



# Embracing *the* Challenge

**Annual Report and Accounts  
for the Financial Year Ended 31 December 2023**



## Company Information

**Dogs Trust Ireland CLG**  
Financial Statement for  
the financial year ending  
31 December 2023

**Directors:**  
Brian Halford  
Siobhan O'Donnell  
Nicola Canavan  
Brett Llewellyn  
Guy Thompson  
Louisa Simons  
(appointed 27 July 2023)  
Owen Sharp  
(resigned 27 July 2023)

**Secretary:**  
Brian Halford  
(appointed 27 July 2023)  
Karolina Walkowicz  
(resigned 27 July 2023)

**Company number:**  
396919

**Charities Regulatory  
Authority number:**  
20057978

**Registered office:**  
Dogs Trust Rehoming Centre,  
Ashbourne Road,  
Finglas, Co. Dublin.

**Bankers:**  
Allied Irish Banks,  
53/54 Main Street, Finglas,  
Dublin 11.

**Auditors:**  
BDO,  
Statutory Audit Firm,  
Miesian Plaza,  
50-58 Baggot Street Lower,  
Dublin 2.

**Solicitors:**  
Mason Hayes & Curran Solicitors,  
South Bank House,  
Barrow Street Dublin 4.



**Meet Mercedes and Porsche**, the survivors from a litter of four-week-old puppies that were abandoned in County Dublin. 2023 saw a worrying increase in the number of dogs in need of help.

# Contents

## Who We Are 2

- Our Vision, Mission and Values 4
- Message from the Chair of the Board 11
- Message from the Executive Director 12
- Highlights of 2023 14

## What We Do 24

- Strategic Pillar 1:**  
Find All Dogs the Best Possible Home 26
- Strategic Pillar 2:**  
Support and Empower Dog Owners Everywhere 32
- Strategic Pillar 3:**  
Reshape a More Ethical Market 38

## Making Things Happen 44

- Strategic Enabler 1:**  
People and Culture 46
- Strategic Enabler 2:**  
Fundraising and Brand 52
- Strategic Enabler 3:**  
Infrastructure and Systems 58
- Strategic Enabler 4:**  
Insights and Innovation 62

## How We Are Run 66

- Meet the Dogs Trust Ireland Board of Directors 68
- Financial Review 70
- Governance 71
- Council Members, Officers and Management 72
- Management Structure, Setting Pay and Remuneration 77

## Financial Statements 78

- Director's Responsibilities Statement 80
- Independent Auditors' Report 81
- Statement of Financial Activities 83
- Balance Sheet 84
- Cash Flow Statement 85
- Statement of Accounting Policies 86
- Notes to the Financial Statements 88





# Who We Are

# Our Vision, Mission and Values



**Meet Evie, a four-year-old Spaniel mix, and Yara, a two-year-old Beagle mix.** After meeting in kennels, the pair struck up an immediate bond. They found their perfect forever home together after almost a year in our care.

## **Why We Exist**

**We believe every dog deserves to live life to the full.**

## **How We Do What We Do**

**We will not rest until we make the world a safe and happy place for dogs – so, together, we never have to let any dog down.**

## **Who We Are For**

**We are here for all dogs, and the people who love and own them.**



## Our Vision, Mission and Values

**In early 2023, the leadership team of Dogs Trust Ireland reviewed our progress against our ten-year strategy and reaffirmed our commitment to delivering on our vision and mission.**

Our Annual Report provides an update on our progress so far, assesses our impact to date, and reflects on what we need to do to make a bigger difference with our work by the end of the decade.

### **Articulating Our Vision**

For dogs to be happy, people need the right support to be happy dog owners. Dogs Trust Ireland are committed to working with and supporting those who care for dogs now and in the future, so that they and their canine companions can thrive in a mutually fulfilling relationship.

To help make this vision a reality, Dogs Trust Ireland support communities throughout Irish society and encourage a better understanding of dogs and their needs. Through our holistic approach to canine care, we work to create a positive societal environment for dogs and their owners and foster a culture of responsible dog ownership.

### **We Are Here for Dogs**

We advocate wholeheartedly for these amazing four-legged creatures. We educate, support and empower communities to meet their needs. We rescue, rehabilitate and rehome where we are needed.

Changing mindsets around public policy requires forging partnerships, sharing knowledge and leveraging our experience with other organisations, professionals, dog carers and businesses throughout Ireland.

Dogs Trust Ireland implement three pillars to support this strategy:





## Find All Dogs the Best Possible Home

Dogs need and deserve a loving home. Finding them a suitable home is a dynamic, life-saving and transformative job that we take on wherever needed. Our efforts, supported by a nationwide network of fosterers and adopters, ensure dogs can live their best lives in secure, loving homes.

**See more** [↪ Page 26](#)



## Support and Empower Dog Owners Everywhere

At a grassroots level, we are moving closer to owners, potential owners, those who care for dogs and the public to influence positive relationships. We support people and dogs where they are, without judgement. This means connecting and working with communities to educate and empower people to better understand dogs, their needs and their interaction with society. To amplify this, we share our insights and partner with other organisations, trainers, professionals, dog carers, and businesses throughout Ireland.

**See more** [↪ Page 32](#)



## Reshape a More Ethical Market

Policy development has consequences for generations of dogs. We look to positively influence decision-makers about the acquisition and relinquishment of dogs to ensure their actions are informed and ethical. Open and collaborative relationships with key stakeholders are vital to improving the traceability and enforcement needed to support a healthy dog population. This extends to our advocacy work and how we proactively engage with the public about sourcing and owning dogs responsibly.

**See more** [↪ Page 38](#)

### Changing Mindsets Takes Time

We will continue to stand for and by dogs, amplify their voice, and work to create opportunities to transform welfare standards in their breeding and how they are homed.

Intensive engagement with government and key stakeholders, effective resourcing, and implementation of evidence-based legislation are crucial to this transformation.

# Our Vision, Mission and Values

## The Dogs Trust Way

We love dogs. That is why we do whatever we can to make sure every four-legged friend gets the love it deserves and is able to live life to the full. This has been our guiding principle in Ireland since 2005 and how we have grown to become the country's leading dog charity.

During 2021 we not only launched our new ten-year strategy but also started work on our **Dogs Trust Way** programme to create a set of values and behaviours across the charity. These values and behaviours will help deliver consistent messages and ways of working as well as support us all in implementing our strategy for Dogs Trust Ireland.

Underpinning The Dogs Trust Way are our values – an authentic set of principles that guide our culture.

### We Dream Big

#### Supporting idea:

We aim high but keep our feet on the ground.

We use our energy, ambition and determination to find new and better ways to make the world a happier and safer place for dogs and the communities they live in. We are prepared to get out of our comfort zone from time to time, and we are ready to explore innovative ideas and learn from what does and does not work.

### We Make Things Happen

#### Supporting idea:

We know our stuff and never stop learning.

We solve problems in practical and proactive ways. When we are at our best, this positive, can-do attitude shines through to help us to turn challenges into opportunities.

### We're on the Ball

#### Supporting idea:

We can do more when we do it together.

We use our knowledge in relevant and practical ways to make a difference, while being flexible and adaptable. Our mindset is that there is always more to learn, and that we can never stand still.

# Our Behaviour Framework

Our behaviour framework is an important part of the jigsaw that supports our organisation in doing things **The Dogs Trust Way**.

The behaviours help to clarify how we can demonstrate our values day-to-day, articulating what we should expect of ourselves and of others.

Our shared behaviours framework promotes focus for a united purpose. It describes our organisational culture – how we:

- ↪ interact;
- ↪ communicate;
- ↪ treat each other;
- ↪ get our work done daily.

For each of our three values, we have two corresponding behaviour themes.

## We Dream Big

### 1. Thinking boldly

- ↪ We channel our passion and commitment to think ahead and generate new ideas.
- ↪ We are brave enough to try new things and to do established things in new ways.
- ↪ We create a safe space to ‘fail fast and learn’.

### 2. Embracing change

- ↪ We have the courage, the imagination and the flexibility to turn our dreams into reality.
- ↪ We focus on what really matters and are ready to change our ideas or our approach in order to make the biggest difference to dogs and the people who love them.

## We Make Things Happen

### 1. Being proactive

- ↪ We have an optimistic, upbeat and can-do attitude.
- ↪ We actively build strong relationships within our teams and across Dogs Trust, looking for ways to help others, to solve problems and to turn challenges into opportunities.

### 2. Working together

- ↪ We are collaborative and inclusive.
- ↪ We are friendly, showing respect for the people around us and working to bring out the best in others.
- ↪ We trust our colleagues to act with positive intent, critiquing kindly and focusing on impact when we challenge.

## We're on the Ball

### 1. Staying curious

- ↪ We pay attention to what is going on around us and remain open minded.
- ↪ While we value our expertise, we recognise that we do not know everything; we look to learn from others and consider different angles and perspectives.

### 2. Focusing on impact

- ↪ We are passionate about the difference we make.
- ↪ We use our knowledge and experience to plan our work, solve problems effectively and achieve what we set out to do, balancing our long- and short-term goals.



Pictured is a puppy in our specialist  
Mutternity Unit at Dogs Trust Ireland.



# Message from the Chair of the Board

**Reflecting on the journey from when I joined Dogs Trust UK as Chief Operating Officer in March 2023 to succeeding Owen Sharp as Chair of Dogs Trust Ireland in July, it is clear that the path of progress is never a straight line. This year, like 2022, has been shaped by a complex global landscape. Yet, in the face of ongoing challenges, Dogs Trust Ireland has not simply sustained but expanded its vital mission.**

Building on the foundations laid during the Covid-19 pandemic and other global crises, we have continued to adapt our strategies to meet the evolving needs of dogs across Ireland and beyond. Our rehoming and fostering programmes have been critical in this endeavour, providing help to countless dogs despite capacity pressures. This year, we have focused on enhancing these programmes, implementing innovative approaches that ensure they remain robust and responsive.

My career in accountancy and auditing, coupled with a lifelong passion for dogs, has shaped my view of our mission: it is both a privilege and a profound responsibility. Each dog we help represents a life significantly improved by our efforts.

Visiting our rehoming centres throughout Ireland and the UK, I have witnessed the bitter reality of abandonment juxtaposed with the triumph of recovery. Our staff's dedication to providing exceptional care and finding forever homes for these animals continues to inspire me and makes me proud of the work we do.

Optimising our training and engagement offering and educating the public on the responsibilities of dog ownership, as well as expanding our national reach, are just the beginning. Our goals for 2024 are ambitious, aiming to improve and innovate the ways we enhance dog welfare.

As we look to the future and navigate through these transformative changes, I am immensely grateful for the ongoing support from dog lovers across Ireland, whose dedication fuels our work. Their commitment, along with the tireless efforts of our Board of Directors and community partners, ensures that Dogs Trust Ireland remain a beacon of hope and a leader in dog welfare.

As we close another year, this Annual Report serves as both a reflection of our achievements and a blueprint for our future. We are poised to build on our past, embrace the challenges ahead, and continue our journey towards a world where every dog lives a fulfilled life.

**Louisa Simons**  
Chair of the Board, Dogs Trust Ireland

# Message from the Executive Director

**As we look back on another year, it is clear that the challenges we face at Dogs Trust Ireland continue to evolve. 2023 has tested our resolve like never before. Amidst continuing global pressures and economic uncertainty, Ireland's dogs, through the people who love them, reached out for our support in record numbers. We received over 3,500 requests from members of the public to surrender their dogs, the highest number since we opened our doors in 2009, as well as an increased number of local authority pounds and other animal welfare rescues who reached out for help.**

The depth of the crisis was profound, yet the response from our teams across Ireland has been nothing short of heroic. The resilience and dedication shown reflect the very spirit of our mission – to ensure every dog in Ireland has the opportunity to live a safe, healthy and happy life.

I am incredibly proud of our people, who, as you will read about in this report, share the joy of the work we do in the face of ongoing challenges. From welcoming newborn puppies and watching them grow, matchmaking dogs in our care to their perfect forever homes to connecting with our incredible supporters.

Throughout 2023, we have achieved remarkable success by remaining steadfast, determined, and committed to our strategic direction and compelling vision, embracing a growth mindset as an organisation by remaining curious and continuously striving for improvement.

To meet the increased need for our support at the beginning of 2023, our rehoming action plan was developed, followed by the rollout of the iPETS (Improving Postal, Electronic and Telephone Services) pilot project, aimed to optimise our processes, improving our ability to respond to this increased demand, and fundamentally reshape how we connect with our community now and in the future.

The impact of the iPETS pilot has been nothing short of transformative – supporting the

organisation in providing care for almost 1,500 dogs and successfully rehoming 1,042. This is an impressive 58% increase in dogs rehomed compared to 2022, marking the greatest rehoming numbers since our first full year of operation in 2010. As we look ahead to 2024, the insights and data gained from the pilot will inform further improvements to our services, focusing on maximising impact in the coming years. Leveraging and building on learnings from 2023 to design processes and services that are scalable and human-centric, enabling our incredible supporters to do more to help dogs across Ireland.

In 2023, Dogs Trust Ireland made significant strides in enhancing the support and resources available to dog owners, reinforcing our commitment to preventing challenges from escalating into crises. Recognising that each dog owner's needs are unique, we merged our Dog School with the Education & Community teams to form the new Training & Engagement team. This strategic consolidation aims to broaden our reach and deepen our impact, spreading essential knowledge about dogs' needs and welfare across diverse audiences.

We also launched the inaugural Big Paws with Dogs Trust, an initiative building on the overwhelming response of last year's 'Not Just a Dog' grief campaign. The Big Paws was more than just an event; it was a celebration of the bonds we share with our dogs and a collective step toward healing after loss. It strengthened & supported our community, broadened our supporter base, and deepened our connection with dog lovers across Ireland.

Our Sponsor A Dog Programme has gone from strength to strength, providing an opportunity for people to establish a personal connection with a dog in need and hear firsthand, from that dog, how their monthly donations are changing their lives. In 2023, this initiative grew to nearly 30,000 regular donors and earned recognition for outstanding supporter experience.

Stamping out puppy farming in Ireland continued to be a key priority in 2023. Through our advocacy work, we continue to work with key stakeholders across all areas of government to create opportunities for change and transform welfare standards in the breeding and sourcing of dogs. Sadly, we have seen the horror in too many dogs' eyes because of the cruelty and neglect they suffer on puppy farms. The penalties for those responsible are minimal and fail to act as a deterrent. Last year, we delivered a petition of almost 60,000 signatures to the Chair of the Joint Oireachtas Committee on Justice, calling for tougher punishments for puppy farmers. We will continue to advocate for improvements to the DBE Act and the appropriate resources to enforce legislation.

