Hedley Foundation, who gave us £1,000 to purchase equipment for our outdoor learning programme at Coombe Park. The programme aims to improve young people's health, happiness and wellbeing by being outside with horses and ponies in nature.

open days

Open Days eventually took place at all our yards from August 2021 onwards. People attending were a mix of new supporters, adopters and longer-term supporters. The format of the Open Day was designed to boost supporter engagement and stewardship to maintain our long-term relationship with the supporter.



The pandemic has brought many challenges for the sanctuary and one thing we've really missed is being able to welcome people to visit us. During the lockdowns we launched our Lockdown Diaries Live sessions, which gave people the opportunity to meet our friendly team and enjoy a virtual tour of our sanctuaries.

Erryn's story

Erryn, one of our younger supporters, raised £142.50 for us with a sponsored ride on her pony Leon in December 2020. She chose the Mare and Foal Sanctuary on the suggestion of her mum who had come across the charity nearly 25 years earlier. Erryn is just one of our many dedicated supporters who raise money for us in the community.



Our fundraising practices

The majority of fundraising income is generated from individual donors.

Our direct marketing includes sending fundraising appeals, informative newsletters and an annual calendar. This work is led and undertaken by our Fundraising team. The production and fulfilment of these mailings is supported by a contracted third party, with whom we manage and regularly monitor the work undertaken. Each mailing enables us to demonstrate our work and the impact it has on the horses and ponies we rescue, and provides a response mechanism for the donor, including options to donate and update their communication preferences, containing clear instructions on how to be removed from our mailing lists. Each year, we also undertake an annual survey to

obtain our supporter's feedback on the frequency of communications and ensure that we are meeting their expectations. In 2021, our survey suggested 94% of our supporters felt the sanctuary's contact throughout the year was 'about right' and 98% of responders 'definitely' or 'probably would' continue supporting us into the next year. In addition to direct marketing, our Fundraising team engages in digital fundraising, sending informative news updates and fundraising appeals by email (where donors have opted in to receive marketing by email), organises events, runs our adoption scheme, supports fundraisers in the community and sources grant funding.

We are committed to delivering the best level of service at all times to everyone who engages with our charity including beneficiaries, supporters and the community.

There have been 10 complaints about fundraising activities this year. We have a Complaints Policy and procedure in place and a designated Complaints Coordinator. In the event of a complaint, it is our promise to:

- provide a responsive and timely service to the complainant
- treat all complaints seriously and investigate them thoroughly
- resolve complaints promptly
- be open and honest in our dealings with the complainant
- learn from complaints and take action to improve our service

The Mare and Foal Sanctuary is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. Fundraising staff attend regular training and conferences to ensure that they are up to date with the code. All our fundraising guidance and working practices are routinely reviewed and updated accordingly.



Our devoted staff and volunteers

We had 144 employees working at the Mare and Foal Sanctuary at the end of this period. Their dedication to the cause and the skills and experience they bring to their roles is the reason this year's report reads so positively, despite the challenges of the Coronavirus pandemic.

We carry out an annual staff survey to constantly monitor and evaluate how we can support and develop our workforce. We were pleased that 96% understand our mission and goals, and 97% understand how their role contributes to the success of the charity.

Annual appraisals and professional development plans are completed for all staff. We also run a staff-led annual awards scheme to recognise those who demonstrate our values of kindness, care and knowledge in their daily work.

Staff remained at work through the national lockdowns, with only the shops staff on full furlough. Some staff were on part-furlough, for example. Some of the Education team were still running some one-to-one inclusion sessions but unable to deliver the full range of courses.

We're the place for people who want to make a difference to the lives of horses, ponies and foals

Our Volunteers

Our amazing volunteers made so many things possible in 2021 from shelves stocked to hay nets filled. Despite Covid restrictions and shop closures, our volunteers still worked an enormous 7,895 hours. We ended the year with 110 volunteers across all our sanctuaries and shops. Just some of the achievements from our volunteers are:

- Volunteers David and Carmen found gold while sorting donations that sold for £550
- Volunteers started weighing rag resulting in an average extra £100 per week
- Old electrical equipment began being stripped by volunteer Mark resulting in around £100 per month scrap metal payments
- Volunteer Stephen researched and listed a boomerang which sold for £200. Stephen's fantastic listing skills made a huge difference to items selling on eBay.
- Volunteer Lynne stepped in to help the team at Coombe Park when they were short staffed and helped with behaviour training.

