

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES
AND CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED
31 MARCH 2015**

Company Number: 2808633

**WILLOWBROOK HOSPICE
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The trustees are pleased to present their report together with the financial statements of the charity for the year ending 31 March 2015.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name:	Willowbrook Hospice
Charity number:	1020240
Company number:	2808633
Chief Executive:	Mr N Wright
Registered Office:	Portico Lane Prescot Merseyside L34 2QT
Auditors:	Livesey Spottiswood Chartered Accountants & Registered Auditors 17 George Street St Helens Merseyside
Bankers:	National Westminster Bank Plc PO Box 25 5 Ormskirk Street St Helens Merseyside WA10 1DR
Solicitors:	Haygarth Jones 8 Hardshaw Street St Helens Merseyside WA10 1RE

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

The trustees serving during the year and since the year end were as follows:

Lady A K Pilkington MBE (resigned 19 March 2015)	Dr R Macmillan (resigned 19 March 2015)
Mr A Chick	Mr G H Slater (secretary)
Mr K Stringer	Mr J G Spencer
Mr D Corf	Dr K Beeby
Mr P Nee	Ms E Inglesby
Dr M G Van Dessel (appointed 22 May 2014)	Mr K Gallimore (appointed 19 March 2015)
Dr T Hankin (appointed 19 March 2015)	

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In accordance with the Articles of Association, at the Annual General Meeting the following trustees retire and, being eligible, offer themselves for re-election:

Mr J G Spencer

Sub Committees

**Finance
Group**

Mr D Corf (Chair)
Mr A Chick
Mr J G Spencer
Mr K Stringer
Mr N Wright (in attendance)
Mrs C Pilkington
Mrs N Saunders (in attendance)
Mr P Lloyd (in attendance)

**Human
Resources**

Mr J G Spencer (Chair)
Mr A Chick
Mr D Corf
Mr K Stringer
Mr N Wright (in attendance)
Mrs D Gelling (in attendance)

**Estates
Group**

Mr J G Spencer (Chair)
Mr A Chick
Mr K Gallimore
Mr D Corf
Mr A Perry (in attendance)
Mr N Wright (in attendance)
Mrs V Owen (in attendance)

**Strategy
Group**

Dr M G Van Dessel (Chair)
Mr A Chick
Mr G H Slater
Mr P Nee
Ms E Inglesby
Dr K Beeby
Mr N Wright (in attendance)
Dr A Coackley (in attendance)
Mrs C Haywood (in attendance)

Fundraising Group

Mr K Stringer (Chair)
Mr A Chick
Lady A K Pilkington MBE
Mr K Gallimore
Mrs J Reakes
Mrs J Beesley
Mr N Wright (in attendance)
Sister D Jones (in attendance)
Mrs C Pilkington/Mrs N Saunders (in attendance)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The company is governed by its Memorandum and Articles of Association.

The company is limited by guarantee, whereby every member of the company undertakes to contribute to the assets of the company in the event of winding up, while they are members or within one year after they cease to be a member, for payment of the debts and liabilities of the company contracted before they cease to be members, such amounts as may be required not exceeding £1.

Appointment of trustees

The trustees who have served during the year are set out on page 1. The trustees are appointed by the members of the company and every three years each trustee retires by rotation and may offer themselves for re-election in accordance with the Articles of Association.

Trustee induction and training

The trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction day they meet key employees

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and other trustees. Trustees are encouraged to attend appropriate external events where these will facilitate the undertaking of their role.

Organisation

The board of trustees administers the charity. The board meets on a bimonthly basis to manage the charity's affairs receiving reports from the various sub committees, details of which are set out on page 2. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters.

Risk Management

The trustees consider the major strategic, business and operational risks that the charity faces each year when considering budgets and business plans. Systems have been developed to monitor and control these risks to mitigate any impact that the risks may have in the future.

OBJECTIVES AND ACTIVITIES

The objectives of the charity are to provide free specialist palliative care, to patients through the expertise of our multi-professional team, to those who have need of it and are referred by their Healthcare Professional.

The principal activity of the subsidiary company, Willowbrook Hospice Trading Company Limited is that of the operation of Charity Shops and a lottery for the benefit of Willowbrook Hospice.

There have been no material changes in policy or objectives throughout the period.