Looking forward, I am optimistic about our path and confident that together we can overcome the significant challenges we face. These challenges are great but our commitment, underpinned by the dedication of our passionate and talented staff, is even greater. I would like to extend my heartfelt thanks to the incredible teams across the organisation, our volunteers and supporters for their hard work and dedication. Together, we are continuing to build a future where dogs both live and thrive across Ireland. We continue to defy the odds, driven by our unwavering vision and the support of a community that believes deeply in our cause. As we look to 2024 and beyond, we are inspired by moments of joy and the possibilities of what we can achieve together.

In the enduring words of researcher and storyteller Professor Brené Brown: "Joy, collected over time, fuels resilience".



**Suzie Carley**  
Executive Director, Dogs Trust Ireland



Suzie pictured with her dog Minni, a Maltese / Cavachon Cross, adopted from Dogs Trust Ireland. Over 3,500 requests were made to surrender dogs to Dogs Trust Ireland in 2023, compared to 2,915 in 2022.

# The iPETS initiative



Dogs Trust Ireland is dedicated to ensuring all dogs live full, safe and happy lives, but in order to do so effectively we rely on our contact with humans; both our supporters and service users who interact with us on a daily basis and enable us to help as many dogs as possible across Ireland.

Customers contact Dogs Trust for many different reasons, whether to enquire about adopting a dog, to generously offer financial support or an in-kind donation, seeking advice and support with dog ownership, or sadly, when they are no longer able to care for their dog.

While we quickly rolled out interim online and telephone processes to respond to customer contacts in 2020 during the pandemic, the years following saw an ever-increasing need for

a redesign of the way we work. The number of customer calls and contacts grew significantly, with calls from people wishing to surrender their dog to us tripling in three years, increasing from approximately 1,300 requests in 2020 to over 3,500 in 2023. We simply didn't have the technology, systems or resources in place that we needed to respond to the increased demand for support.

We wanted to meet the needs of both humans and dogs, and had to consider how we could do this in a sustainable way, not only to improve our services now, but to benefit the customers and the dogs who would need us in the future.

The introduction of the iPETS (Improving Postal, Electronic and Telephone Services) initiative became a cornerstone of our strategy.



Fundraising and Operations Rehoming Advisors joined forces to create a Customer Service team through the introduction of the iPETS (Improving Postal, Electronic and Telephone Services) initiative.





**The iPETS initiative contributed to an increase in adoptions in 2023. 1042 dogs were rehomed, a 58% increase on 2022 and our highest adoption numbers since 2010.**

**Gillian McDermott,  
Head of Donor Marketing**

#### **A comprehensive approach**

Rethinking our effectiveness and efficiencies, we recognised the need to review business processes, particularly those processes that relate to our customer service offerings.

A short piece of work was commissioned in January 2023 to analyse our existing service provision and establish how to approach this work. Based on those learnings the cross-departmental iPets pilot project was launched, which saw the Fundraising Administration and Rehoming Advisor teams join forces to create a Customer Service team in-house for a period of one month.

This internal call centre environment was launched with clear objectives:

- ↪ Improve our ability to answer calls, resolving 85% of calls on first attempt.
- ↪ Improve our system for call routing, reducing wait times and decreasing abandonment rates.
- ↪ Improve the enquiry stage of the adoption process, clearing the backlog of adoption application forms within the project pilot timeline.



Tobi is pictured in one of the outdoor areas at Dogs Trust Ireland.

**Impact and results**


Within a short six months of the pilot launching, the iPETS initiative had already made a remarkable impact, beyond our expectations, helping to connect with more customers and help more dogs:

- ↪ Answer rates increased to an average of 92% of calls, exceeding the original target of 85%
- ↪ The adoption enquiry process improved significantly, with average response times taking just two days.
- ↪ The backlog of adoption applications was eliminated ahead of schedule within the first three weeks of the pilot project launching.

- ↪ Call abandonment rates dropped from 46% to 3%, far surpassing the 15% target.
- ↪ The iPets initiative contributed to the successful adoptions of 1042 dogs and puppies across Ireland in 2023, a significant 58% increase on the previous year.

Not only did the pilot project surpass expectations, but a second phase of the pilot in October further improved our ability to plan, respond to and manage customer contacts, with a set team covering specific hours based on insights from the previous months of operation. Learnings from this phase have helped the teams to design an operating model and structure that meets our customers' needs and more: outbound calls have been now incorporated and the team collaborate and support each other to triage both fundraising and rehoming cases effectively.



 49% of requests to surrender a dog were for dogs aged from 6 to 24 months and classified as adolescent, like Gilbert, pictured here.



**92%**

**Call answer rate**

**300+**

**Additional dogs assisted in 2023**

**201%**

**Increase in call answer rate following the removal of voicemail**

### Looking to the Future

Recognising the impact that the iPets pilot has had on our capacity to help more people and more dogs has been transformative, and we realise that this is just an initial step towards increasing our ability to help where we are most needed. The iPets pilot has shown that reviewing and improving systems, structures and processes can have an exponential positive effect on the services and support we provide, both in terms of quality and quantity.

By using evidence and data to identify where changes can have the most benefit, and by testing and adapting based on the results, we are able to iteratively develop our services to address the challenges facing dogs in Ireland in an agile way.

Insights and data from iPets calls in 2023 are also helping to inform our future strategic direction, with the development of weekly data analysis on surrender calls in particular informing the customer-led development of key services, both to keep dogs in loving homes, and to rescue, rehabilitate and rehome where needed.

Work in the coming years will focus on maximising our impact, and leveraging and building on learnings from 2023 to design processes and services that are scalable and human-centric, enabling our incredible supporters to do more to help dogs across Ireland.



**As we move into 2024, the learnings from the iPETS initiative will guide further enhancements in our services. It is a dynamic process, one that continues to evolve in response to the needs of the dogs and the communities we support.**

**Karla Dunne,  
Group Head of Operations,  
Veterinary and Behaviour**

# The Big Paws

## **Celebrating the magic between dog owners and the furry friends they have lost.**

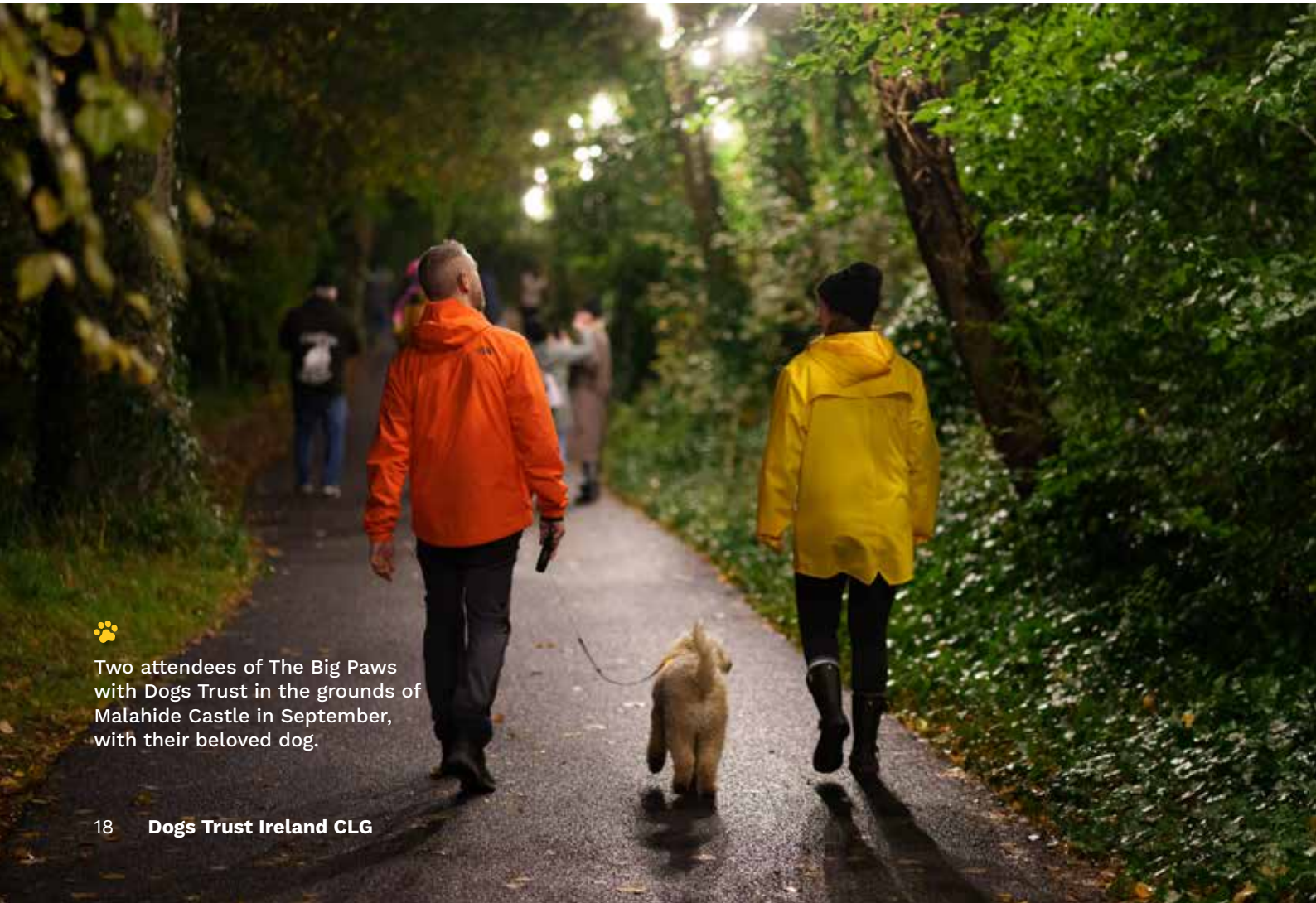
A dog's love and happiness mean everything to its owner. The companionship, the bond, the unconditional love are among the greatest joys in life and those who have ever known this privilege will understand.

The hardest part about owning a dog is knowing that their lifetimes are far too brief. We all know this and accept it, even though the pure joy and love they bring to our lives is constantly overshadowed by the thought or pain of losing them.

When that day comes, the loss can leave a void, and the feeling can be overwhelming. You have not just lost a dog, you have lost a member of your family, your best friend. Their pawprint is left on your heart for ever. A love like this deserves to be honoured and celebrated.

Following on from the phenomenal response to 'Not Just a Dog', the 2022 campaign highlighting the grief and loss that dog lovers experience when they lose their canine companion, Dogs Trust Ireland hosted 'The Big Paws with Dogs Trust' at Malahide Castle, Dublin, on 30 September 2023.

The inaugural Big Paws with Dogs Trust was not just a walk but a celebration. It was an evening filled with lights, music and magical moments that honoured the special bond we share with our furry friends.



Two attendees of The Big Paws with Dogs Trust in the grounds of Malahide Castle in September, with their beloved dog.

### **Taking dogs past and present for a walk with a difference**

As part of the event, a 3.5km walk took place through the grounds of Malahide Castle, where dog lovers – and their dogs as well, of course – could gather to create a magical experience and loving space for each other to celebrate the unique bond shared between canines and their owners. Treats for dogs and people alike were handed out during the event, while there was live music and plenty of exciting surprises in between.

### **Dog lovers everywhere could take part**

Together we acknowledged the instinctive ability of dogs to make every day brighter, within a community of people who understand the magic and unconditional love that only a dog can bring. Not being able to make it to Malahide Castle on that September evening was not a problem. Dog lovers across Ireland were invited to get involved by signing up to hold their own event or mark the moment in their own private way.

### **Raising spirits as well as much-needed support**

The Big Paws with Dogs Trust was an unforgettable evening of togetherness, remembrance and celebration. A huge achievement for the many volunteers who offered up their time and their hearts, with almost 1,500 dog lovers taking part in the inaugural event with one attendee raising a pawsome €1,500! An amazing 45% of attendees became a brand-new audience of dog lovers who had come to both grieve their loved ones and celebrate their lifelong companions.



## **Key Outcomes**

### **Community engagement and ticket sales**

The Big Paws event at Malahide Castle reached almost full capacity, with 1,414 of the 1,500 available tickets sold. This event was a heartfelt gathering aimed at connecting with the broader community of dog lovers. It offered a space for everyone who had experienced the loss of a cherished pet to come together in remembrance and support.

### **Participant recruitment and event spread**

We exceeded our goals for community involvement, with eight self-organised events across Ireland. Additionally, about 200 participants joined as regional hosts and 161 engaged as solo walkers, spreading the spirit of The Big Paws throughout the country.

### **New supporter engagement**

A significant portion of the event's attendees, 45%, were new supporters. More importantly, this event provided an opportunity for these new members of our community to join in a shared expression of love for dogs, with many opting to stay connected with our ongoing work.

### **Fundraising and corporate support**

While fundraising was a secondary aspect of this event, it was heartening to see the community come together to raise nearly €25,000 on this special day, reflecting the strong values we share. Additionally, PetStop supported those values by partnership with the organisation on the inaugural event.

### **Overall impact**

The Big Paws was more than just an event; it was a celebration of the bonds we share with our dogs and a collective step toward healing after loss. It strengthened our community, broadened our supporter base and enhanced our ability to connect on a deeply personal level with dog lovers across Ireland.

# Sponsor A Dog



## **Our sponsorship programme was recognised for exceptional supporter experience**

Owning a dog is one of the greatest joys in life. At Dogs Trust Ireland we recognise, however, that for lots of people owning a dog may not be possible. That should not mean they should miss out on the joy.

Sponsor A Dog was created for dog lovers, for those that have never owned a dog, those that do not have the room, do not have the time, or the stability... The list goes on. We have created a space for virtual ownership, a space for people to establish a personal connection and relationship with a dog in need and a space for them to hear first hand, from that dog, how their monthly donations are changing their lives. Sponsor A Dog brings all of the joy of dog ownership, without the responsibilities that owning a dog brings.

## **How sponsorship helps**

From sponsoring a dog in the puppy playgroup to supporting a mystery dog, sponsorship supports the dogs in our care and helps to heat kennels, wash beds, supply treats, provide veterinary care, give dogs vital training to help find their forever homes, and more.

## **2023 saw us reach new heights**

Since Sponsor A Dog was implemented, our donor care has improved. We have worked hard to build and nurture positive relationships with our supporters. How we make them feel, in all interactions, is always at the forefront of our minds, and the results speak for themselves. We are cultivating long-term committed loyalty to the charity and increasing our overall fundraising success. We have attracted over 40,000 new donors to Sponsor A Dog and cancellations have decreased significantly. Since the introduction of this strategic programme, regular giving went from generating €3m per year in 2015 to €4.3m in 2023, a 43% increase.