Lucy's story

Lucy is a member of the Sanctuary Care team based at our moorland rescue facility in Yelverton. She joined us through the merger with South West Equine Protection (SWEP) in 2018 and has been involved with rehabilitating and training some of our most challenging moorland ponies. Her work with bay mare Wilma has been transformational.

Wilma was defensive and her behaviour was very unpredictable. She developed a strong bond with groom Lucy, whose calm approach has given Wilma the confidence she needs. Lucy began weight-bearing training with the help of a teddy bear. It was hoped that one day Wilma could go out on loan to a knowledgeable carer through our Sanctuary at Home scheme. Wilma was finally ready to be rehomed in 2021 and now has sanctuary at home with GB para dressage rider Anna-Mae Cole. Lucy is now working with two more challenging ponies - Tikka and Breeze. Tikka is a 13-year-old moorland mare who is very nervous around people and Breeze is a nine-year-old Dartmoor gelding who struggles with unwanted behaviour. Thanks to Lucy's expertise and commitment to the sanctuary's values of kindness, care and knowledge, Tikka and Breeze will now have the chance to come into their own. "I was told from a young age I have a way with horses," explains Lucy. "Working with the more challenging horses allows me to broaden my knowledge so that I will be able to help more equines live a happy and long life. You build a very strong bond with each individual because they put so much trust into you - that in itself is an amazing experience."



A sustainable sanctuary

The charity is developing a 25-year rolling sustainability plan for exemplary equine welfare and site management which promotes nature conservation and preserves resources.

We are beginning to experiment with allowing our hedges to grow higher to provide natural shelter for horses, returning our grazing to traditional hay meadows, which are grazed for part of the year, and which will continue to give us our own hay crop whilst promoting biodiversity and habitat restoration. We are also looking at how we can combine the

need for more intensive grazing as the numbers of horses in sanctuary grows with more holistic approaches to grazing and land management. We are considering how we can move to sustainable energy sources. We will also be reviewing our approach to the types of vehicles we use for welfare activities.

Baseline audit

The baseline audit of our current practices has been completed on site by Encredible Ltd and we await the report which will set our baseline, along with recommendations for action. This will come to trustees along with the mid-term review of our corporate strategy 2019-23 to inform our strategic approach for the remaining three years of the current strategy and to enable trustees to start to develop the 25-year rolling sustainability strategy.

We have been successful in our proposal to get specialist support and funding to reinstate our meadows at Coombe Park through collaborating in the Moor Meadows/PlantLife funding bid to the Green Recovery Challenge Fund. Moor Meadows is one of eight project partners including the Duchy, Herefordshire Meadows and Cumbria Wildlife Trust.





Our commitment to equity, diversity and inclusion

We have identified the need to develop an Equality, Diversity and Inclusion Policy and Action Plan.

The trustees recognise that the board is more effective if it includes a variety of perspectives, experiences and skills. We also recognise that often people from groups which identify with the protected characteristics of the Equalities Act 2010, as well as people from lower socio-economic backgrounds, are those who also have had less access historically to involvement with horses and ponies, outdoor learning and nature-based activities. The Mare and Foal Sanctuary is ideally located to offer opportunities for people from the Torbay and Plymouth coastal conurbations, which have higher levels of economic deprivation, to access horses, ponies and nature-based activities.



Our Financial Review

The charity is heavily reliant upon donations from its supporters.

Donations and gifts of £2,118,896 (2020 £2,174,465) were received in the year, this pays for the day-to-day shelter and food for the equines in our care and other charitable expenditure.

We also received £3,316,621 (2020 £1,687,147) of legacies during the year which makes a huge difference. Over recent years, it has been this legacy and regular donation income that has allowed the charity to increase its capacity and diversify its use of the sites it owns. We are extremely grateful to all of our loyal supporters who share our values and goals.

Following the easing of restrictions, we were able to recommence our retail and education activities as well as welcoming visitors to our open days on all sites. Our finance and investment committee continued to meet regularly throughout the year with close monitoring of both income and expenditure being undertaken.