The strategies employed to achieve the charity's objectives are to:

- establish, maintain and operate a hospice for the reception and care of patients
- provide medical or other treatment and attention for such patients through our in-patient, out-patient and day therapy services at the hospice
- ensure that the patient is the focus of our attention from the moment they arrive with us
- help each patient live with dignity and to achieve and regain the best quality in their lives, where possible
- offer a support system to help patients live as actively as possible before death
- offer a support system to help the family cope during the patient's illness and in their own bereavement

PUBLIC BENEFIT

The charitable aim of Willowbrook Hospice has been to help all St Helens and Knowsley patients at the end of their life and the people close to them, to have access to the best Palliative Care appropriate to their need.

Patient referrals have been made by Healthcare professionals and accepted according to those in most need of our clinical care. Services have been delivered free of charge to any patient from St Helens and Knowsley regardless of gender, ethnicity or religion.

The Hospice is regulated by the Care Quality Commission who have approved the Hospice to care for patients over the age of 18 years of age.

Our aim is to enhance the quality of life for each individual throughout all stages of his or her illness. Individual needs are continually re-assessed to ensure that care is the best it can be.

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STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Overview

In the year to 31 March 2015, Willowbrook Hospice received 1,198 patient referrals to its three main Hospice services. We cared for 837 patients, up from 780 patients last year, of which 577 were new to the Hospice and, of those, 76% had a cancer diagnosis.

55% of our new patients came from St Helens, 40% came from Knowsley and 5% came from outside our normal catchment area, mainly Halton and Liverpool.

Inpatient Services

During the year, we had 326 referrals and cared for 179 individual patients, of which 140 were new to our Inpatient Service and, of these, 91% had a cancer diagnosis.

A small number of patients were referred to us more than once throughout the year which resulted in a total of 193 admissions. All our admissions are prioritised according to clinical need, not disease diagnosis and although the majority of our patients had a cancer diagnosis, we provide End of Life Care for all patients referred to us irrespective of disease.

Despite undertaking a major refurbishment of our Inpatient Unit, using a grant from the Department of Health, we remained open 365 days during the year. For health and safety reasons for both patients and staff, we had to reduce the number of available beds, some of which were de-commissioned for a short period of time on a phased basis while the building work was undertaken. During the year there was a 15% reduction in available bed days to 3,105 and of these they were 91% occupied during the year. The average length of stay for inpatients was 16 days which decreased slightly from 17.5 days last year.

Over the last few years, we have found that we are caring for patients with more complex symptoms and co-morbidities which require them to stay longer in the Hospice than the national average length of stay of 13 days for a hospice of our size. It is hoped that the building of the two extra beds will reduce the demand from patients on our waiting list. It is unlikely that we could ever provide a bed for everybody in need, but as a charity we undertake to do what we can afford.

Of all the patients we care for on our Inpatient Unit, 52% were discharged back to their preferred choice of care, mainly back to their home, dispelling the myth that the Hospice is merely a place where you go to die.

We provide End of Life Care for those patients who would normally be admitted straight to hospital. Of those inpatients admitted to the Hospice, 30% were admitted from hospital and 70% from home. This has changed from last year where 20% were admitted from hospital and 80% from home.

This change in percentage terms underlies our expertise in providing Specialist Palliative Care for patients with more complex End of Life Care issues. Should this trend continue in the future, then we would be providing more support for hospital patients with very complex issues, leaving a gap to support patients with complex issues from home. This is one of the main drivers for looking at our ability to provide support for patients in the community as and when funding allows.

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Day Therapy Services

Last year we received 586 patient referrals to our Outreach Service and cared for 275 Day Therapy patients, of which 167 were new to the service. Over the year, each Day Therapy patients stayed with us on average for 8 weeks, attending one day per week during which time we helped improve the quality of their lives. This average stay is slightly lower than the 10 week average stay last year and is as a result of a change in working practices whereby we now provide more focused group sessions and more specific one to one support.

Of the 50 registered Day Therapy places a week, we achieve 74% attendance which is above the national average for a Hospice of our size and is an increase on the 65% attendance last year. We also offer a Breathlessness Programme for up to 10 places which includes not only patients, but also carers as well. Many of our patients with non-malignant diseases find this programme extremely beneficial. Our Day Therapy Service is well suited for non-cancer patients and of those new patients referred to the service, 46% had a non-cancer diagnosis.

Outpatient Services

Over the year, we cared for 383 patients, of which 270 were new to the Hospice and, of those, 78% had a cancer diagnosis.