## **Earning recognition as we gain sponsors**

Our Sponsor A Dog programme received a Charity Excellence Award from Charities Institute Ireland for Best Supporter Experience. The judging panel commented, “Dogs Trust Ireland left us truly impressed with their innovative, one-of-a-kind, and exceptionally memorable approach to supporter engagement. They consistently placed the donor at the heart of their communications, maintaining a deep connection with the motivations behind every contribution.”



Above: **Meet Butch**, the face of the Sponsor A Dog programme, who was adopted in 2023 after five years in our care.



**Since Sponsor A Dog was implemented, our donor care has improved immeasurably. We have worked hard to build and nurture positive relationships with our supporters.**

**JoAnne O'Donovan,  
Group Head of Fundraising  
& Development**



Above: Members of the Dogs Trust Ireland Fundraising team receiving the Charity Excellence Award for Best Supporter Experience for the Sponsor A Dog programme.



**40K**

**New donors**

**43%**

**Increase in regular giving since 2015**

**€4.3m**

**Total contribution of Sponsor A Dog to Dogs Trust Ireland**

# Launch of the Training & Engagement Department



## **Transformative steps in dog welfare: Training & Engagement initiative**

In response to the continuing high rates of dog surrenders across Ireland, Dogs Trust Ireland embraced an innovative approach to promote responsible dog ownership and improve dog welfare. The formation of the Training & Engagement team in 2023 marked a pivotal development in our strategy. By amalgamating the Education & Community and Dog School teams, we have created a unified force dedicated to crafting impactful educational initiatives that address the challenges faced by dog owners and the wider community.

## **Evolving educational efforts and impact**

The Training & Engagement team has made significant strides in reaching out to the community, successfully engaging nearly 30,000 people through workshops across Ireland in 2023. Our efforts are focused on inspiring positive changes in how dogs are perceived and treated, emphasising the importance of responsible dog ownership.

A key component of our strategy was the launch of the Meta survey, which investigated the challenges of dog ownership. The overwhelming response, with more than 6,000 participants, made it our most successful survey to date, providing valuable insights that will shape future initiatives in 2024.



Above: Merging the Education and Community and Dog School teams enabled outreach to nearly 30,000 people.

## **Philanthropic partnerships and funding success**

In a landmark achievement, our collaboration with the Philanthropy team resulted in securing the largest single donation in Dogs Trust Ireland's history from a philanthropic source. This generous funding from a family foundation has been instrumental in supporting the research, design and upcoming pilot of the new Training & Engagement Academy. This partnership promises to further our impact on community education and enhance the welfare of dogs throughout Ireland, something the entire organisation is hugely grateful for.

## **Expected benefits and future directions**

Our innovative approach is designed to educate and empower dog owners, providing them with the knowledge and resources needed to ensure their pets lead happier, fuller lives. By informing the public about their responsibilities and the needs of their dogs, we aim to reduce the number of dogs entering our care and improve overall animal welfare.

As we move forward, the support of the family foundation and other philanthropic partnerships will continue to be vital. Together, we are laying the groundwork for transformative changes that will benefit dogs and the communities they live in across Ireland, making it a safer and happier place for all dogs.



# Tougher punishments for puppy farmers

## An emotive campaign

In November 2022, Dogs Trust Ireland launched an emotive campaign entitled 'Puppy Farms are a Life Sentence' to highlight the cruelty and suffering endured by dogs who live on puppy farms. As part of this campaign, we asked members of the public to support our call for tougher punishments for puppy farmers by signing our online petition.

“ **Sadly, we have seen the horror in too many dogs' eyes because of the cruelty and neglect they suffer on puppy farms. It is soul destroying to see the meagre penalties incurred by those responsible. It's not a deterrent and this is what we want to see change.**

**Suzie Carley, Dogs Trust Ireland  
Executive Director**



Below: Deputy James Lawless receiving the campaign petition from Suzie Carley, Executive Director of Dogs Trust Ireland and Minnie, a Maltese / Cavachon Cross.

## Presentation to Government

In 2023, Dogs Trust Ireland presented this petition containing almost 60,000 signatures to Deputy James Lawless, Chair of the Joint Oireachtas Committee on Justice.

“ **There must be zero tolerance for the cruelty or neglect of any puppy or dog. As part of the Government's drive to review and improve legislation in this area, work is ongoing to identify any necessary legislative amendments to the Dog Breeding Establishments Act 2010 that may be required.**

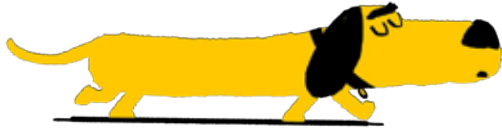
**James Lawless TD, Chair of Joint Oireachtas  
Committee on Justice**

## A Review under way

In 2023, the Minister for Rural Affairs and Community Development announced that a review was underway of the Dog Breeding Establishments Act 2010 and that necessary amendments would be made through a new piece of legislation, the Control of Dogs and Dog Breeding Establishments Miscellaneous Bill. This Bill is currently on the Government's legislative programme and the Heads of the Bill are currently being drafted.







# What We Do



## Find All Dogs the Best Possible Home

**We strive to do our best for every dog in Ireland, based on their individual circumstances.**

Our promise always is to help find loving homes for all dogs, all across Ireland. By delivering quality alternatives to our rehoming centre in Dublin, through a mix of trained foster carers, short-stay quality boarding kennels, and rehoming with families, we prioritise the needs of each dog.

### What this pillar needs to work

- 🐾 Collaboration between departments in Dogs Trust Ireland to recruit adopters, fosterers, and supporters across the entire country;
- 🐾 Timely reviews and innovative processes to make sure we keep moving every dog towards their forever home;
- 🐾 Expansion of programmes across all provinces to help more dogs;
- 🐾 Improvements in the surrender and adoption processes and adopter journey to match owners and dogs more effectively.

### Challenges this pillar faces

- 🐾 Managing increasing numbers of requests to surrender dogs;
- 🐾 Maximising all adoption applications;
- 🐾 Using appropriate technology and systems;
- 🐾 Upskilling all staff, on a continual basis, and keeping abreast of trends in the animal welfare space;
- 🐾 Supporting our staff by providing well-being and resilience training, as well as role-specific training, to help them effectively manage the challenges of their positions.

## Our Progress In:

# Finding All Dogs the Best Possible Home

**We made huge strides this year, rehoming and caring for the greatest number of dogs since our first full year of operation in 2010.**

Hard work, fresh thinking and timely and effective decision-making made this milestone possible. Changing our ways of working helped to deliver the best care possible with the limited resources that we had.

### What our Rehoming team achieved:

- ↪ Most successful year since our first full year of operation in 2010, providing, facilitating and **supporting care for around 1500 dogs across the Republic of Ireland**;
- ↪ Increased adoptions by 58% on 2022 and were able to take in and **help over 300 more dogs** than the previous year;
- ↪ Inbound calls answered rose **from 17% pre-pilot to an average of 92%** during the innovative iPETS pilot;
- ↪ Rehomed **71 long-term dogs**, the dogs that are often overlooked for adoption due to various reasons including age, health issues, behavioural quirks, or simply because they have been in our care for a long time without finding a forever home.



# 58%

**Increase in adoptions in 2023**

# 71

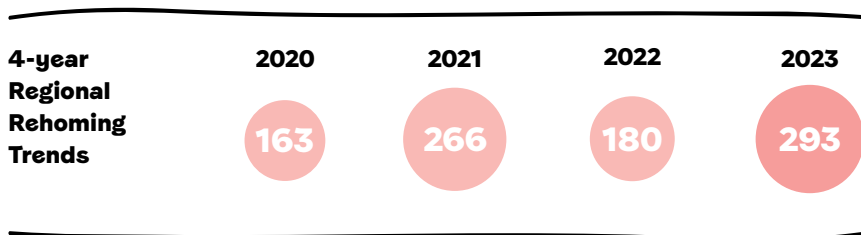
**Long-term dogs rehomed**

5-year Adoption Trends	2019	2020	2021	2022	2023
	798	872	862	664	1042
● Adoption numbers	325 adults 473 puppies	575 adults 297 puppies	678 adults 184 puppies	345 adults 319 puppies	527 adults 515 puppies

The teams across the country collaborated to support new campaigns such as The Big Paws and promoted the services of Dogs Trust Ireland at events like the National Ploughing Championships in September.

**Progress at our regional rehoming hubs**

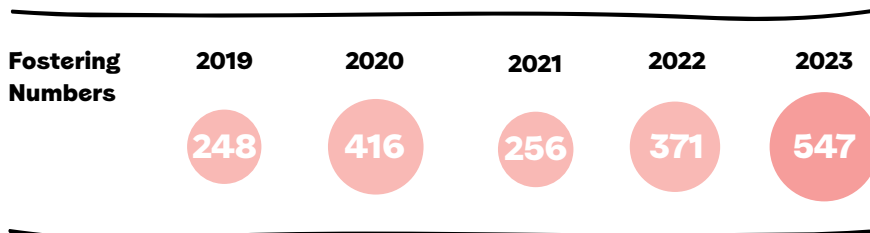
The regional rehoming programme has now rehomed 902 dogs since its establishment in March 2020, 26% of the total number of dogs rehomed by Dogs Trust Ireland in that period.



**Home from Home fostering programme**

Our Home from Home foster programme seeks temporary homes for our most vulnerable dogs. Sometimes we encounter dogs that might not be suitable to live in a kennel environment and would benefit greatly from the foster programme. These may include older dogs, injured or unwell dogs, puppies or dogs that may be finding kennel life a little overwhelming. In 2023, 547 dogs were fostered through the programme, creating space for us to care for even more dogs, and enabling us to obtain invaluable information about these dogs in a home environment.

The total number of registered foster homes grew from 298 in 2022 to 703 in 2023.



**Home adoption**

Beginning in 2023, this flexible approach to rehoming sees a dog remain with its current owner until Dogs Trust Ireland can find the dog a loving home. Our team understands the difficulty of deciding to surrender a dog but with limited resources are unable to admit the dog into our care on every occasion.



902

Dogs rehomed through the regional rehoming programme since its establishment in March 2020

547

Dogs were fostered through the Home from Home programme

703

The total number of registered foster homes grew from 298 in 2022 to 703 in 2023

## The Veterinary Department at Dogs Trust Ireland works across all three strategic pillars of the charity.

### What our Veterinary Department achieved:

- ↳ Provided, facilitated and supported veterinary care for 1,800 dogs in 2023. This number comprises dogs we took in and rehomed across Ireland, as well as the dogs in loving homes we supported through our veterinary schemes;
- ↳ **Improved preventative effectiveness** with a 70% increase in dogs being neutered via our targeted scheme through Local Authority dog wardens, compared to 2022;
- ↳ **Kept dogs in loving homes** by supporting them to stay with their owners as an alternative to being surrendered;
- ↳ Subsidised veterinary care for adopted dogs came in **29% below the projected budget** thanks to effective management of the Shared Adoption Scheme. More resources could then be allocated to dogs being taken in that were presenting with complex, and costly, medical issues;
- ↳ Developed relationships with government, local authorities, further education and veterinary professionals;
- ↳ Contact with local authorities has increased and **we now liaise with 25 dog wardens** as a result.



**25**

**We now liaise with 25 dog wardens**

**1,800**

**The number of dogs that were cared for by the Veterinary Department across Ireland**



Eimear Cassidy, Regional Rehoming Manager, with six-week-old puppy Yara (now known as Sadie by her adopters) in front of one of our fleet of five Dogs Trust Ireland vans.



# Meet

# Eimear Cassidy

## Regional Rehoming Manager

**I worked as an electrician in Australia, of all things, before returning to Ireland. I emailed Dogs Trust for nine months until they hired me for their new rehoming centre in Dublin.**

I know what it's like to get up and go to work and not like it. I hated being an electrician. But I pinch myself every day now when I wake up. I have a really good work-life balance, even though I basically live in work – I've lived onsite for four years! Dogs are only with us for a short time, so I believe it's important to give them the best time. If we take in a dog or puppy that is seriously ill, I'll take it home and make sure its last few days are amazing.

While my job is a dream, it's not for everybody. You wouldn't believe how hard bottle feeding puppies is, with round-the-clock feeding every two hours. On the bright side, I get to see the ones we take in, train, and find a forever home for. On the other hand, I also have to make the difficult decisions about rescuing dogs from the pounds across the country.

I wish people knew more about dogs and Dogs Trust, like that limiting dogs' natural behaviour in their home environment can lead to problems, or that if they're not particular about owning a certain type of dog, they should really consider a loving dog from Dogs Trust.

I think, through the Regional Rehoming programme, we've changed the view of rehoming in Ireland. We rehomed 293 dogs across all 26 counties (27 if you include Tyrone) in 2023. I have a really positive outlook, so I'm hoping to achieve a lot in 2024. Thanks to our updated home adoption processes we can help more people, and rehome more dogs without ever having to stay in kennels. This makes me more optimistic than ever.



# 293

**Dogs rehomed across 27 counties**

# 1,042

**Dogs adopted in 2023**

# 5

**Our fleet of five Dogs Trust Ireland vans covered almost 100,000 kilometres collecting, delivering and rehoming dogs all over Ireland**

**Strategic Pillar**



**Find All Dogs  
the Best Possible Home**



# Support and Empower Dog Owners Everywhere

## Enabling dog lovers to be amazing dog owners

Educating people about being responsible, caring dog owners takes more than just having courses and training available. In a landscape where headlines are dominated by rental, housing and cost-of-living crises, it is vital we understand the many obstacles people face every day, and how those competing priorities impact their limited attention to become better dog owners. We need to meet these people, and their dogs, at the point they are at in life, and use what we learn to connect with them in a more meaningful way.

### What this pillar needs to work

- 🐾 Continuing development of our Training & Engagement programmes;
- 🐾 Ongoing research of dog owner needs;
- 🐾 Flexible learning management systems;
- 🐾 Solidification as the 'go to' organisation for services from stakeholders;
- 🐾 Increased capacity of human and dog trainers and experts;
- 🐾 A central, trusted source of dog and dog owner information in Ireland.

### Challenges this pillar faces

- 🐾 Managing the capacity of our resources;
- 🐾 Delivering complex messages in accessible ways;
- 🐾 Focusing on impact-driven outcomes;
- 🐾 Reaching the people who need us most;
- 🐾 Changing perceptions of what dogs need.

**Our Progress In:**

# Supporting and Empowering Dog Owners Everywhere

**We thought about things differently and made a big impact on empowering dog owners**

In 2023, Dogs Trust Ireland made significant strides in enhancing the support and resources available to dog owners, reinforcing our commitment to preventing challenges from escalating into crises. Recognising that each dog owner’s needs are unique, we merged our Dog School with the Education & Community teams to form the new Training & Engagement team. This strategic consolidation aims to broaden our reach and deepen our impact, spreading essential knowledge about dogs’ needs and welfare across diverse audiences.