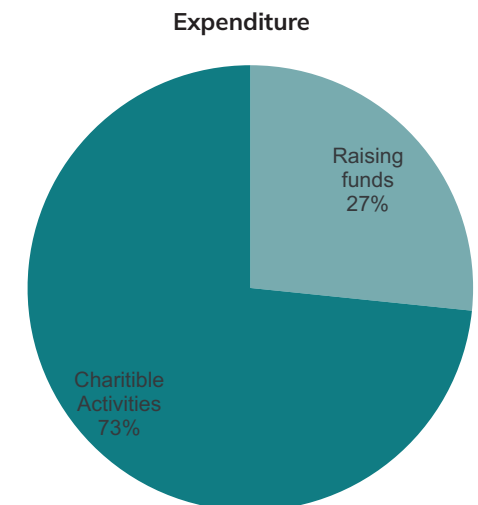
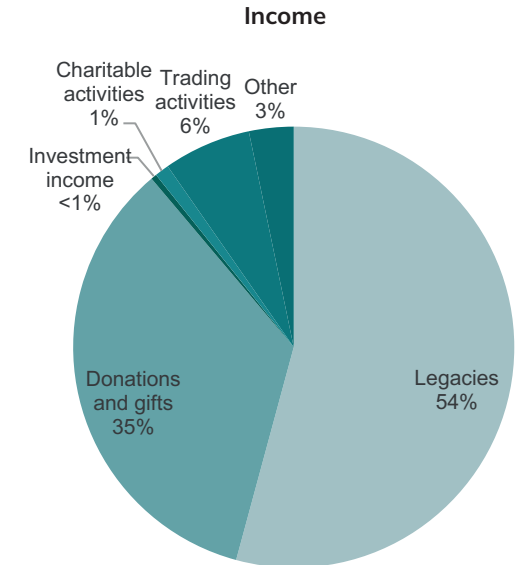
Total expenditure of £4,905,880 (2020 £5,103,911) was incurred during the year, we regularly review our expenditure to ensure we get the best value possible.

The surplus for the year was £1,881,165 (2020 deficit £425,890).

Overall expenditure in the year was down on the previous year by £198k 3.9%. This decrease predominantly relates to expenditure on the Coombe Park development - a large project spanning 2019/20 and 2020/21 periods which covered essential remedial work to our site with a total cost of £860,340.

Wages costs rose by 4.7% in the financial year because of the April 2021 pay rises and lower than usual levels of sickness during the pandemic.

We also incurred higher than previous recruitment costs due to the challenging job market in the later part of the period. All other costs were closely controlled and most were consistent with previous years.



The Mare and Foal Sanctuary:

Year Ended 31 October 2021

Statement of Financial Activities (Incorporating Income & Expenditure Account)

	2021	2020
Income	£	£
Legacies	3,316,621	1,687,147
Donations and gifts	2,118,896	2,174,465
Investment income	25,820	59,735
Charitable activities	64,039	15,699
Trading activities	392,750	373,615
Other	199,987	331,191
Total	6,118,113	4,641,852

	2021	2020
Expenditure	£	£
Raising funds	1,306,269	1,362,767
Charitable activities	3,599,611	3,741,144
Total	4,905,880	5,103,911

		Total Funds 2021	Total Funds 2020
Income	Note	£	£
Donations and legacies	3	5,635,504	4,192,803
Charitable activities	4	25,820	15,699
Other trading activities	5	392,750	373,615
Investment income	6	64,039	59,735
Total Income		6,118,113	4,641,852
Expenditure			
Raising funds	7	1,306,269	1,362,767
Charitable activities	8	3,599,611	3,741,144
Total Expenditure		4,905,880	5,103,911
Net gains on investments		339,274	36,169
Profit on disposal of fixed assets		329,658	
Net income / (expenditure)		1,881,165	425,890
Net movement in funds		1,881,165	425,890
Reconciliation of Funds			
Total funds at 1 November 2020		12,549,350	12,975,240
Total funds at 31 October 2021		14,430,515	12,549,350

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006, relating to small companies.