In addition to the Medical Outpatient Clinics, there were also attendances at our Nurse, Physiotherapy, Complementary Therapy and Occupational Therapy Outpatient Clinics.

Clinical Support Services

Our Clinical Support Services reflect the holistic nature of Hospice Care which includes spiritual, social and psychological support. The service has helped many carers and families who greatly benefited from our specialist input.

St Helens Council, has permanently based one of their experienced Social Workers here at the Hospice. This integrated health and social care partnership working approach has made it more efficient to organise “packages” of care so that patients can be discharged and cared for more appropriately in their preferred place of care, which is normally their home. This service is supported by volunteers who have helped to extend the reach of this service providing a strong foundation for the future.

Education

The Hospice’s mission is to help support all those who are dying anywhere in the St Helens, Knowsley and surrounding areas. Although we can’t care directly for all patients who are dying, we can help to influence the care the patient receives, by improving the knowledge of the healthcare professionals who deliver End of Life Care support across the locality. This we do through our education programme.

The Hospice is a centre of excellence and delivers a number of internal/external training courses. From time to time, we receive restricted funds from the Merseyside and Cheshire Cancer Network. On their behalf, the Hospice Team delivers appropriate training courses for local healthcare professionals. This money is acknowledged in our accounts as restricted funds and can only be used for the delivery of Palliative Care Education.

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In the year to 31st March 2015, we taught 52 medical students from Liverpool University and had 30 nursing placements and 3 physiotherapy students from local universities. As a teaching unit, Willowbrook Hospice was able to offer placements for 3 GP trainees during the year.

Our quarterly Community Forum disseminated End of Life Care education and best practice to 39 care homes in our catchment area which provide a total of 1,663 beds. This education empowered professionals to support patients to stay in their preferred place of care and helped to reduce hospital admissions.

In collaboration with Marie Curie and Woodlands Hospice, the Integrated Palliative Care Medical Team delivered a very successful Palliative Care Education Course to 34 local GPs.

The Hospice medical and clinical teams help to facilitate weekly education “lunchbite” sessions inviting external speakers to deliver a wide, varied education programme to the Integrated Specialist Palliative Care Services from the Hospice, the hospital and community teams.

The Hospice once again renewed its membership of the NHS Core Learning Unit which enabled all Hospice staff to access accredited and mandatory up to date NHS Core Learning Courses. Many of these courses are generic organisational courses which are applicable to staff across the whole of the organisation.

Research

A research study was undertaken entitled “Factors associated with successful implementation of a carer support needs assessment tool (CSNAT) in Palliative and End of Life Care Practice” as part of a multi-centre research project with the University of Manchester led by Professor Gunn Grande.

The study involved the carers of patients attending our Outreach Services. At the end of the study period, the team felt it was extremely useful and have implemented this tool in the Inpatient Unit to provide greater support for carers.

Advance Care Planning Service

The Hospice remains committed to ensuring that more people are allowed to spend their last days in their preferred place of care and it is important that patients receive quality nursing and medical support.

The Hospice has an Advance Care Planning Service which is designed to improve End of Life Care across all settings. Since the team was formed in May 2012, they have educated 4,586 healthcare professionals in the use of “End of Life Care Tools”. They have promoted the uptake of the Preferred Place of Care document across Knowsley and St Helens – 84% of patients achieving their preferred place of care in Knowsley; 91% in St Helens and 92% in Halton.

The Team has also supported 10 more care homes through the Gold Standards Framework accreditation (3 Beacon, 4 Commend, 3 Pass). The Team has also supported 7 care homes through the Six Steps accreditation with 8 more working on their portfolios towards accreditation.

24/7 Specialist Palliative Care Helpline

Willowbrook Hospice provides an integrated Specialist Palliative Care telephone helpline to support local healthcare professionals to deliver better End of Life Care across a wide number of settings, 24 hours a day.

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Our aim is to help support the healthcare professionals to make the right decisions so that patients can be cared for confidently in their preferred place of care.

During the year we had 820 specific requests for advice. This service extends to healthcare professionals at Clatterbridge Cancer Centre and in Halton.

Willowbrook Discharge Services

Last year we were able to secure a £30,000 grant from St James' Foundation which along with investment of our own funds, we were able to set up a service called The Willowbrook Discharge Services. This money was used to employ extra staff to provide more support to patients close to the end of their lives. The support was mainly through assisted transfers back to a patient's preferred place of care.