**11,710**

**Calls made to Dogs Trust Ireland in 2023**

**34%**

**Percentage of all calls received by Dogs Trust Ireland in 2023 that were surrender requests**

**A challenging environment**

Year on Year Comparison	2019	2020	2021	2022	2023
<b>Calls to Dogs Trust Ireland</b>	14,672	12,680	11,099	7,164	11,710
<b>Surrender Requests</b>	2,307	1,311	2,373	2,915	3,968
<b>Dogs Admitted into our Care</b>	833	901	1,001	931	1,137



### **Unified Training & Engagement team**

The merger of Dog School with the Education & Community teams has created a joined-up approach in meeting the needs of dogs. This is achieved by creating human-centric focused interventions in an effort to aid the owner.

### **Evidence-based approach**

We have invested in extensive market research to better understand the specific challenges dog owners face. This evidence-based approach informs the content and structure of our learning programmes, ensuring they are directly relevant to the needs of dog owners.

### **'Paws to Palm' stamp**

We launched the 'Paws to Palm' stamp across our social media platforms and website, establishing a recognisable image that helps dog owners identify our content. This initiative builds trust and positions Dogs Trust Ireland as the go-to source for expert dog advice.

### **Tailored, just-in-time content**

Our new content strategy focuses on delivering timely and relevant information in accessible formats. This includes a variety of topics that meet the immediate needs of dog owners, providing valuable insights and solutions when they are most needed.

### **Adolescent dog training content**

In response to data ascertained through the iPETS initiative indicating that adolescent dogs are most at risk of being surrendered, we launched specialised training content for this age group. This proactive educational effort is the first of its kind, aimed at mitigating and preventing the surrender of adolescent dogs by addressing specific behavioural challenges.

**Significant funding achievement**

In collaboration with the Fundraising team, we secured the largest single donation to date from a family foundation. This funding will be critical in expanding our initiatives to empower dog owners across Ireland, enabling them to provide the best care for their pets.

**Our focus areas for 2024**

Through these initiatives, Dogs Trust Ireland is responding to the immediate needs of dog owners and proactively shaping a future where every dog enjoys a fulfilled life with a loving family.

Our focus on delivering practical, immediate solutions, alongside broader educational programmes, exemplifies our innovative approach to community engagement and dog welfare.

No two dog owners are the same, because no two people are the same. Understanding the problems dog owners deal with means appreciating the challenges of a huge variety of people and different audiences.



**We have invested in extensive market research to better understand the specific challenges dog owners face.**

**Amy Synnott,  
Head of Training & Engagement**



**1**

**A single Training & Engagement team following the merger of Dog School with the Education & Community teams**

**€183k**

**Funding pledge from a family foundation for the research, design and pilot of the Training & Engagement programme of work**

**6k+**

**Members of the public that responded to the market research survey run by the department in December**



Amy Synnott, Head of Training & Engagement, with her family dog Poppy.

# Meet

# Amy Synnott

## Head of Training & Engagement

### **Merging the Dog School team and the Education team together under one umbrella really has been a learning experience.**

Professional development is something that has always been in my blood. I've been in Learning & Development for nine years now, starting off in retail where I helped upskill staff, build management support and develop induction support, before moving into pharma where I ran global programmes to define and achieve cultural organisational goals.

That might all sound like it has little to do with the world of Dogs Trust but, for me, learning is learning. And here, in our world, it's about supporting people with the right knowledge on their personal dog owning journey. As a dog owner, I already knew how hard it was to find the right information, so it was something I really wanted to be a part of.

After being with Dogs Trust Ireland for a little over a year now, I can honestly say that every day is truly different. I'm engaging with multiple stakeholders and diverse communities to make sure we're capturing all our needs throughout Ireland. I could be liaising with government officials or reviewing film scripts or social media posts. Or I might be managing my team's development. I have eight amazing people with me who are also on a learning journey. I've never seen a group of team members across an organisation who are so committed to the holistic view of dog welfare, and are engaged in the upskilling needed to be at the forefront of that space – to be right there on the journey with the dog owner and supporting them is really powerful.

Training & Engagement is still pretty young, in the context of Dogs Trust Ireland, but we've already directly reached over 30,000 people with our content. The next big objective for 2024 will be to launch the Academy pilot and give concerned professionals a place where they can go to get the credible information and resources they need. It's going to be a big year!



# 30K

**People reached with our content**

# 8

**Staff in the newly launched Training & Engagement department at Dogs Trust Ireland**

# 1

**Training Academy pilot project that will launch in 2024**

**Strategic Pillar**



**Support and Empower Dog Owners Everywhere**



## Reshape a More Ethical Market

### Improving standards in the breeding, sourcing and ownership transfer of dogs

We are calling for all dog breeders to be registered or licensed. To achieve full traceability, we strongly believe that a form of registration is needed for those breeders which fall below the litter limit for licensing.

We believe anyone breeding, selling, or transferring the ownership of more than one litter of puppies, regardless of any financial transaction or gain, should ideally be licensed.

By influencing decision makers on the policy changes required, we can intervene earlier in the lifecycle of a dog and positively influence their welfare.

### What this pillar needs to work

- 🐾 Adequate resources available to enforce existing legislation;
- 🐾 Continuous engagement with political and policy stakeholders to secure improvements and changes in legislation in Ireland and the EU;
- 🐾 Education around the acquisition of dogs, including improvements to the online advertising of pets.

### Challenges this pillar faces

- 🐾 Lean punishments are not a deterrent for a large number of unscrupulous breeders;
- 🐾 It can be difficult for those looking to acquire a puppy or dog to tell reputable breeders from unscrupulous dealers, especially with the ongoing demand for certain breeds;
- 🐾 There is a lack of overall traceability for dogs;
- 🐾 Legislation on health and welfare, microchipping, control, and breeding are spread across multiple government departments;
- 🐾 Regulations that supports the provision of tertiary services for dog owners across the country is needed.



## Our Progress In:

# Reshaping a More Ethical Market

## Advancing dog welfare through public affairs engagement

Our integrated approach is rooted in remaining aware of, responsive to, and influential on all key policy issues concerning dog welfare.

This considered approach to public affairs engagement has effectively enhanced our advocacy work and strengthened our connection with key policy and political influencers.

### Highlights of what our Public Affairs team achieved:

- ↳ Delivered a petition of almost 60,000 signatures to the Chair of the Joint Oireachtas Committee on Justice calling for tougher punishments for puppy farmers;
- ↳ Hosted an online meeting of the chairs of the EU Pet Advertising Advisory Group (EUPAAG) – as part of the EU Dog & Cat Alliance – with attendees representing the UK, Ireland, Sweden and Belgium, at which common challenges were discussed, such as illicit adverts on social media; fake and scam adverts; small classified advertising websites not being interested in engaging with the groups; and websites being less willing to engage after legal obligations were introduced, despite problems remaining;
- ↳ Through our membership of the Department of Agriculture's Advisory Council on Companion Animal Welfare (ACCAW) highlighting welfare concerns with the Minister for Agriculture on the use of handheld, remote controlled shock collars;
- ↳ Following a presentation by Dogs Trust at an Oireachtas Committee, the Minister for Agriculture announced new regulations making it illegal for a person to be in possession or have control of a dog that has cropped ears, unless the person has in their possession the necessary documentation. The sale or supply of dogs with cropped ears (other than by listed animal welfare charities) was also prohibited.



# 60K

**Signatures on our  
tougher punishments  
for puppy farmers  
petition**

Every good public affairs engagement strategy must have a clear focus yet be agile enough to respond to changing priorities.

**Our three areas of strategic focus over the next 12 months are:**

1. **Dog Control:** Most dogs in Ireland live happy, peaceful lives with their responsible owners. To effectively tackle dog control issues, preventative measures are crucial, as are the resources being made available to enforce them. Early education and intervention are key to prevent canine care challenges from becoming crises.
2. **Traceability:** The Microchipping of Dogs Regulations 2015 put in place a robust 'track and trace' system for all dogs in Ireland. This places a legal obligation on all breeders to microchip all pups no later than 12 weeks, or before they transfer ownership.

Currently, this is not being enforced by the Local Authorities and there is not centralised access to the four microchipping databases in Ireland.

Centralised access to these databases needs to be introduced. This level of transparency and traceability of the full life cycle of a dog will help protect the welfare of dogs sold online, and assist authorities investigating illegal activity.

3. **Dog Breeding Establishments (DBEs):** Dogs Trust Ireland will continue to advocate for a full review of the legislation around DBEs, which is a commitment under the current Programme for Government.

“

**We want to significantly improve the welfare of dogs. This means moving closer to the source of the decision making. It means promoting and achieving a culture of responsible dog ownership, making life better for all dogs and the people who love them.**

**Suzie Carley,  
Executive Director**



**22,932**

**Dogs rehomed by  
Dogs Trust Ireland  
since opening in 2009**

**51,951**

**Microchip compliant  
dogs since 2009**

**27%**

**Percentage of homes  
with a dog in Ireland**



Karen McLoughlin, Canine Carer, pictured with Blossom, a puppy in her care in the Maternity Unit at Dogs Trust Ireland.

# Meet

# Karen McLoughlin

## Canine Carer

**I'm a Canine Carer dedicated full-time to the Mutterernity unit. That provides me with very specialist insights into caring for pregnant mams and pups.**

I've only worked at Dogs Trust Ireland since September 2022. But it feels like I've been here for years. And it would be if we were talking dog years! It was my love of animals that drew me to Dogs Trust. I was a retail manager before and was fostering puppies and kittens for fun. I enjoyed that so much, I wished I could do it as a job. Then I saw the ad come up on Instagram!

I just love my job. It's the most rewarding thing in the world. You get to see puppies born and then watch them grow and develop. You see them start walking and playing, their personality coming out. At eight weeks they're ready for adoption. You bring them up and the family are waiting and excited. Sometimes they cry with the emotion, and that's so amazing. I get emotional myself. It feels like I'm handing over my babies!

One of my favourite experiences is when a mam comes in, who's quite nervous or afraid, and you spend lots of time with her and go slow. Soon she is wagging her tail, ready for a cuddle, and I know we're going to be best friends! It's an incredible feeling.

The sheer amount of puppies and mummies we take in all the time can be overwhelming, especially if they've been treated badly before getting to us. They come in underweight, completely malnourished, fleas, mange, all that kind of stuff, and they're carrying their babies.

I wish more people knew the reality of how bad the dog crisis is and the sheer number of dogs that are surrendered. But what I wish people really knew is that they can find the loving dog they really want from Dogs Trust Ireland.



# 46%

**Increase in puppies born in our care compared to 2022**

# 637

**Mums and pups cared for in 2023**

Strategic  
Pillar



**Reshape a More Ethical Market**





# **Making Things Happen**



Strategic  
Enabler

# People and Culture

## Crafting a Culture Strategy for Dogs Trust Ireland

**The focus of the last 12 months were to establish a baseline for the culture, staff satisfaction, resilience levels and other indicators under the People & Culture strategic enabler at Dogs Trust Ireland. The work and progress in determining that baseline is outlined in the followed pages. As we continue to develop our capabilities, we aim for continuous improvements in 2024.**

Everyone at Dogs Trust Ireland plays a vital role in expanding our charity's impact, fuelled by the extraordinary generosity and support we receive daily. Together, we embody The Dogs Trust Way.

## Your Say survey

Run by the Institute of Employment Studies on our behalf, our employee engagement survey was run to gain insight into employee well-being, EEDI (Equity, Equality, Diversity and Inclusion), better communications to support and keep teams connected, and leadership development.

Employee engagement was a huge 84% and provided feedback across six core areas: job satisfaction; career development; well-being; management; teamwork and collaboration; and, leadership and communication. We gained valuable insights on areas we are making progress on and areas we will continue to improve upon.

## WRW (Workplace Resilience and Well-being)

In association with business psychologists Kinch Lyons, a company-wide well-being and resilience intervention was held in October 2023. Using a scientifically validated, evidence-based model, this confidential individual assessment provided us with insights into how we can make better decisions more effectively and deal with the pressures and challenges we regularly face in our individual roles. Individuals that took part also received their own bespoke report on their resilience levels and suggestions on how to manage their well-being.



Strategic Enabler 1

Strategic Enabler 2

Strategic Enabler 3

Strategic Enabler 4

## Ways of working

The COVID-19 pandemic prompted Dogs Trust Ireland to rapidly adapt to new working practices, predominantly transitioning to hybrid working models. Nearly four years post-pandemic, our organisation remains committed to refining these practices. Based on insights from the Your Say survey, it became evident that further evaluation was necessary to enhance our operational effectiveness and ensure the alignment of our working model with both staff and organisational objectives.

In response, we partnered with Advanced Workplace Associates (AWA), an agency renowned for advising high-profile clients and not-for-profit organisations on workplace evolution. This collaboration focused on optimising the way our teams work, whether together or remotely, across the Head Office and the Dublin rehoming centre. AWA helped us to scrutinise our office layouts and the use of space, identifying areas where we could improve.

## Equity, Equality, Diversity & Inclusion (EEDI)

The Diversity and Inclusion Group (DIG) is a voluntary working group made up of Dogs Trust staff in both the UK and Ireland who help us to achieve our mission in relation to diversity and inclusion.

### What benefits does diversity bring?

Embracing different backgrounds, perspectives and experiences will help Dogs Trust to thrive. This means ensuring our staff and volunteers are representative of all sections of society, at all levels in the organisation. We want to create an inclusive, welcoming environment and be equally open to all as a potential employer, place for volunteering, provider of services and a charity of choice as a supporter or donor.

We are committed to an open, transparent and inclusive working environment free of racial or other prejudices.

### DIG workshop: EEDI strategy and action plan annual review

The group reviewed the action plan in seven key areas to re-align it with Dogs Trust values, behaviours, and all of the changes that occurred in the past year. The sponsors for each of the key areas joined DIG in the workshop to analyse where progress was being made and highlight where more focus was required.

## Leadership Development Academy

The start of the new Dogs Trust Leadership Development Programme was marked with an initial two-day Leadership Development Academy. Specifically developed for launch alongside the new Behaviour Framework, the programme helps leaders to:

- ↪ understand their unique leadership styles;
- ↪ develop self-awareness of their strengths, weaknesses and potential derailers;
- ↪ explore what the Behaviour Framework means in practice for managers and leaders;
- ↪ build insight and action around how to connect, communicate and form high-performing teams;
- ↪ add to their skillset to bring the behaviours to life.

The academies are seen as a valuable opportunity to meet other leaders across the charity and foster better communication between managers across the organisation.

## Volunteering

Volunteering at Dogs Trust Ireland is not only one of the most fulfilling ways to support our mission but it is also vital to our operations. We deeply value the dedication and passion our volunteers bring to our cause. In August 2023, we launched a new Volunteer Pilot Programme, designed to make it easier and more accessible for dog enthusiasts to join our team. The streamlined online application process is now fully GDPR-compliant, enhancing both clarity and ease of use for potential volunteers.