Key Risks and Uncertainties

Specific Key risks:

Loss of key staff – In the later part of the year we experienced high levels of staff turnover, combined with a challenging recruitment environment. We have invested in our recruitment and retention activity including a salary review, improved performance management processes and reviews of satisfaction through our staff survey. We are also reviewing development pathways at all levels of the organisation.

Fall in donor income and retained reserves – Economic conditions and increased competition for donations and voluntary support will potentially reduce income below the levels required to continue to provide our core services. We are developing our income diversification including digital income streams and online engagement and we have produced plans for how the charity could operate in different income scenarios.

Safeguarding – Inadequate application of policy, procedures, training and awareness could present a safeguarding risk to staff, volunteers, supporters and beneficiaries. We have appointed a team of trained staff to lead on safeguarding. They have ensured all staff receive adequate training and regular training updates. Awareness raising activities have been carried out throughout the sanctuary and we consider our policies

and procedures to be fully embedded. We are actively involved with local networks for education and care providers and take part in additional safeguarding training opportunities.

Data governance – Failure to maintain up-to-date data protection and information governance arrangements, in line with legislative, regulatory and contractual requirements, may result in a mishandling of data. We have a data protection officer and have undertaken a review of data we hold, our storage procedures and have implemented a data handling policy.

Maintenance of site infrastructure – high turnover of staff in our estates team and the lack of available external building contractors has resulted in slippage in our site maintenance which could over time lead to a fall in value of property and health and safety issues. We are recruiting to strengthen the estates team and are undertaking robust planning processes to ensure the backlog is cleared promptly.

Our Reserves Policy

The trustees consider the need to deliver our core services and to hold sufficient reserves to ensure sustainability in the light of uncertain and fluctuating income streams and cashflows.

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately nine months budgeted expenditure (excluding retail expenditure) this being around £3,750,000. In arriving at the “free reserves” amount the trustees take the view the designated development fund and the designated property fund are not free reserves. These funds are linked to the charity’s fixed assets at the start of the year and capital programme for the year and the realisation of these funds would require disposal of property, land and other assets which could be time consuming.

The trustees believe that this will provide sufficient free reserves to cover any unforeseen circumstances that may arise and the charity has retained in excess of this figure at 31 October 2021.

The designated property fund for the group ended the year with a balance of £6,613,885. This reserve is to reflect the funds tied up in capital investments in farms and associated equipment.

The designed charity development fund has increased to £952,269. This reflects the sanctuaries plan for future growth and the support required to facilitate this development within the organisation.

Our Investment Policy

The trustees have the power to administer and manage the assets of the charity. They have delegated the preparation of advice on the invested parts of these assets to an investment subcommittee comprising of two trustees, the Director of Finance and the Chief Executive.

The Sanctuary appointed Rathbones to act on their behalf to professionally manage allocated funds on a discretionary basis and have entered into a formal written agreement with them. The sum invested with Rathbones has increased and now stands at around £3.4 million. This amount will be reviewed bi-annually by the Finance, Investment and Audit Committee.

The Charity has highlighted to its fund manager that investment decisions must be made with an awareness of the charity’s sensitivity to animal testing and animal-related issues which may cause pain or suffering.

The fund manager meets at least yearly with the charity’s Finance, Investment and Audit Committee, when the amount invested and the stated investment objective will be reviewed.

The investment objective is to reduce the level of finance investments in the period of our corporate strategy 2019-2023. In the meantime, we should attempt to preserve the invested sum through a balanced and diversified investment portfolio adopting a medium/low risk approach.

We are developing a programme related investment approach. As we transition between the approaches the amount invested in this portfolio as a percentage of total available funds should not be limited but will be kept under review.

Trustees' Responsibilities Statement

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

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 1993, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report was approved by the Trustees on 26/04/2022 and signed on their behalf by:

Elizabeth Gaffer
Chair of Trustees



Independent Auditor's Report to the Members of The Mare and Foal Sanctuary

Opinion

We have audited the financial statements of Mare and Foal Sanctuary (the 'Charity') for the year ended 31 October 2021, which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, Balance Sheet, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of affairs of the Charity as at 31 October 2021 and of the Charity's results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements

that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's 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 conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report. We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 11, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the entity and the industry/ sector in which it operates to identify the key laws and regulations affecting the entity. As part of this assessment process we discussed with management the key laws and regulations.