These transfers were normally out of the hospital and the Hospice, back to a patient's home where they would be surrounded by their loved ones in familiar surroundings.

Despite providing a quality service empowering patients and carers and the service being well used with very positive feedback, regrettably, we were unable to secure sustainable funding from the Clinical Commissioning Group to continue this service. Notwithstanding this, it has enabled us to trial and learn from the project which will be a very worthwhile service as and when funding allows us re-introduce a similar type of service.

Care Quality Commission

Our last unannounced Care Quality Commission Inspection was in January 2014 which showed we were fully compliant with the essential standards for quality and safety. The full report is available on our website www.willowbrook.org.uk and at the CQC website www.cqc.org.uk

Fundraising

Fundraising is holding up well, not only in a difficult economic climate but also against a lot of other worthy local and national charities competing for support and donations.

It is pleasing to see that voluntary income went up again from £758,916 to £834,581 reflecting the hard work of our Fundraising Team and volunteers and from events organised by the kind people in the locality.

Charitable Trust income went down from £216,800 to £115,041 as last year we had received several large grants towards the refurbishing of the Inpatient Unit and the building of the two extra beds.

Legacies were up from £140,634 to £284,622. It is heart-warming that people value the work that we do and remember us in their wills. This is income which we cannot predict.

In memoriam and general donations income fell from £157,659 to £124,627. This fall was expected as we had to reduce the number of beds as a result of the building work which meant that we cared for fewer patients.

The Moonlight Walk, our biggest fundraising event, is complemented by a varied programme of events organised by the Hospice Fundraising Team to inspire people to support our cause. We are also grateful to the large number of fundraising volunteers who give their time so generously to raise money for the work that we do.

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Trading Company

Retail Services

The staff and volunteers in our Trading Company have continued to work extremely hard throughout the year to support the growth of our retail services. Over the last few years we have opened a number of shops and the surplus income being generated by these retail units is helping to support the development of care in the Hospice.

We are extremely grateful for the generous donations that we received from the communities we serve in St Helens and Knowsley. Our 7,500 sq.ft. donations warehouse in Sutton Road, St Helens enables us to hold a larger quantity of furniture. This has enabled us to supply our larger shops with better quality furniture, giving us a growing reputation for quality goods across the locality.

Through hard work, all staff and volunteers have been trained on modern electronic tills which capture Gift Aid sales of goods.

The staff and volunteers at Willowbrook Hospice retail shops were commended by Mac Azurri, the provider of our Gift Aid software, as one of their highest performing customers. The system enables the Hospice to generate higher income from the tax rebate from the sales without having to increase the volume of items sold. The staff and volunteers execute the Gift Aid sales in a very professional and polite manner.

Towards the end of the financial year, the Hospice opened a further retail outlet in Dovecot. Support for the shop from the local community has been tremendous and initial sales would suggest that the shop will make a good contribution towards the running of the Hospice.

Lottery

Our Lottery membership is increasing through the hard work of our self-employed lottery canvassers who are proving to be a great success. We started our financial year with 9,053 members on 1st April 2014 and on 31st March 2015 this had increased to 10,747. Of these 2,997 people paid by standing order, 3,553 by Direct Debit and 4,197 by cash or cheque.

It continues to be a significant aspect of our strategy to recruit members on Direct Debit, thereby reducing our reliance on physical cash collection and will provide a greater contribution to the Hospice as the membership grows.

Volunteers

The Hospice is well supported by 480 volunteers who are actively involved in the day to day running of the Hospice and in Fundraising. We would like to extend our gratitude to the volunteers, thanking them for the support they provide to the organisation.

The Hospice was delighted to receive notification from Buckingham Palace that our volunteers across the Hospice organisation have been recognised for their excellent loyal service by being awarded the Queen's Award for Voluntary Services by Her Majesty the Queen.

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The Hospice intends to celebrate and recognise the good work of our volunteers at a special volunteers' presentation evening in November, presented by the Lord Lieutenant, Dame Lorna Muirhead and hosted by Roger Johnson, our Patron and BBC broadcaster.

It is estimated that the 81,622 hours that the volunteers donated, saved the Hospice approximately £693,790 of costs in running the Hospice.

External Influences

We continue to hold meetings with the Clinical Care Groups in Knowsley and St Helens who have both indicated their positive support for the Hospice in the work that we do.