In 2023, our volunteers generously contributed 100 hours in various roles, profoundly impacting our daily operations and special events. Their roles included:

- ↪ Canine Care Assistants;
- ↪ Dog Training Assistants;
- ↪ Garden and Maintenance Assistants;
- ↪ Occasional Volunteers;
- ↪ Work Placements.

Our occasional volunteers played a pivotal role in several key events:

- ↪ The Big Paws event;
- ↪ Ireland's Family Pet Expo;
- ↪ Santa Paws Christmas video;
- ↪ The Pawlar Express Christmas event; and,
- ↪ Instructional corporate videos.

To ensure continuous improvement and engagement, we maintained thorough monthly reports throughout the year. These reports provided essential updates on the volunteer web page, our volunteer management system, and volunteer inductions. They also covered upcoming and past events, offering volunteers numerous opportunities to engage and contribute. The insights gained from these reports are invaluable to continuing the programme - helping us to enhance the volunteer experience and acknowledge the critical role volunteers continue to play in our success.

## Staff Well-being

### Colleague Networks

These are communities formed around colleagues' shared characteristics or experiences, such as the Parents and Carers' colleague network, the Gender Equality Colleague network and the Neurodiverse Colleague network. Colleague networks provide a safe space for sharing of personal experiences, celebration of diversity and discussion of potentially sensitive or challenging topics. Having a network of friendly colleagues on hand who can empathise and provide practical advice and support can be a big help in preventing feelings of isolation at difficult moments.

Our colleague networks feed into the diversity and inclusion group (DIG), giving a collective voice for the workforce and acting as vehicles for real and meaningful change within Dogs Trust.

### Umbrella Wellness

In 2023, we continued our partnership with workplace wellness provider Umbrella Wellness. Their team provided online classes and well-being talks in Ireland with a timetable of yoga, pilates, strength and conditioning, and mental well-being classes that ran until the end of the year.

### National Workplace Well-being Day

Friday 28 April was National Workplace Well-being Day in Ireland. At Dogs Trust Ireland, we understand the importance of wellness and self-care, and the impact it can have on both the way we work and our overall well-being. Staff were encouraged to take some time out to focus on themselves, whether that was taking a walk outside (with or without a friend with four legs), practising mindfulness or simply enjoying a cup of tea. Everyone received a small gift in the days before to help promote relaxation and self-care, while the Staff Support Line, Thrive app and the wellness resources available on Pawtal supported team members to maintain a healthy work-life balance.

### Perkbox

As an employee benefit platform, Perkbox offers a wide range of exclusive discounts and offers at nationwide retailers, including supermarkets, restaurant chains, subscription services and visitor attractions. Dogs Trust Ireland employees can access the portal from their computer or mobile, where they can even find a Wellness hub with guided meditation tracks, music and videos covering everything from yoga and workouts to nutrition, mindfulness and mental well-being.

In 2024, our People and Culture priorities at Dogs Trust Ireland will focus on the following strategic areas to continue fostering an exceptional workplace:

- ↳ **Strengthen the Implementation of Core Values:** We will continue to embed our core values and behaviours throughout the organisation, focusing on innovative solutions to enhance the well-being and happiness of our staff.
- ↳ **Expand Our 'Being Our Best' Appraisal System:** Building on the success of our appraisal process, we aim to expand these evaluations to incorporate continuous feedback mechanisms, ensuring ongoing personal and professional development for all employees.

### ↳ Advance Our Leadership Development

**Initiatives:** After launching our Leadership Development Programmes in 2023, this year we will focus on advancing these initiatives to enhance the leadership skills across all levels of our organisation, thereby ensuring that our team members have the resources and support needed to excel in their roles.

### ↳ Elevate Our Well-being Programme:

We plan to further develop our well-being programme to support a healthy working environment and create a robust support system that fosters an open and supportive workplace culture.

### ↳ Optimise Work Environments for Smarter Working:

Our goal is to continue refining our work environments to promote smarter working practices, thereby empowering our teams to enhance their productivity and achieve a better work-life balance.

### ↳ Refine Our EEDI Action Plan:

We will continue to develop our Equity, Equality, Diversity and Inclusion (EEDI) Action Plan, aiming to uphold our commitment to creating an inclusive, equitable and fair workplace. This year, we will focus on measurable outcomes and the implementation of new strategies based on the learnings from the previous year.

### ↳ Run a second phase of the Your Say survey

in the first half of the year to measure progress across all staff of Dogs Trust Ireland.

## Health and Safety

The safety of our colleagues is paramount to everyone at Dogs Trust Ireland. Regular Health and Safety training sessions throughout 2023 were delivered in person at the Dublin rehoming centre, with livestreams and recordings of the sessions available online for reference and review.



John Quinn, Assistant Manager of Operations (right), seen here with colleague Jess Trimble, Customer Services Advisor in the iPETS team, enjoying a cup of tea together in the staff canteen.

# Meet John Quinn

## Assistant Manager of Operations

**It's so satisfying to see dogs that have been here for a long time find a home. Some of the team get upset when that happens, but it means all of the training has paid off.**

I started my animal welfare journey as a volunteer at the DSPCA working with everything except dogs! Horses, even swans, which can be really ferocious. A friend, who was with the DSPCA before me and then at Dogs Trust, got in touch to say they were looking for people. That was 11 years ago, when I started as a Canine Carer. Now I'm the Assistant Manager of Operations.

I usually open up the centre, get things ready for the Canine Carers (I have a total of 25 on my team), run the morning meetings, and make sure the plan for the day is set. I have manager meetings three mornings a week to stay updated on all the activity in the Rehoming Centre, especially with such a big team and so many dogs. This helps me be ready to handle any new challenges that arise.

I once read a book that said you shouldn't work in animal welfare for any longer than four years. I don't fully agree, but it can get a bit heavy. With this job, the highs are the highs, and the lows are the lows. It's very physically hard. You're never going to be a millionaire doing it. It's emotional, physical, it's a vocation to a special group of people. The big thing for me is to keep the morale of the staff up and celebrate the wins.



# 25

**Canine carers  
on John's team**

# 11

**John has worked  
at Dogs Trust  
for 11 years**

**Strategic  
Enabler**

# 1

**People and Culture**

Strategic  
Enabler

# 2

## Fundraising and Brand

### Making big wins in the name of our furry friends

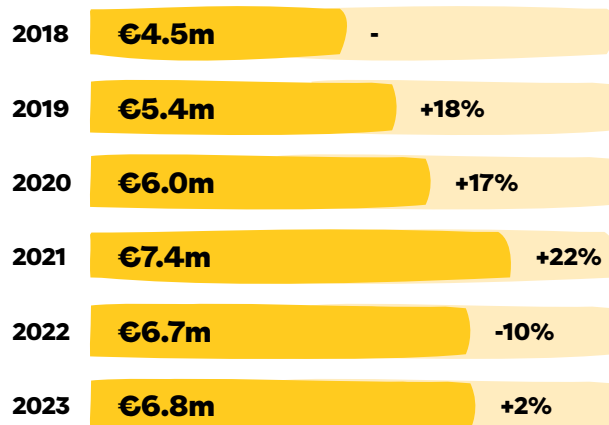
**In a year once again overshadowed by global conflicts and civil unrest, the public, already grappling with soaring energy costs and rising living expenses, responded generously to our efforts.**

We were truly heartened to see the widespread support for addressing the crisis of unwanted dogs in Ireland through our 2023 fundraising initiatives.

### Pawsome supporters

We sincerely thank everyone who supported our work in 2023. We are so grateful for every donation and contribution we receive, financial or otherwise. We never forget that it is our amazing supporters who enable Dogs Trust Ireland to save the lives of so many dogs across the country. Our donors are as much a part of the Dogs Trust Ireland team as our staff and volunteers throughout Ireland.

#### Fundraising & Legacy Income 2018 - 2023



## Our fundraising went to amazing new places in 2023

### The Big Paws

Building on the phenomenal success of the 2022 'Not Just a Dog' campaign, which poignantly highlighted the profound grief dog owners endure when they lose their cherished companions, The Big Paws with Dogs Trust Ireland was conceived as a celebration rather than merely a gathering.

The inaugural event brought together over 1,400 dogs lovers who not only commemorated the lives of their beloved pets, but also demonstrated immense generosity. One participant alone raised €1,500, reflecting the deep connection and communal support among those gathered to celebrate a love that truly deserves to be honoured.

### Save the Next Dog Christmas campaign

In our 2023 Christmas campaign, 'Save the Next Dog', Dogs Trust Ireland addressed the escalating crisis in dog welfare. Throughout the year, we received over 3,500 requests from individuals looking to surrender their dogs, highlighting the urgent need for support.

The campaign focused on Minnie and Tiny, two dogs that were used for a direct marketing appeal to highlight the heartbreaking reasons that people are having to give up their dogs and the record-breaking calls we were receiving to help. Our plea was to ask the public to help save the next dog.

This year, we continued to urge the community to help us meet the growing challenges in dog welfare by donating to provide safety and care for dogs like Minnie. The Save the Next Dog campaign raised awareness and encouraged vital contributions, allowing us to extend our reach and impact in rescuing and rehoming vulnerable dogs.

### Shopify comes to Dogs Trust Ireland

In May we migrated our website to the e-commerce platform Shopify, with the ambition of growing the Dogs Trust Ireland online store. Despite some migration difficulties, the platform launched two months later than planned and provided an improved user experience for customers and integrated marketing analytic tools to help us reach our target audience and maximise our income opportunity. It is proposed that a full e-commerce strategy will be developed in 2024.

### Sponsor A Dog

Dogs Trust Ireland's Sponsor A Dog programme was distinguished with the Charity Excellence Award for Best Supporter Experience by Charities Institute Ireland. This accolade celebrates our unwavering commitment to exceptional supporter care and the innovative ways we engage our donors to deepen their connection with the cause.

We are particularly proud of the personalised care provided to our Sponsor A Dog supporters. Each sponsored dog is given its own email address, affectionately referred to as their ‘PawPal’, allowing supporters to communicate directly with their sponsored friend. Every message sent by our supporters is answered in the voice of their chosen dog, enhancing the personal touch of our programme. We even hang supporters’ drawings in the kennels and take photos of the dogs with these artworks, further personalising the supporter experience. Additionally, our sponsor dogs receiving gifts are filmed and the video responses are sent to the donors, showcasing our commitment to going the extra mile for our supporters.

This award acknowledges our strategic integration of donor insights with multi-channel engagement practices aimed at enriching the supporter experience across various fundraising activities, including major gifts, community fundraising, digital campaigns and more. The Sponsor A Dog programme stands as a beacon of how tailored and heartfelt engagement can significantly enhance supporter satisfaction and loyalty.



Dog-friendly Ireland Day continues to grow annually across the country.

**Partnering with a like-minded private family foundation**

Ambitious ideas with vision are the ones that require significant investment. Dogs Trust Ireland is collaborating with a family foundation that has been a transformative partner for the organisation in recent years. We made a compelling case with the input of our new Training & Engagement department, which resulted in our largest ever grant from a private foundation. These much-needed funds will enable us to innovate, adapt and expand our education programme, to make dogs and their communities happier. This will help us to impress to every dog owner the magnitude and importance of their responsibility and fulfil our promise of seeing every dog throughout Ireland living a full, safe and happy life with its owner. We are incredibly grateful for this commitment.

**Our Inputs into the National Philanthropy Policy**

Dogs Trust Ireland were eager to feed into the draft National Philanthropy Policy by the Department of Rural and Community Development. Despite Ireland’s significant increase in wealth, our number of philanthropic foundations, donor-advised funds and major philanthropic investments lag behind those of other countries.

To unlock the potential of large-scale, strategic investments and create far-reaching, long-lasting impact across our society, some of our suggestions were that the policy:

- ↪ Be inclusive and recognise the diverse causes impacted;
- ↪ Embraces collaboration between government departments, philanthropic advisors, philanthropists, grant-makers and not-for-profit organisations;
- ↪ Incorporates research and insights about motivations of philanthropists;
- ↪ Conducts in-depth studies to measure the impact of philanthropic giving, in areas such as animal welfare;
- ↪ Reflects all beneficiaries of philanthropy in Ireland across all sectors;
- ↪ Uses inclusive language and content as the destination of philanthropic investments is diverse.



**Corporate partnerships**

In February 2023, we began a transformative partnership with Petstop, which quickly made a significant impact on our mission. Petstop not only provided a substantial 50% reduction in the cost of the food for our dogs but also embraced the role of a strategic partner. Their team visited our centre to deepen their understanding of our operations and supported our initiatives in multiple ways. They became the headline sponsor for The Big Paws event and actively promoted our Underdogs programme across their stores in Ireland, helping to increase visibility and adoption rates for these often-overlooked dogs.

This collaboration has greatly empowered Dogs Trust’s rehoming efforts and enhanced our fundraising campaigns and initiatives. Additionally, we welcomed new corporate supporters this year, including DHL Global Forwarding, Bauer Media, Sysco Foods, Ei Electronics and many others who have joined the Dogs Trust Ireland family.

**Award recognition**

Dogs Trust Ireland collected Gold awards at the 2023 Social Media Awards in May for the Facebook for a Brand and Instagram categories. Additionally the team were recognised in the Best Content Creation Studio In-house, Twitter for a Brand In-house and Best Multi-platform Campaign (In-house).

**Our commitment to good governance**

Dogs Trust Ireland complies with the Charities Governance Code for Community, Voluntary and Charitable organisations in Ireland. A review of our compliance with the principles in the Code was conducted in 2023 and was based on an assessment of our organisational practice against the recommended actions for each principle.

- ↪ **Principle 1:**  
Leading our organisation
- ↪ **Principle 2:**  
Exercising control over our organisation
- ↪ **Principle 3:**  
Being transparent and accountable
- ↪ **Principle 4:**  
Working effectively
- ↪ **Principle 5:**  
Behaving with integrity

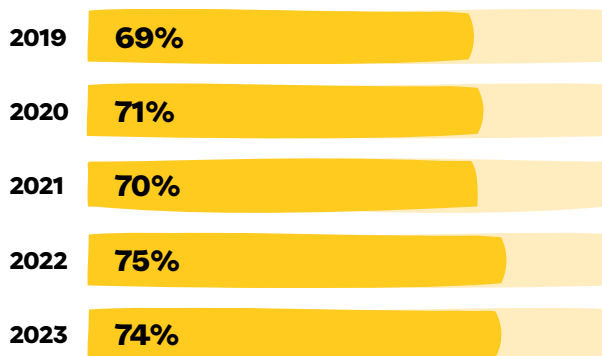
Dogs Trust Ireland is committed to the standards outlined in these principles and we commit to reviewing our organisational practice against the recommended actions for each principle every three years.