The key laws and regulations we identified were those that have a direct impact on the preparation of the financial statements such as the Charities Act and SORP. We discussed with management how the compliance with these laws and regulations is monitored and discussed policies and procedures in place.

We also identified the individuals who have responsibility for ensuring that the entity complies with laws and regulations and deals with reporting any issues if they arise.

As part of our planning procedures, we assessed the risk of any non-compliance with laws and regulations on the entity's ability to continue trading and the risk of material misstatement to the accounts.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements
- Reviewed legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance
- Reviewed Board minutes

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there have been none.

We also evaluated the risk of fraud through management override including that arising from management's incentives. We determined that the principal risks were related to the overstatement of profit through the manipulation of cut-off, in respect of both income and expenditure.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions

reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

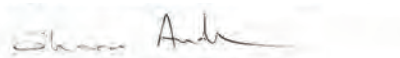
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and its Members as a body, for our audit work, for this report, or for the opinions we have formed.

Sharon Austen FCCA
(Senior Statutory Auditor)



PKF Francis Clark,
Statutory Auditor

Sigma House
Oak View Close
Edginswell Park
Torquay
Devon
TQ2 7FF

Date: 17/05/2022

The Mare and Foal Sanctuary:

Year Ended 31 October 2021

Balance Sheet

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	11	6,613,885	7,328,506
Investments	12	3,390,189	3,031,641
		<u>10,004,074</u>	<u>10,360,147</u>
Current assets			
Stock		41,652	29,874
Debtors	13	1,830,255	1,198,273
Cash at bank and in hand	14	2,719,983	1,165,065
	15	4,591,890	2,393,212
Liabilities			
Creditors - Amounts falling due within one year	16	(158,623)	(178,418)
Net current assets		<u>4,433,267</u>	<u>2,214,794</u>
Creditors - Amounts falling due after one year	17	(6,826)	(25,591)
Net assets		<u>14,430,515</u>	<u>12,549,350</u>
Funded by:			
Restricted funds	18	5,000	21,499
Designated funds	18	7,566,154	7,899,377
General funds	18	6,859,361	4,628,474
Total funds	18	<u>14,430,515</u>	<u>12,549,350</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006, relating to small companies.

This report was approved by the Trustees on 26/04/2022 and signed on their behalf, by:
Elizabeth Gaffer, Chair of Trustees

Elizabeth Gaffer

Statement of Cashflows

	Note	2021 £	2020 £
Reconciliation of net movement in funds to net cash flow from operating activities:			
Net income / (expenditure)		1,881,165	(425,890)
Adjustments to cash flows from non-cash items:			
Depreciation	11	238,863	259,337
Investment management fees		22,119	20,284
Returns on investments and servicing of finance		(41,393)	(42,405)
Profit on sale of fixed assets		(329,658)	
Revaluation of Investments		(339,274)	(36,169)
Interest paid		876	802
Interest received		(65)	
(Increase) in stock		(11,778)	(157)
(Increase) / Decrease in debtors	14	(631,982)	489,820
(Decrease) in creditors	16	(19,795)	(42,300)
Net cash provided by operating activities		<u>769,078</u>	<u>223,636</u>
Cash flows from investing activities			
Interest income		65	1,646
Proceeds from the sale of fixed assets		967,760	
Acquisitions of tangible fixed assets		(162,344)	(191,030)
Cash provided by / (used in) investing activities		<u>805,481</u>	<u>(189,384)</u>
Cash flows from financing activities			
New HP lease			63,421
Capital repayment of HP lease		(18,765)	(18,990)
Interest paid		(876)	(802)
Net cash (used in) / provided by financing activities		<u>(19,641)</u>	<u>43,629</u>
Increase in cash and cash equivalents in the year		<u>1,554,918</u>	<u>77,881</u>
Cash and cash equivalents at the beginning of the year		<u>1,165,065</u>	<u>1,087,184</u>
Cash and cash equivalents at the end of the year		<u>2,719,983</u>	<u>1,165,065</u>

Notes and Accounting Policies

Year Ended 31 October 2021

1. Accounting Policies

a) Basis of Preparation

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

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS 102)), and with the requirements of the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102. The functional and presentational currency is sterling.

b) Going Concern

As set out in the Trustees report under section 11 (Finance Review) including the reserves policy, the charity has free reserves in excess of the policy level. Based on forecast financial information and current cash reserves, in the directors' option it is appropriate to prepare the accounts on the going concern basis.

c) Fund accounting

Restricted funds comprise funds subject to specific trusts that must be applied for specific purposes.