It was pleasing that, in a National Health Service where budgets are being cut, the CCGs were able to maintain their level of financial support from the year before. However, this is the fourth year running in which we have received the same level of grant which puts the onus on our charity fundraising to raise ever increasing amounts to keep pace with inflation, wage rises and service developments.

Having said that, although the CCG weren't able to support our on-going costs with a permanent increase in our grant, they were able to provide us with a £90,000 grant to cover some of the costs of installing a new electronic patient management system called System1, £45,000 of which was released in this financial year and £45,000 has been released post balance sheet date.

The national Government, Department of Health, St Helens & Knowsley CCGs have an aim to deliver care closer to home. The main focus of this initiative is to prevent patients being inappropriately admitted to hospital when they could provide better quality care at home. This is a principle which resonates with the Hospice and we are developing our future strategy whereby the Hospice will reach out to support End of Life Care in the community even more. This is one of the reasons for acquiring and refurbishing Alexandra House which will be mentioned later.

At 31st March 2015, both St Helens and Knowsley CCGs were still undertaking an End of Life Care Review of needs, providers and services which we understand has been completed but not yet released for general circulation.

It was hoped that these End of Life Care Reviews would have coincided with the Government's review of Palliative Care Funding which was due to report sometime early in 2015. The Government did provide a brief overview and suggested that the proposed model of Episodic Funding should be subject to further testing with a report coming out in the next few years.

We hope that this will have a positive effect on the income of the Hospice, although given the wide ranging financial austerity measures across the Government and particularly the NHS, and more locally the financial pressures being experienced by the CCG, although the funding may be more transparent, the reality may mean that we will receive very little extra funding.

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Department of Health Capital Grant

The Hospice was awarded a £663,000 Capital Grant towards a major refurbishment of the Inpatient Unit which has now been completed. The project created two new bedrooms, new annexe containing patient and visitor sitting room and new laundry, major changes to the kitchen and dining room and internal reconfiguration of the Ward Office and Drugs Room. The outside is accessed by French windows which allow beds to be pushed out so patients can experience the beautiful gardens. The bedrooms were also designed to be dementia friendly

We are grateful for the attention of Paragon Construction Ltd, a local St Helens company, who worked sensitively with the Facilities Team to enable us to keep as many inpatient beds open as long as possible. The project did over-run so we had no other alternative but to maintain a working Hospice whilst the work was being undertaken. As mentioned previously, we de-commissioned some of the beds whilst the work was going on which has had an impact on our charitable fundraising.

The Hospice was ably supported by KKE Architects, A C Robinson, Henry Riley and Co. and Rae Engineering who all provided support to the project.

Once the building had been completed, we were once again grateful to the Japanese Garden Society, North West Branch, who agreed to extend the second Japanese Garden as part of the external landscaping outside the new bedrooms and sitting room.

We are also grateful to Whitbread plc who enabled us to use their design house, SEA Design Group, to help design the interior of our new café in the style of Costa Coffee bringing not only a stunning professional design, but also a bit of normality for visitors, carers, relatives as well as staff, volunteers and, of course, the patients.

System1

We engaged outside consultant, Dave Farr of PDX Solutions Ltd, to project manage the implementation of the electronic patient management system, System1, which was successfully introduced across the Hospice without any problems. The Hospice, which had been using a paper-based system for the last 17 years, now has the capability to access patient files electronically which means that we can transfer patient details more quickly through the NHS system. This is especially important when patients are reaching the end of their life and may need to transfer between care settings in a timely manner.

Information Governance

In November 2014 we engaged the services of St Helens & Knowsley Health Informatics Service, Information Governance Team, to provide the Hospice's Information Governance. This has provided expert advice and support on completing an annual Information Governance Toolkit. There were 29 requirements as part of the Self-Assessment; we have achieved a satisfactory score rating following submission with a passing grade of 66%.

Whilst there is still work to complete, the Hospice now has a solid foundation to ensure that we are processing personal and sensitive information according to the various pieces of legislation and NHS Best Practice Guidance.

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Facilities

We have a dedicated Facilities Team which implements a planned preventative maintenance programme designed to keep the building in first-class condition. As the fabric of the Hospice is now over 18 years old, we anticipate a growing demand to replace various facilities as they wear out and need improvement and modernisation to meet our own demanding quality standards.

We will ensure that future budgets take into account the need to maintain the very high standards that we have set ourselves.

A decision was recently taken by the Trustees to introduce a back-up electricity generator which will enable the Hospice to function fully in the event of any electrical outage, maintaining services and access to electronic patient management records.