**Trust building**

nfpPublic Ireland (formerly ICEM) is a market research agency in the not-for-profit sector and they produced their annual sectoral report on brand trust. Individuals were asked how much you trust each organisation to use the funds that are donated for the greatest benefit of those they help. While our brand trust percentage dropped by a percentage point in 2023, our renewed focus on our brand strategy will support our goal to reverse that trend.

**Brand Trust**





Katie O'Neill, Donor Marketing Manager, stands in front of the Dogs Trust Ireland pop-up shop located at the Dublin Rehoming Centre, wearing branded apparel. Profits raised through the shop go directly to helping dogs in need across Ireland.

# Meet Katie O'Neill

## Donor Marketing Manager

**I am the typical fundraiser who never had any intentions of being a fundraiser. My favourite thing – apart from all the puppies – is interacting with donors.**

I adopted my dog Dynamo from Dogs Trust when he was just five months old, so I was already following what the organisation did pretty closely when I saw an admin role here pop up. At the time, I was working in retail and looking to get into a more rewarding role. Seven years later I am still here, and loving it even more.

The work of the donor marketing team covers so much – campaigns, strategy meetings, brainstorming, workshopping – but I really love talking to donors. Every now and then, I get to hop on the phones for a day and it's really energising to hear their stories. Stories are so powerful in fundraising, especially when we get the right stories to the right people. Some people might really want to hear more about the training and engagement side of things, whereas other people just want to see cute pictures of puppies, you know?

It's so amazing to find out a huge legacy gift is coming in, that somebody has been so touched by what we do that they want to make a meaningful difference with their passing. Or it could be a past adopter of a dog who has since passed away, who wants to not only meet a new dog, but wants to get involved in a more impactful way. You just don't know when you're going to pick up the phone and speak to someone who wants to contribute in an impactful way, like running the Dublin City Marathon to raise funds for the organisation.

None of that would be possible without powerful, believable stories telling of the top-class care and support we provide to dogs and dog lovers.



# 1,414

**Dogs lovers brought together during the The Big Paws event in September 2023**

# €6.8m

**Fundraising and legacy income secured in 2023**

**Strategic  
Enabler**

# 2

**Fundraising and Brand**

## Infrastructure and Systems

### Streamlining our processes so we can seamlessly improve the way we work

**Improving the efficiency of our operating systems and work processes is a vital ingredient in the transformation and evolution of our organisation. Over the course of 2023, we finalised some of the switchovers and infrastructure upgrades identified in 2022, while a host of exciting new improvement programmes got under way.**

#### **SharePoint migration**

Previously, our use of shared information technology drives to store and manage files limited collaboration, as only one person could access and update documents at a time. In transitioning to a Dogs Trust Ireland SharePoint site, we have enhanced accessibility and enabled simultaneous updates by multiple users, which is particularly beneficial for remote work settings. While the initial phase of the migration was completed in November 2023, this project is ongoing. We are continuously working to optimise this new system and define what a successful migration will entail for our team and operations.

SharePoint has also enabled Dogs Trust Ireland to re-engineer a lot of our processes. Adoptions, fostering and volunteering are managed through workflows but SharePoint enables the teams to work far more efficiently, capture more data (and more effective data) and deliver more value to our supporters.

#### **Improved donation platform**

In 2023, our website served as a crucial tool for engagement, attracting over 810,000 visitors. Anticipating its March 2024 relaunch, we began a comprehensive overhaul to enhance functionality and user experience. This update will introduce more donation options, including card, PayPal, Google Pay and Apple Pay, making it easier for supporters to contribute in the way that best suits them. The redesign draws on insights from the Dogs Trust UK website rebuild, improving speed, accessibility, management and security, significantly lowering the risk of data breaches. This is just the beginning of our website's evolution, as we plan to continue refining and adding features throughout 2024 to better serve our supporters.

### **The iPETS initiative**

Launched in July 2023, the iPETS initiative (Improving Postal, Electronic and Telephone Services) aimed not only to improve the immediate responsiveness of our services, but to fundamentally rethink how we interact with our community. This initiative included significant process re-engineering in fundraising and adoption processes. The immediate impacts of iPETS have been transformative. We achieved an 80% resolution rate for telephone enquiries at the first point of contact, handling all calls to our mainline number in-house. Our call answer rate skyrocketed from 25% to 97%, and the call abandonment rate plummeted from 75% to just 3%. In 2023, Dogs Trust Ireland provided care for around 1500 dogs and successfully rehomed 1,042, marking a 58% increase from 2022. As we move into 2024, the learnings from the iPETS initiative will guide further enhancements in our services.

### **Core Financials – Our new finance system**

In late 2023, Dogs Trust Ireland began to replace the legacy finance systems in the organisation with a new cloud-based financial platform. This integration consolidates all financial processes onto a single platform, enhancing flexibility and streamlining operations. The software features a unified dashboard that displays invoices, expenses awaiting approval, management accounts, and budgets/forecasts, alongside key performance indicators. This upgrade will significantly improve our financial processes and controls.

### **Published Accounts Awards**

Dogs Trust Ireland were shortlisted in the 46th Annual Published Accounts Awards in the Not for Profit - Small/Medium category in November. Run by the Chartered Accounts Ireland Leinster Society, the awards celebrate companies on the island of Ireland, for their excellence in corporate reporting.



Members of the iPETS team at Dogs Trust Ireland.



Gabriela Leone, Customer Services Advisor, and Myah Dowling, Rehoming Advisor, open postal donations at the Rehoming Centre in Dublin. They work together in the iPETS team, established in 2023 to integrate Fundraising and Operations staff.

# Meet

# Gabriela Leone & Myah Dowling

## Customer Services Advisor

Gabriela, iPETS team

**At least once a day we get calls saying thank you for the work we do. It is unusual to get that sort of call in customer care.**

Coming from Brazil, I already had a background in hospitality and customer services, so interacting with people and the general public is something I love. Before I interviewed for this job in 2023, I visited the rehoming centre and saw just how incredible it was. I thought to myself, "Oh my God, this is so cool, I need to try my best in the interview!" You're reading this now, so you can guess that I did get the job!

My dad is a biologist and always cared for dogs. He was always fighting for animals, and he inspired me to love dogs too. Today, what fills me with inspiration and hope is seeing the conditions dogs arrive in compared to how they leave us when they find their forever homes. They are treated so well here, and this drives me to do my best.

One of the most rewarding aspects of my role is communicating with supporters. I started believing again how good people can be, especially when it comes to dogs.

I love hearing their pet stories and how long they have supported us. So many people view sponsoring Dogs Trust like it is something they inherently have to do, like paying a utility bill. As far as they are concerned, it is part of their lives.

## Rehoming Advisor

Myah, iPETS team

**Matchmaking is my favourite part of the job, finding people who are understanding of dogs' needs.**

I started at the centre three years ago after completing a course in animal care. I had visited on an educational tour before that. I couldn't believe the number of kennels here, the size of the Muttonery unit, or hearing about the managers living on site.

Being part of the iPETS team as a Rehoming Advisor combines my love of dogs with my love of interacting with people.

I'm on the phone all day, fielding up to 30 surrender requests a day, stray notices, and adoption enquiries. I also make calls to people who have submitted application forms to adopt a dog. I usually read and review prospective owner profiles and ask Canine Carers for their opinions - they know what kind of home environment each dog needs.

It's up to me to find a home for a dog based on what their needs are.

It's so nice to see what people are willing to take on, like a dog that needs medical attention or a specific type of food. I love when we find them homes with people who keep us updated on how the dogs are doing.

Strategic  
Enabler

3

Infrastructure and Systems

Annual Report and Accounts 2023

61

## Insights and Innovation

**Gathering the knowledge we need to secure the health and well-being of dogs and dog lovers everywhere**

**Understanding what elements are needed to create a home and, indeed, a future in which dogs can lead safe and happy lives is vital. But we also need to know what supports dog lovers require to provide that future. These insights will inspire and guide us to develop the innovations to safeguard the futures of dogs and dog owners.**

### **The evolution of The Happy Dog Project**

The Happy Dog Project, initiated in 2022, is a comprehensive three-phase programme designed to determine what dogs in Ireland need to lead happy lives and to make Ireland the best country for dogs. Phase 1 focused on identifying the essential needs of dogs and the obstacles to meeting these needs, utilising extensive research, public engagement and stakeholder interviews.

In 2023, the project progressed to Phase 2, where the insights from the initial phase were used to start developing solutions. Working closely with creative agency, TBWA\Dublin, we are now applying the research to design effective strategies that empower dog owners throughout Ireland to better meet their dogs' needs.

### **Developing a strategy for ESG**

In August 2023, Dogs Trust Ireland engaged O'Kennedy Consulting to assess the Environmental, Social and Governance (ESG) landscape in Ireland, with a focus on environmental and social aspects relevant to Dogs Trust Ireland. Our objective was to understand our position within the ESG field and to determine how we could align with the ESG priorities of corporate Ireland as a values-driven, solutions-oriented partner.

This assessment highlighted the global shift towards ESG-conscious investing and revealed opportunities for Dogs Trust Ireland to leverage our dog welfare expertise to address broader social challenges through ESG-focused partnerships, particularly those that enhance staff well-being and stakeholder engagement through the benefits of human-animal relationships. In 2024, we will prioritise the development of this strategy to facilitate new conversations with partners in this space.



“

**A lack of knowledge is a massive barrier. People go in with the best intentions and then suddenly things get a little bit tough. Another challenge is not knowing where to get help or not being able to get help because there's a lack of resources.**

**Dog owner, County Meath**



Acorn had such severely matted fur, he was unable to walk properly. He was found wandering alone in Dublin.



Andy Harold, Maintenance Operative, began his career at Dogs Trust Ireland as a Canine Carer when the Rehoming Centre opened in Dublin in 2009.

# Meet

# Andy Harold

## Maintenance Operative

**I love the job, I love everything about what we do. So basically it's like I get paid for a hobby, but don't tell anybody I said that.**

I worked in the printing industry as a bookbinder before, but that went into sharp decline around the time of the recession in 2008. So when I was made redundant, I started volunteering at a doggy day care. I found I loved working with dogs, then saw Dogs Trust was opening a new centre in Dublin a year later. I applied and, three interviews down the road, I got the job starting out as a Canine Carer. I still think it's the best decision I ever made.

I was a Canine Carer for eight years and like to think I made a difference. I suppose as I was getting older, it was more about what I was able for. And the maintenance role fit with my technical background. There's so much more to keeping the centre running smoothly than you might think. I could be dealing with contractors onsite, researching ways to make the centre more sustainable and energy efficient, and there's always something that somebody needs help with.

Some people have the idea that our work is all about cuddling puppies, but it's a lot of stress and heartache too. Everyone passionately cares about the work they do. Having said that, my favourite Dogs Trust dog of all time has to be Navy, an Akita cross who was the cheekiest, most affectionate dog. You'd walk in the corridor in the morning and he'd have a big smiling face that said come into the kennel, have a snuggle, and then go do your day's work. And I would. He was a character. He found his forever home the first day of the COVID lockdown.

For 2024, I'm committed to continuing to lower our carbon footprint and make the centre an even better place for dogs and the planet.



# €200k

**The projected amount of savings in energy costs over 20 years by installing solar panels at the Rehoming Centre**

# 60

**Number of sapling trees that will be planted on the grounds of Dogs Trust in 2024 to increase biodiversity across the site**

**Strategic  
Enabler**

# 4

**Insights and Innovation**





# How We Are Run

# Meet the Dogs Trust Ireland Board of Directors

## Louisa Simons

**Chair,  
Dogs Trust Ireland**

Before joining Dogs Trust in 2023, Louisa was Chief Operating Officer for the Money and Pensions Service (MaPS) and Innovate UK before that. She began her career at PwC, training as a chartered accountant, then joined the National Trust as Head of Internal Audit. What truly inspires and motivates Louisa is leading change and transformation, and improving organisations so that they can deliver more and make the people within them happier to work there. A hybrid worker based in the London office two days a week, she is delighted to be able to combine her skills with her passion for dogs. She has had a Springer Spaniel or two in her life for the last 25 years and currently has the amazing Archie who is 11. She also has a Romanian sheep dog cross, Roxy, who is two, as well as three cats: Nero, Ninja and Sparkles, which are all siblings and four years old.



## Nicola Canavan

**Senior Director,  
Origination and Market  
Development,  
Bank of Ireland  
Corporate Banking**

Appointed to the Dogs Trust Ireland Board of Directors in March 2015, Nicola has over 25 years of international commercial banking experience, having held a number of senior positions in the Bank of Ireland Group as well as Barclays Capital in London. She became Senior Director of Origination and Market Development at Bank of Ireland Corporate Banking in 2018.



## Brian Halford

**Retired**

Brian had a long and illustrious career in the advertising and marketing industry before joining the Board of Dogs Trust Ireland in July 2014. After working in RTÉ scripting and producing radio programmes, he moved to Young Advertising, where he set up and headed its Radio and Television Department. He became a producer and director of TV commercials, making more than 300 commercials between the production companies he founded, in a career that spanned over 40 years. Brian has served as a member on the council of the Institute of Advertising Practitioners in Ireland (IAPI) and was President of ICAD (Institute of Creative Advertising and Design).



## Brett Llewellyn

**Executive Coach  
and Strategy and  
Transformation Advisor  
Changeosity**

Former finance director of Dogs Trust UK, Brett currently leads the charity's philanthropy strategy in the US and was appointed to the Dogs Trust Ireland Board of Directors in July 2019. His focus has been on structuring businesses for success and driving operational and cultural change. He prides himself on his ability to identify core issues and provide clear, practical solutions and direction. He has been instrumental in the transformation of several notable growing organisations. Brett works with business leaders in the United Arab Emirates, helping them reshape their strategies and coaching them to lead change in their organisations.



## Siobhán O'Donnell

**Head of Public Affairs  
Fingal Chamber**

Siobhán has a long history of success working in the Fingal region in Dublin, where she was Head of External Communications at daa (formerly the Dublin Airport Authority) for 37 years. Her expertise spans crisis and event management, enhancing brand reputation and visibility, and navigating regulatory landscapes. Siobhán is an accomplished professional, leading Fingal Chamber's advocacy work and supporting its Board in lobbying and representing members to deliver positive change for Fingal and its businesses. This, too, is a guiding purpose in her role on the Dogs Trust Ireland Board, to which she was appointed in July 2014.