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

d) Critical accounting judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods. The key critical judgement and estimate that the trustees have made in the process of applying the company's accounting policies and that

has the most significant effect on the amounts recognised in the financial statements is in respect of legacy income recognition. For those legacies which are probable, and therefore are included within income, but for which the final amount is not confirmed, the trustees have decided to generally recognise 90% of the expected income and deduct a further £5,000-£15,000 for those legacies including property, except when specific circumstances apply.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Gifts donated for resale are included in income when they are sold. Donated services or facilities, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable. No income is recognised where there is no financial cost borne by a third party.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

f) Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources:

Raising funds are those costs incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. They include the costs incurred in operating the charity's shops.

Charitable activities include expenditure associated with the welfare, grazing and stabling of horses and ponies.

Irrecoverable VAT is included in the Statement of Financial Activities under the appropriate expenses heading.

g) Tangible fixed assets and depreciation

Fixed assets are included at cost less depreciation. Depreciation is not charged on freehold land.

Depreciation is calculated so as to write off the cost of an asset less its estimated residual value over the useful economic life of that asset on a straight line basis as follows:

Freehold buildings	2%/4%/10% per annum
Motor vehicles	20% per annum
Furniture, fittings and equipment	20% per annum
IT Equipment	33% per annum
Database	20% per annum

h) Operating lease agreements

Rentals applicable to operating leases are charged to the SOFA on a straight line basis over the period of the lease.

i) Finance lease agreements

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the rate implicit in the lease. The finance charge is allocated to each period during the lease term to produce a constant periodic rate of interest on the remaining balance of the liability.

j) Stock

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks. Cost includes all direct costs.

k) Investments

Investments are stated at market value at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluations and disposals throughout the period.

l) Financial Instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as financial assets, financial liabilities or equity instruments.

An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. The company holds the following financial instruments, all of which are considered to be basic:

- Short term trade and other debtors and creditors

m) Pensions

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

Charitable Status

Year Ended 31 October 2021

2. Charitable Status

The charity is a company limited by guarantee and is registered with the Charity Commissioners for England and Wales. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charitable company was incorporated in England and Wales.

3. Income from donations and legacies

	2021	2020
	£	£
Donations and gifts	2,118,896	2,174,465
Legacies	3,316,621	1,687,147
Other Government Grants	199,987	331,191
Total	5,635,504	4,192,803

Donations income includes £11,961 (2020: £91,499) of restricted income.

4. Income from charitable activities

	2021	2020
	£	£
Adoptions	24,398	14,788
Shows and rides	1,422	911
Total	25,820	15,699

5. Income from other trading activities

	2021	2020
	£	£
Shop takings	362,661	367,968
Coombe Park facility hire		119
Cafe and Gift Shop		310
Education	30,089	5,218
Total	392,750	373,615

6. Investment Income

	2021	2020
	£	£
Rent	22,581	17,328
Investment income	41,393	40,761
Interest receivable	65	1,646
Total	64,039	59,735

7. Analysis of expenditure on raising funds

	2021	2020
	£	£
Advertising	23,970	24,991
Other costs	38,735	43,458
Printing and postage	273,691	318,020
Database management	16,761	50,335
Banking charges	20,065	18,623
Investment management fees	22,119	20,284
Wages and salaries	381,465	356,141
Charity shops – overheads and cost of goods sold	498,060	499,095
Support costs	31,403	31,820
Total	1,306,269	1,362,767

The Mare and Foal Sanctuary:

Statement of Financial Activities (Incorporating Income & Expenditure Account)