We were delighted, once again, to receive the RHS Gold Medal for our gardens at the North West in Bloom competition last year. The Award is testimony to our gardener and the loyal support of a small band of gardening volunteers who are totally committed to providing the best external environment for the benefit of our patients, carers, visitors, staff and volunteers.

Specialist Palliative Care Integration

The Hospice continues to house the St Helens and Knowsley Clinical Nurse Specialists, guided by a Community Consultant in Palliative Medicine. We also enjoy a close working relationship with the hospital Specialist Palliative Care Team at St Helens & Knowsley Teaching Hospital.

Dr Clare Littlewood, the founding Medical Director of the Hospice was seconded to the Marie Curie Institute from her position as Consultant in Palliative Medicine at Whiston Hospital. Shortly afterwards, Dr Alison Coackley, our Medical Director, decided to leave Willowbrook Hospice to further her commitment to Clatterbridge Centre for Cancer.

We have been in close communication with Whiston Hospital and the Clinical Commissioning Groups to discuss a more integrated approach to recruitment into these two vacant medical posts; the aim is to allow our doctors to work across care settings which will substantially improve the quality of care for our patients and lay a foundation for closer integration in the future.

Alexandra House

Over the last few years, it has been clear that the demand for our services is ever-increasing and that we need to start to build up our capacity to deliver care closer in the community.

To this end, we have been trying to identify suitable premises close to the Hospice. We were delighted when we were successful in being awarded a £475,000 grant from the Social Investment Business to purchase and refurbish a former Pilkington subsidiary head office called Alexandra House.

This new 9,000 sq.ft building set in two acres of land will enable us to build up our capacity to support more people at home.

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The building is to be a multi-purpose facility enabling our Fundraising Department to re-locate from Cloughton Street. Income will be generated through an on-site charity shop and café to cover the costs of running the building.

Part of the building will be given over to supporting carers of patients. There will be office accommodation for support staff and a large seminar room with the ability to hold 50-60 delegates.

We are very well supported by Socio Building Surveying Consultancy in project managing the refurbishment work which is being carried out by JMBC Building Contractors Ltd.

CONCLUSION

It was pleasing that the new extension and refurbishment of the Inpatient Unit was formally opened by Lady Kirsty Pilkington in recognition of her 25 years as Chairman of Willowbrook Hospice. Lady Kirsty retired from her position at the end of the Annual General Meeting last year and will be sadly missed but has been warmly welcomed as the first Willowbrook Hospice Ambassador.

The Trustees and Management Team are extremely grateful to all the staff and volunteers who continued to deliver a fantastic quality service for our patients, despite very challenging working conditions as a result of the building work.

We are delighted to have successfully implemented the System1 electronic patient management record which will help to improve the quality of care we provide for our patients. We are also looking forward to the opportunity of working more closely together with the hospital and community care teams to help improve the care for our patients.

FINANCIAL REVIEW

The Surplus of the group for the year amounted to £594,447 (year to 31 March 2014 - £264,911). Of this £477,524 related to a net increase in restricted funds, mainly invested into bricks and mortar property improvements and a further £32,953 related to unrealised gains on investments assets, leaving a modest operational surplus of £83,970.

Income

Total incoming resources were £4,434,156 representing an increase of £573,014 on the previous year's figure.

Voluntary income rose by £75,665. Most areas of voluntary income were robust and performed well in difficult economic times. Fundraising Income fell by £64,646. Income from Charitable Trusts fell by £101,759. In the previous year we received £101,500 from Trusts to supplement the grant from the Department of Health 'Room to Care' capital project. Income from Legacies rose by £143,988

Activities for generating funds saw an increase of £246,749. Gross income from trading subsidiary rose by £211,352, representing a continued excellent performance by the trading subsidiary. Events organised by the Hospice fell by £26,835.

Income from the CCG's was consistent with the previous year.

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Financial Review (cont)

Other Incoming Resources saw an increase of £250,164. The Room to Care project was completed in the year and we received income of £431,489 from the Department of Health towards this. In total over the two years the grant amounted to £663,000. We also received £45,000 funding for System 1- to implement an integrated patient record system. A further £45,000 was received post year end.

Expenditure

Total expenditure was £3,872,662, an increase of £273,906.