## Guy Thompson

**Hotel Director,  
Irish Hotels  
FBD Hotels  
& Resorts**

Appointed to the Dogs Trust Ireland Board in July 2021, Guy understands the value of investing in staff and developing their careers. With over 30 years of experience in the hospitality industry in the UK, Guy relocated to Ireland in 1998, where he worked with Master Chefs for six years before joining FBD Hotels & Resorts. Over the span of three years, he successfully managed both Temple Bar Hotel and Castleknock Hotel until the sale of the former. He then continued as the general manager of Castleknock Hotel for an impressive 13 years, assuming the role of Hotel Director as the FBD Hotels & Resorts portfolio grew and it underwent organisational restructuring in 2023.



# Financial Review

## Income

Total income has increased in 2023 to €10.35 million (2022: €7.7 million). Dogs Trust in the UK continued to support the work of Dogs Trust Ireland, and within the above figure is a grant from Dogs Trust UK of €3.2 million (2022: €0.8 million). The net effect is an overall increase in income generation of €0.25 million.

## Expenditure

Total expenditure increased to €10.8 million in 2023 (2022: €9.1 million), primarily in fundraising to invest in future income generation and the charity's financial stability. All areas of charitable activity also saw uplifts in spend.

This gives a total net loss for the year of €0.45 million (2022: net loss of €1.4 million).

## Balance Sheet

Net assets totalled €4.4 million at the end of 2023 (2022: €4.9 million).

## Investments

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

## Reserves Policy

Dogs Trust Ireland had total funds of €4.44 million at 31 December 2023 (2022: €4.9 million), of which €38,000 (2022: €NIL) was restricted and €4.40 million (2022: €4.8 million) was in the form of fixed assets and therefore is not readily available to support the general purposes of the Charity.

This leaves €0.05 million in reserves. The Charity's policy is not to hold reserves as the parent charity has confirmed its financial support of the Charity for the period to June 2025, providing funding if required, and therefore it is not normally necessary for the Charity to hold reserves.



# Governance

## Directors

### Owen Sharp

Non-Executive and Chair of the Board -  
UK resident (retired 27/07/2023)

### Louisa Simons

Non-Executive and Chair of the Board -  
UK resident (appointed 27/07/2023)

### Nicola Canavan

Non-Executive – Irish resident

### Brian Halford

Non-Executive – Irish resident

### Brett Llewellyn

Non-Executive – United Arab Emirates resident

### Siobhán O'Donnell

Non-Executive – Irish resident

### Guy Thompson

Non-Executive – Irish resident

## Secretary

Karolina Walkowicz - UK resident  
(retired 27/07/2023)

## Secretary

Brian Halford - Irish resident  
(appointed 27/07/2023)

The Directors present their Annual Report and the financial statements for the year ended 31 December 2023. The Company was incorporated on 27 January 2005 and was granted charitable status by Revenue on 18 March 2005.

## Governing Document

The driving principle of Dogs Trust Ireland is to see that every dog lives life to the full. We aim to achieve this through our policy of Rescue, Rehabilitation, Rehoming and Regulation. Dogs Trust Ireland operates as set out in its Memorandum and Articles of Association.

## Subsidiary

Dogs Trust Ireland 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 Ireland are either directors of Dogs Trust Trustee Limited or employees of the parent charity. Dogs Trust Ireland is a company limited by guarantee under the Companies Act 2014 and does not have shareholders.

## Going Concern

Dogs Trust Ireland received a letter of support from Dogs Trust UK outlining that any funding required to June 2025 would be covered by way of a grant. Therefore, the trustees are satisfied that Dogs Trust Ireland 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.

# Council Members, Officers, and Management

## Board Governance

The Directors of Dogs Trust Ireland constitute the Board of Directors. The Board's responsibilities include determining the overall strategy, direction, policies, and goals of Dogs Trust Ireland, protecting and promoting the identity and values of the Charity and fulfilling its statutory responsibilities. The Directors review the finances and monitor the activities of Dogs Trust Ireland at each board meeting. These take place at least four times a year – and more frequently when necessary. 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 apart from reasonable expenses required to carry out this voluntary role.

## Board Members

Board members serve three-year terms, with an opportunity to renew for a total of nine years of service.

Board appointments are made based on an assessment of the skills required to deliver on the strategy. Our current membership demonstrates representation from financial, animal welfare, business management, media, and marketing sectors. The composition of the Board is reviewed regularly, and recommendations are made through the Chair of the Board.

Conflicts of interest are managed through a disclosure process initiated at each meeting and monitored via a register of interests. Dogs Trust Ireland management, including the Executive Director, does not have voting power on the Board, but may participate in an advisory capacity.

## Appointment, Induction and Training

When a seat on the Board becomes available, a skills gap analysis is undertaken and nominations are made based on the results. 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 the Directors in 2023:

Name	Position	Country of Residence	Meeting Attendance 2023	Date of Appointment
<b>Owen Sharp</b>	Non-Executive and Chair of the Board	UK	2/2	July 2019 (Resigned 27/07/2023)
<b>Louisa Simons</b>	Non-Executive and Chair of the Board	UK	3/3	July 2023
<b>Nicola Canavan</b>	Non-Executive	Ireland	1/4	March 2015
<b>Brian Halford</b>	Non-Executive	Ireland	4/4	July 2014
<b>Brett Llewellyn</b>	Non-Executive	UAE	4/4	July 2019
<b>Siobhán O'Donnell</b>	Non-Executive	Ireland	4/4	July 2014
<b>Guy Thompson</b>	Non-Executive	Ireland	4/4	July 2021

### 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 the Board's 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 that may impact the Charity. To minimise the risk associated with our activities, risk assessments are undertaken as part of our procedures to help ensure Dogs Trust Ireland remains 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:

- 1 A comprehensive risk register developed and enacted at departmental level and subject to top-down review by senior management.
- 2 Regular review and assessment of key risks by senior management, with regular feedback to their relevant departments, and mitigating controls in place.
- 3 A review of the organisational risk register at board level regularly.

Key Category	Summary of Risks	Management
<b>Strategy</b>	<ul style="list-style-type: none"> <li>↪ Activities become too broad, resulting in lack of clarity of strategic objectives and difficulty in measuring impacts.</li> <li>↪ New strategic areas are not able to be fulfilled.</li> </ul>	<ul style="list-style-type: none"> <li>↪ New strategy developed and KPIs monitored to stay on track.</li> <li>↪ Strategy progress and direction regularly reviewed and approved by the Board.</li> <li>↪ Resource augmentation and upskilling of staff in strategy, project and change management.</li> </ul>
<b>Dog Welfare</b>	<ul style="list-style-type: none"> <li>↪ Number of dogs surrendered exceeds our capacity to rehome.</li> <li>↪ A dog dies, is seriously injured or goes missing in the Charity's care.</li> <li>↪ Treatment of a dog in the Charity's care goes against our agreed ways of working.</li> <li>↪ Research or behavioural advice is inaccurate, obsolete or contradicts best practice.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Fostering networks and private boarding kennels utilised, and collaboration established with other rehoming charities. Alternative supports developed to prevent surrender.</li> <li>↪ Robust safety procedures regularly reviewed.</li> <li>↪ Regular staff dog-handling training. Clinical decisions documented.</li> <li>↪ Advice provided on best practice based on current scientific research, via Dogs Trust UK.</li> </ul>
<b>Income Generation</b>	<ul style="list-style-type: none"> <li>↪ Changes in public giving trends, external conditions or regulation reduce or potentially reduce income significantly.</li> <li>↪ Economic conditions/changes give rise to significant losses to the Charity's assets.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Investment in diversification of income streams.</li> <li>↪ Proactive monitoring/discussions with industry representative bodies, the Charities Regulator and competitors.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>↪ Conflicts of interest are not appropriately managed.</li> <li>↪ A change in law or regulation compromises current operations or makes them obsolete.</li> <li>↪ The Board makes decisions ultra vires.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Potential conflicts assessed ahead of appointment. Board members disclose any conflicts ahead of each meeting. Register of interests maintained.</li> <li>↪ Regular updates from legal advisors. Internal and external audits undertaken regularly.</li> <li>↪ External legal advice sought for high-impact decisions.</li> </ul>

Key Category	Summary of Risks	Management
<b>PR &amp; External</b>	<ul style="list-style-type: none"> <li>↪ Supply chain reputational issue comes to light.</li> <li>↪ The Charity's name, brand or funding is used negatively.</li> <li>↪ Adverse reaction to the Charity's messaging.</li> <li>↪ Claim is made against the Charity (either validly or not).</li> </ul>	<ul style="list-style-type: none"> <li>↪ Due diligence for new and existing suppliers.</li> <li>↪ Trademarks registered. Continuous media monitoring in place.</li> <li>↪ Review and approval process for external messaging.</li> <li>↪ Crisis plan review.</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>↪ An issue is raised by an employee.</li> <li>↪ Organisational structure is not fit for purpose or staff knowledge/skills are insufficient.</li> <li>↪ Failure to attract, motivate and retain the best employees.</li> <li>↪ Non-compliance with laws, regulations or contractual terms by employees or volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Whistleblowing, safeguarding and H&amp;S policies in place and updated annually (at a minimum).</li> <li>↪ Training for all staff on safeguarding and H&amp;S.</li> <li>↪ Performance management process in place.</li> <li>↪ Job descriptions reviewed annually.</li> <li>↪ Salaries benchmarked against other charities.</li> <li>↪ External advisors used to inform contracts, decisions and processes.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>↪ Health outbreak at one of the Charity's sites or events.</li> <li>↪ An employee or volunteer is seriously injured while at work.</li> <li>↪ A third party dies or is seriously injured while visiting one of the Charity's sites or events, or while encountering one of the Charity's dogs.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Isolation and proactive cleaning procedures in place.</li> <li>↪ Crisis management plan updated annually.</li> <li>↪ Health &amp; Safety committee. Procedures regularly reviewed.</li> <li>↪ Potential adopters informed of specific behavioural issues, where known.</li> </ul>
<b>Security &amp; Systems</b>	<ul style="list-style-type: none"> <li>↪ Data on the Charity's systems is compromised.</li> <li>↪ The Charity's technology fails/is not fit for purpose.</li> <li>↪ Physical site security is severely compromised.</li> <li>↪ Goods/services are not procured effectively or become onerous.</li> </ul>	<ul style="list-style-type: none"> <li>↪ Password and system security firewalls.</li> <li>↪ Work is underway with dependence on Dogs Trust UK for the development of CRM system.</li> <li>↪ Data backed up and checked regularly.</li> <li>↪ Penetration testing and phishing simulation testing with actions followed up.</li> <li>↪ Locks, safes, and CCTV alarms.</li> </ul>

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



**Meet Rainbow.** A caring couple found the malnourished Lurcher after she wandered into their garden, late on St. Patrick's Day. They sat with her all night as she gave birth to 10 puppies and brought them all to us the following day.

# Management Structure, Setting Pay and Remuneration

## Remuneration of the Board

The Directors of Dogs Trust Ireland receive no remuneration for their positions. They are, however, entitled to claim for expenses incurred in their roles. In 2023, there were no claims made for expenses and the total of expenses reimbursed was €NIL.

## Management Structure and Remuneration

The Management Board is led by our Executive Director, Suzie Carley, and includes Karla Dunne (Group Head of Operations, Veterinary and Behaviour), JoAnne O'Donovan (Group Head of Fundraising & Development), Patrick Kelly (Finance Manager – resigned 07 March 2024), Ciara Murran (Head of Communications) and Sarah Lynch (Policy, Compliance and Research Manager). The team received total remuneration of €559,000 in 2023 (2022: €643,000), see Note 7 to the accounts for further details. Management remuneration is benchmarked against similar positions in the charity sector.

## 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 finance function. The books of account of the Company are maintained at the Company's registered office at Dogs Trust Ireland Rehoming Centre, Ashbourne Road, Finglas, Dublin 11, D11 K003.

## Lobby and Political Contributions

Dogs Trust Ireland made no political donations in 2023 and has no plans to do so in the future. Dogs Trust Ireland 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.







# Financial Statements

# 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:



**Brian Halford**  
Director



**Louisa Simons**  
Director

Dogs Trust Ireland, Ashbourne Road, Finglas,  
Dublin 11, D11 K003.

# Independent Auditor's Report

to the Members of Dogs Trust Ireland CLG

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of Dogs Trust CLG for the year ended 31 December 2023, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 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 state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure for the 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the 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 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 the other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

# Independent Auditor's Report (continued)

to the Members of Dogs Trust Ireland CLG

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 financial statements agree 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.

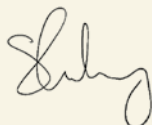
### **Auditors' responsibilities for the audit of the financial statements**

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://iaasa.ie/wp-content/uploads/2022/10/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://iaasa.ie/wp-content/uploads/2022/10/Description_of_auditors_responsibilities_for_audit.pdf). This 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.



**Simon Carbery**

for and on behalf of

**BDO**

Dublin

Statutory Audit Firm AI223876

Date: 30th April 2024

# Statement of Financial Activities

(including income and expenditure account) For the year ended 31 December 2023

	Notes	2023	2023	2023	2022
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		€'000	€'000	€'000	€'000
<b>Income from:</b>					
<b>Raising Funds</b>					
Donations and legacies	1	6,751	84	6,835	6,695
Other fundraising activities	2	101	-	101	68
Grant from Dogs Trust UK	18	3,200	-	3,200	800
<b>Charitable Activities</b>					
Adoption and neutering fees		200	-	200	111
<b>Other Income</b>	3	17	-	17	27
<b>Total Income</b>		<b>10,269</b>	<b>84</b>	<b>10,353</b>	<b>7,701</b>
<b>Expenditure on:</b>					
<b>Raising Funds</b>					
Donations and legacies	4	5,171	46	5,217	4,081
Other fundraising activities	4	243	-	243	63
		<b>5,414</b>	<b>46</b>	<b>5,460</b>	<b>4,144</b>
<b>Charitable Activities</b>					
Rehoming	4	3,883	-	3,883	3,607
Preventative work	4	227	-	227	141
Education and communications	4	1,232	-	1,232	1,186
		<b>5,342</b>	<b>-</b>	<b>5,342</b>	<b>4,934</b>
<b>Total Expenditure</b>	4	<b>10,757</b>	<b>-</b>	<b>10,803</b>	<b>9,078</b>
<b>Net Expenditure</b>		<b>(488)</b>	<b>38</b>	<b>(450)</b>	<b>(1,377)</b>
<b>Net Movement In Funds</b>		<b>(488)</b>	<b>38</b>	<b>(450)</b>	<b>(1,377)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	13	4,892	-	4,892	6,269
<b>Total Funds Carried Forward</b>		<b>4,404</b>	<b>38</b>	<b>4,442</b>	<b>4,892</b>

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 88 to 96 form part of these financial statements.