Year Ended 31 October 2021

8. Analysis of expenditure on charitable activities

	2021 £	2020 £
Animal feed and general welfare	145,353	167,544
Veterinary and Farrier fees	309,550	270,263
Passports	-	1,919
Rent	2,689	4,987
Other property costs	24,870	45,969
Repairs, maintenance and cleaning	121,369	267,199
Motor and travel (including staff fares)	26,302	27,614
Telephone	10,712	12,291
Sundry expenses	19,831	16,369
Wages and salaries	1,182,562	1,138,965
National Insurance	87,987	85,068
Pension costs	21,093	14,342
Trustees' indemnity insurance	1,807	1,635
Support costs	1,645,486	1,686,979
Total	3,599,611	3,741,144

All expenditure on charitable activities is incurred for the provision of sanctuary and welfare.

9. Analysis of expenditure on charitable activities

	Raising Funds £	Charitable Activities £	Total 2021 £	Total 2020 £
Motor, travel and subsistence	580	17,147	17,727	31,601
Bank and credit card charges		12,020	12,020	9,915
Establishment costs	13,378	69,453	82,831	92,205
Postage, printing, stationery and office		8,546	8,546	6,242
Telephone and communication	3,813	16,722	20,535	18,825
Sundry expenses		56,381	56,381	29,893
Light and heat	3,928	26,866	30,794	13,455
Repairs and renewals	7,765	443,178	450,943	560,574
Professional fees	1,389	53,400	54,789	32,080
Wages and salaries		614,675	614,675	598,315
National Insurance		45,734	45,734	41,580
Pension cost		10,964	10,964	7,987
Recruitment costs	550	16,664	17,214	
Depreciation		238,863	238,863	259,337
Auditor's remuneration		12,000	12,000	10,000
Other accountancy fees		2,873	2,873	6,935
Total	31,403	1,645,486	1,676,889	1,718,799

One employee earned (excluding employers pension and NIC) more than £80,000 and less than £90,000 (2020: none) and no employee earned (excluding employers pension and NIC) more than £70,000 and less than £80,000 (2020: one employee).

The key management personnel comprises five people (2020: five). The aggregate employee benefits payable to the directors for the year (including employers pension and NIC) was £301,715 (2020: £291,848). No remuneration was paid to trustees.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	2021 £	2020 £
Wages and salaries	2,443,773	2,351,809
Social security costs	181,827	167,241
Pension costs	43,592	31,171
Total	2,669,192	2,550,221

The average number of employees (headcount) during the year was:

	2021 Number	2020 Number
Charity shops	25	23
Provision of sanctuary and welfare	88	92
Fundraising	18	16
Total	131	131

The number of FTE equivalent employees during the year was:

	2021 Number	2020 Number
Charity shops	17	19
Provision of sanctuary and welfare	80	73
Fundraising	14	13
Total	111	105

11. Tangible Fixed Assets

	Freehold Property £	Motor Vehicles £	Furniture, Fittings & Equipment £	IT Equipment £	Database £	Total £
Cost						
At 1 November 2020	8,523,593	233,672	331,095	45,944	52,470	9,186,774
Additions	75,653	81,799	4,892			162,344
Disposals	(752,763)	(43,720)	(41,307)			(837,790)
At 31 October 2021	7,846,483	271,751	294,680	45,944	52,470	8,511,328

Depreciation

At 1 November 2020	1,398,683	115,215	276,585	15,315	52,470	1,858,268
Charge for the period	159,152	44,056	20,340	15,315		238,863
Disposals	(130,293)	(28,088)	(41,307)			(199,688)
At 31 October 2021	1,427,542	131,183	255,618	30,630	52,470	1,897,443

Net Book Value

At 31 October 2021	6,418,941	140,568	39,062	15,314		6,613,885
At 31 October 2020	7,124,910	118,457	54,509	30,629		7,328,506

The net book value of assets held under finance leases and hire purchase contracts, included above, are as follows:

	2021 £	2020 £
Furniture, fittings and equipment	11,972	14,612
IT Equipment	15,314	30,629

12. Fixed Asset Investments

	Listed Securities	Unlisted Securities	Other investments	Total
	£	£	£	£
Market value				
At 1 November 2020	2,937,295	94,245	101	3,031,641
Additions at cost	-	41,393	-	41,393
Additions to shares	619,768	(619,768)	-	-
Sale of shares	-524,408	524,408	-	-
Revaluations	339,274	-	-	339,274
Charges	-	(22,119)	-	(22,119)
At 31 October 2021	3,371,929	18,159	101	3,390,189

13. Stock

	2021	2020
	£	£
Animal supplies and goods for resale	41,652	29,874

14. Debtors: Due within one year

	2021	2020
	£	£
Other taxation and social security	21,955	34,197
Trade debtors	16,816	332
Other debtors	813	64
Prepayments and accrued income	188,629	160,366
Legacies receivable	1,602,042	1,003,314
	<u>1,830,255</u>	<u>1,198,273</u>

15. Cash at Bank and in Hand

	2021	2020
	£	£
Cash at bank and in hand	2,719,983	1,165,065

Notes and Accounting Policies

Year Ended 31 October 2021

16. Creditors: Due within one year

	2021	2020
	£	£
Net obligations under finance leases and hire purchase contracts	18,840	18,840
Trade creditors	92,675	138,817
Accruals and deferred income	44,293	20,761
Other creditors	2,815	
	<u>158,623</u>	<u>178,418</u>

17. Creditors: Due after one year

	2021	2020
	£	£
Net obligations under finance leases and hire purchase contracts	<u>6,826</u>	<u>25,591</u>
	<u>6,826</u>	<u>25,591</u>

18. Funds

Restricted funds

- Funds received for specific purposes including facility improvements works, environmental upgrades and to fund essential vet fees.

Property and fixed asset designated fund

- The Trustees have separately identified funds tied up in property and other tangible fixed assets, as these funds, by their nature, are not freely available for the day to day use of the charity. The transfer into this fund represents the movement in fixed assets during the year.

Charity development designated fund

- The balance of £578,450 at 01/01/2020 represented planned capital spends for the completion of the work at Coombe Park. The amount carried forward of £952,269 represented planned capital spend and future significant capital plans e.g., Cornwall Farm.

Remaining funds (i.e. those not designated or invested in fixed assets).

- Represent the free reserves of the charity.

18. Funds (continued)

	Brought Forward	Income	Expenditure	Transfers In/Out	Gains (Losses)	Carried Forward
	£	£	£	£	£	£
Restricted funds						
Trust income	21,499	11,961	(28,460)			5,000
Designated funds						
Property and fixed asset designated fund	7,320,927		(238,863)	(797,837)	329,658	6,613,885
Charity development designated fund	578,450	44,978		328,841		952,269
	<u>7,899,377</u>	<u>44,978</u>	<u>(238,863)</u>	<u>(468,996)</u>	<u>329,658</u>	<u>7,566,154</u>
General funds						
General free reserves	4,628,474	6,061,174	(4,638,557)	468,996	339,274	6,859,361
Total unrestricted funds	<u>12,527,851</u>	<u>6,106,152</u>	<u>(4,877,420)</u>		<u>668,932</u>	<u>14,425,515</u>
Total funds	<u>12,549,350</u>	<u>6,118,113</u>	<u>(4,905,880)</u>		<u>668,932</u>	<u>14,430,515</u>

19. Operating Lease Commitments

	2021 £	2020 £
At 31 October 2021, the Charity had total future minimum lease payments as follows:		
In less than 1 year	81,890	85,575
Within 2-5 years	268,400	155,644
Over 5 years	86,021	26,000
	<u>436,311</u>	<u>267,219</u>

During the year lease payments totalling £112,759 (2020: £85,575) were recognised as an expense.

20. Related Party Transactions

During the year the charity paid travel expenses totalling £666 (2020: £1,318) to two (2020: three) trustees.

21. Pension

The charity operates a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions paid from unrestricted funds by the charity to the fund during the year totalled £43,592 (2020: £30,171).

Xantus and Jacky's story

Beautiful Spanish gelding Xantus has Equine Metabolic Syndrome (EMS) which needs careful management.

Before he came to the sanctuary his owner, Jacky, was struggling after she lost her husband to Covid-19 and found herself suffering with long Covid. Thankfully, we were able to offer a loving home and expert care to Xantus in 2021.





**Mare and Foal
Sanctuary**

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Registered Charity Number
1141831 in England and Wales
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