These financial statements were approved by the Board on 30th April 2024 and signed on its behalf by:



**Brian Halford**  
Director



**Louisa Simons**  
Director

# Balance Sheet

For the year ended 31 December 2023

	Notes	2023	2022
		€'000	€'000
<b>Fixed Assets</b>			
Tangible assets	9	3,630	4,099
Intangible assets	10	755	703
<b>Total Fixed Assets</b>		<b>4,385</b>	<b>4,802</b>
<b>Current Assets</b>			
Debtors: amounts falling due within one year	11	481	560
Cash at bank and in hand	12	577	497
<b>Total Current Assets</b>		<b>1,058</b>	<b>1,057</b>
<b>Current Liabilities</b>			
<b>Creditors: Amounts Falling Due Within One Year</b>	13	<b>(1,001)</b>	<b>(967)</b>
<b>Net Current Assets</b>		<b>57</b>	<b>90</b>
<b>Total Net Assets</b>		<b>4,442</b>	<b>4,892</b>
<b>The funds of the Charity:</b>			
Unrestricted funds	14	4,404	4,892
Restricted funds	14	38	-
<b>Total Charity Funds</b>		<b>4,442</b>	<b>4,892</b>

The notes on pages 88 to 96 form part of these financial statements.

These financial statements were approved by the Board on 30th April 2024 and signed on its behalf by:



**Brian Halford**  
Director



**Louisa Simons**  
Director

# Cash Flow Statement

for the year ended 31 December 2023

	2023	2022
	€'000	€'000
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	328	(420)
<b>Cash Flows From Investing Activities</b>		
Purchase of property, plant and equipment	(196)	(292)
Purchase of intangible assets	(52)	(128)
<b>Increase/(Decrease) In Cash and Cash Equivalents In Reporting Period</b>	<b>80</b>	<b>(840)</b>

	2023	2022
	€'000	€'000
<b>Reconciliation Of Net Cash Flow</b>		
Cash and cash equivalents at beginning of the financial year	497	1,337
Increase/(decrease) in cash	80	(840)
<b>Cash and Cash Equivalents at End of The Financial Year</b>	<b>577</b>	<b>497</b>

	2023	2022
	€'000	€'000
<b>Reconciliation Of Net Incoming Resources To Cash Inflow/(Outflow) From Operating Activities</b>		
Net incoming resources	(450)	(1,377)
Depreciation	665	772
Increase/(decrease) in debtors	79	(246)
Increase in creditors	34	431
<b>Net Cash Provided By/(Used In) Operating Activities</b>	<b>328</b>	<b>(420)</b>

	2023	2022
	€'000	€'000
<b>Analysis Of Cash And Cash Equivalents</b>		
Cash in hand, and total cash and cash equivalents	<b>577</b>	<b>497</b>

	At 1 January	Cash Flows	At 31 December	
	€'000	€'000	€'000	
<b>Analysis Of Net Debt</b>				
Cash	<b>2023</b>	497	80	<b>577</b>
	<b>2022</b>	1,337	(840)	<b>497</b>

# Statement of Accounting Policies

for the year ended 31 December 2023

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 Charity is a Public Benefit Entity.

## Going Concern

The continued financial support from Dogs Trust UK in 2023 (see Note 18), and its strong financial position, means there are no material uncertainties about the Charity's ability to continue as a going concern.

## 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. Legacy income is recognised when there is sufficient evidence of a legacy having been left to the Charity based on probate having been granted before the year end and the Charity's share of the estate has been received or notified from the executor, with no material uncertainties or disputes and there is a reasonable estimate of the amount due.

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 from 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.

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 accrual 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 (rehome centre)	15 years
Motor vehicles	4 years
Equipment	4 years



# Statement of Accounting Policies (continued)

for the year ended 31 December 2023

## 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 their 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 (€000's). 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 Ireland had total funds of €4,442,000 at 31 December 2023 (2022 - €4,892,000), of which €84,000 (2022: €NIL) was restricted. €3,630,000 is in the form of fixed assets along with €755,000 in the form of intangible fixed assets and is therefore not readily available to support the general purposes of the Charity. The Charity's policy is not to hold reserves as Dogs Trust UK has confirmed its financial support of the Charity for the period to June 2025, providing funding if required, and therefore it is not normally necessary for the Charity to hold reserves.

# Notes to the Financial Statements

for the year ended 31 December 2023

## 01 Donations and legacies

	2023	2022
	€'000	€'000
Donations	6,436	5,905
Legacies	399	790
	<b>6,835</b>	<b>6,695</b>

€84,000 (2022 - €NIL) of Donations are restricted. All other income is unrestricted.

## 02 Other fundraising activities

	2023	2022
	€'000	€'000
Fundraising events	60	10
Promotional goods	41	58
	<b>101</b>	<b>68</b>

All other fundraising activities in 2023 and 2022 were unrestricted.

## 03 Other income

	2023	2022
	€'000	€'000
Other Income	17	27
	<b>17</b>	<b>27</b>

No government grants were received.

All other income in 2023 and 2022 was unrestricted.

# Notes to the Financial Statements (continued)

for the year ended 31 December 2023

## 04 Analysis of expenditure

	Activities undertaken directly	Support Costs	2023 Total	2022 Total
	€'000	€'000	€'000	€'000
<b>Raising funds:</b>				
Donations and legacies	4,901	316	5,217	4,081
Other fundraising activities	229	15	243	63
	<b>5,130</b>	<b>331</b>	<b>5,460</b>	<b>4,144</b>
<b>Charitable activities:</b>				
Rehoming centre	3,648	235	3,883	3,607
Preventative work	214	14	227	141
Publicity, Education and Communications	1,158	75	1,232	1,186
	<b>5,019</b>	<b>323</b>	<b>5,342</b>	<b>4,934</b>
<b>Total</b>	<b>10,149</b>	<b>654</b>	<b>10,803</b>	<b>9,078</b>

€46,000 (2022 - €NIL) of education expenditure is restricted. All other expenditure is unrestricted.

The main categories of support costs are:

	2023	2022
	€'000	€'000
IT	178	119
HR and Finance	212	162
Governance and central management	178	157
Other	86	58
	<b>654</b>	<b>496</b>

Within governance costs are the following amounts:

	2023	2022
	€'000	€'000
<b>Auditors' Remuneration</b>		
For Audit	27	20
For other assurance services	-	1
For Tax and Advisory	20	15
	<b>47</b>	<b>36</b>

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 05 Net movement in funds

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

	2023	2022
	€'000	€'000
Depreciation	665	772

## 06 Directors' remuneration and expenses

None of the Directors of Dogs Trust Ireland 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.

## 07 Staff numbers and emoluments

	2023	2022
	Headcount	Headcount
Rehoming centre	58	53
Fundraising, Campaigns and Communications	21	19
Education and Dog School	9	9
Management and Administration	6	5
	<b>94</b>	<b>86</b>

Their aggregate emoluments were as follows:

	2023	2022
	€'000	€'000
Wages and salaries	3,210	2,835
Employer's PRSI	350	313
Pension and other payroll costs	318	276
	<b>3,878</b>	<b>3,424</b>

Redundancy payments of €NIL (2022: €20,000) are included within other payroll costs. None were outstanding at the end of the year.

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 07 Staff numbers and emoluments (continued)

Number of employees of the Company who earned from:

	2023	2022
	Number	Number
€70,001 to €80,000	3	2
€80,001 to €90,000	1	2
€90,001 to €100,000	1	1
€100,001 to €110,000	-	-
€110,001 to €120,000	-	-
€120,001 to €130,000	1	-
<b>Total</b>	<b>6</b>	<b>5</b>

The key management personnel, as defined in the directors' report, received total remuneration as follows:

	2023	2022
	€'000	€'000
Wages and salaries	485	555
Employer's pension contribution	74	88
	<b>559</b>	<b>643</b>

## 08 Taxation

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

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 09 Tangible Fixed Assets

	Freehold Land & Buildings	Motor Vehicles	Equipment & Fittings	Total
	€'000	€'000	€'000	€'000
<b>Cost</b>				
Balance at 1 January 2023	12,610	342	492	13,444
Additions	85	93	18	196
Disposals	-	(132)	-	(132)
<b>Balance at 31 December 2023</b>	<b>12,695</b>	<b>303</b>	<b>510</b>	<b>13,508</b>
<b>Accumulated depreciation</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
Balance at 1 January 2023	8,667	318	360	9,345
Depreciation charge for year	597	31	37	665
Disposals	-	(132)	-	(132)
<b>Balance at 31 December 2023</b>	<b>9,264</b>	<b>217</b>	<b>397</b>	<b>9,878</b>
<b>Net book value at 31 December 2023</b>	<b>3,431</b>	<b>86</b>	<b>113</b>	<b>3,630</b>
Net book value at 31 December 2022	3,943	24	132	4,099

Freehold land and buildings represent the rehoming centre in Dublin and include the cost of freehold land of €1,999,022, which is not depreciated.

## 10 Intangible Fixed Assets

	Software under construction
	€'000
<b>Cost</b>	
Balance at 1 January 2023	703
Additions	52
<b>Balance at 31 December 2023</b>	<b>755</b>

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

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 11 Debtors (amounts falling due within one year)

	2023	2022
	€'000	€'000
Prepayments and accrued income	198	293
VAT	281	242
Other debtors	2	25
	<b>481</b>	<b>560</b>

## 12 Cash and cash equivalents

	2023	2022
	€'000	€'000
Cash at bank and in hand	<b>577</b>	<b>497</b>

## 13 Creditors (amounts falling due within one year)

	2023	2022
	€'000	€'000
Trade creditors	610	667
Amounts owed to parent company (see Note 18)	16	17
Tax and Social Security	83	77
Accruals	292	206
	<b>1,001</b>	<b>967</b>

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.

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 14 Reserves

	2023	2023	2023	2022
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January	4,892	-	4,892	6,269
Net incoming/(outgoing) resources	(488)	38	(450)	(1,377)
<b>Funds balance at 31 December</b>	<b>4,404</b>	<b>38</b>	<b>4,442</b>	<b>4,892</b>

	2022	2022	2022	2021
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Funds balance at 1 January	6,269	-	6,269	5,516
Net incoming / (outgoing) resources	(1,377)	-	(1,377)	753
<b>Funds balance at 31 December</b>	<b>4,892</b>	<b>-</b>	<b>4,892</b>	<b>6,269</b>

Unrestricted funds are used for general purposes. There were no restricted funds in 2022. In 2023, there were €38,250.

### Analysis of Net Assets Between Funds

Fund balances at 31 December 2023 are represented by:

	2023	2023	2023	2022
	€'000	€'000	€'000	€'000
	Unrestricted	Restricted	Total	Total
Tangible assets	4,385	-	4,385	4,802
Current assets	1,020	38	1,058	1,057
Current liabilities	(1,001)	-	(1,001)	(967)
<b>Total net assets</b>	<b>4,404</b>	<b>38</b>	<b>4,442</b>	<b>4,892</b>

## 15 Legal form and share capital

Dogs Trust Ireland 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 (2022: €NIL).



# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 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 Ireland are council members (trustees of the corporate trustee) or employees of Dogs Trust UK. Dogs Trust UK prepares annual financial statements 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 a grant to the Charity of €3,200,000 (2022 - €800,000) during the year, of which none was outstanding at year end.

At the year end there was an amount of €16,000 (2022 - €17,000) owed to Dogs Trust UK, which does not have interest accruing. Dogs Trust UK has confirmed its support of Dogs Trust Ireland CLG for the duration of 2023.

## 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 €318,030 (2022 - €242,075). Employer contribution costs are attributed to the activity or function of the member of staff receiving the contribution. At year end, €NIL was due to the pension provider (2022 - €NIL).

## 20 Contingent liabilities

There were no contingent liabilities at the financial year end (2022 - €NIL).

## 21 Contingent assets

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

In October of 2023, the Charity were notified of a donation in relation to the Charity's "Training Academy" of €183,000. €84,000 of this has been recognised as income in 2023 and the Charity expect to receive the remaining €99,000 in 2024, contingent on successful completion of the "Research and Design Phase" of the "Training Academy".

## 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.

# Notes to the Financial Statements (continued)

for the year ended 31st December 2023

## 23 Financial instruments

	2023	2022
	€'000	€'000
<b>Financial assets</b>		
Financial assets measured at amortised cost	<b>579</b>	522
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<b>626</b>	684

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

Financial liabilities measured at amortised cost comprise 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 30th April 2024.

**With thanks to all  
the 2023 Dogs Trust  
Ireland team for  
their commitment  
and hard work.**



Aisling O'Brien  
Andrew Harold  
Ciara Murran  
Clare McCormack  
Claudine Kerr  
Dawn Kavanagh  
Eimear Cassidy  
Gillian McDermott  
Heather Ryan  
Jason Seagrave  
Jennifer Conefrey  
JoAnne O'Donovan  
John Quinn  
Katie O'Neill  
Kim Murphy  
Lisa Carey  
Maciej Trojanowicz  
Melanie Kevelighan  
Paul Cleary  
Sandra Ruddell  
Sarah Bennett  
Sarah Lynch  
Sarah Quinn  
Sinead Pierce  
Stephen Arnold  
Suzie Carley  
Yvonne Nolan  
Karla Dunne  
Conall McMahon  
Anna Fertiuk

Syed Ifthikar  
Brian Kershaw  
Lisa Sheridan  
Clara Deegan  
Jessica Brooks  
Aisling Garland  
Celia Madrid Delgado  
Niamh Curran - Kelly  
Lydia Burns  
Laura McCormack  
Hannah Marry  
Myah Dowling  
Johann Fox  
Cara Heatley  
Claire Carr  
Elaine O'Dowd  
Lisa O'Donovan  
Rebecca Smith  
Helen Lavery  
Laura Cooke  
Lucy Crowe  
Zoe Fox  
Ailbhe White  
Hannah McDermott  
Jacqui Ring  
Kira Cummins  
Shauna Murphy  
Evan Lyons  
Karen McLoughlin  
Sarah Phillips

Sinead Evesson  
Louise Regazzoli  
Isobel Solan  
Sinead Heffernan  
Alasdair Sheridan  
Mark White  
Niamh Kirwan  
Simone Caron  
Jill Hahn  
Emma Graham  
Amy Synnott  
Lauren Flood  
Leah Mongey  
Ruth Fagan  
Monique Ralph  
Valentina Obando  
Jelle Linssen  
Ruth Vallely  
Mark Doyle  
Emma Thornberry  
Rebecca Harry  
Lewize McCauley Crothers  
Anne Murphy  
Nicole O'Brien  
Jessica Trimble  
Kerri Sullivan  
Gabriela Leone  
Corina Fitzsimons

**[www.DogsTrust.ie](http://www.DogsTrust.ie)**

**Dogs Trust Ireland**

Ashbourne Road,  
Finglas, Dublin 11,  
D11 K003.

**T:** +353 1 879 1000

**E:** [enquiries@dogstrust.ie](mailto:enquiries@dogstrust.ie)