The costs of the trading company rose from £749,839 to £841,768, an increase of £91,929. As previously stated the gross income had risen by £211,352 and this allowed the trading company to increase the amount gifted to the hospice from £334,000 to £461,000 in the year to 31 March 2015 and forecast contribution of £612,000 in the year to 31 March 2016.

The cost of Charitable activities increased by £144,620 to £2,707,641. Medical and nursing salaries rose by £39,101, Expenditure was controlled as far as possible throughout the year. All costs are closely monitored at monthly finance meetings.

The charity continues to benefit from the dedication and commitment of its volunteers who give generously their time to the hospice and trading operations. The number of volunteer hours donated has increased by 9% in the past year to 81,622 hours. It is estimated that their contribution can be conservatively valued in the region of £693,790. We express our sincere thanks to all the people who have so kindly donated their time during the year.

Reserves Policy

The trustees have reviewed the Charity's need for reserves in line with guidance issued by the Charity Commission and have issued a detailed Reserves Policy. The Trustees believe that in addition to known commitments and having reviewed historical information and the nature of the charity's income streams it should hold between 3 and 6 months running costs in reserve. Any excess, unless otherwise approved by the Trustees, is to be used for the benefit of patient care. An analysis of reserves at 31 March 2015 reveals that of total reserves of £5,393,278, £1,154,000 was held as designated funds, £2,335,276 was held as restricted funds and £1,904,002 was held as unrestricted general funds. Liquid assets as at 31 March 2015 were £1,152,531 of which £753,803 were unrestricted liquid assets. This represents approximately 3 months running costs for the Hospice.

Investment powers and policy

Under the Memorandum and Article of Association, the Charity has the power to invest in any way the trustees wish.

The trustees have considered the most appropriate policy for the investment of surplus funds and have decided on the following approach:

1. Ensuring adequate short-term funds (< 1 year) are always available so as to enable the Hospice to meet its financial obligations to its employees and creditors. A minimum balance of £100,000 should be maintained at all times.
2. Investing in medium term funds (1-5 years). These investments are primarily for regular income and for capital growth over the five year period and would typically be represented by good quality bonds. No more than 75% of total funds will be invested in medium term investments.

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2015**

Financial Review (cont)

3. Investing in long term funds (> 5 years). These investments are for capital growth over the long term and would typically be represented by equities. No more than 25% of total funds will be invested in long term investments; however, in the exceptional circumstances of a sudden windfall receipt or market performance, this percentage may be exceeded. Any such exception will be reviewed at each Board Meeting.

Plans for Future Periods

Our priorities over the next 12 months will be to

1. Continue to provide high quality Specialist Palliative Care from the Hospice
2. Continue to collaborate with other Specialist Palliative Care colleagues to devise a more integrated way of working for the benefit of our patients.
3. Continue to work with St Helens and Knowsley CCGs to improve End of Life Care across the locality
4. Protect and consolidate our fundraising position in a difficult economic climate
5. Continue to grow our lottery by adding a further 1000 new members
6. Open two new shops as and when the opportunities arise
7. Successfully commission and open Alexandra House for the benefit of the local community.
8. We will work hard to obtain Level 3 Information Governance compliance
9. We will work hard to progress an Integrated Medical Model
10. We will develop a Patient-Carer Forum
11. We will roll out the new Care Record

Trustees' responsibilities in relation to the financial statements

Company law requires the trustees to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:-

- Select suitable accounting policies and then apply them consistently
- Make sound judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2015**

Statement as to Disclosure of Information to Auditors

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

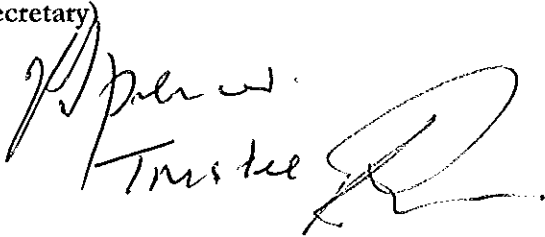
Auditors

A motion proposing the re-appointment of Livesey Spottiswood as auditors of the company will be proposed at the Annual General Meeting.

The Report of the Trustees and Strategic Report were approved by the trustees on 24 September 2015 and signed on their behalf by:



Mr G H Slater
(Secretary)



Trustee

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
WILLOWBROOK HOSPICE**

We have audited the financial statements of Willowbrook Hospice (Limited by Guarantee) for the year ended 31 March 2015 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in the preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustee's Responsibilities set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing our audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 and of the group's incoming resources and application of resources including its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

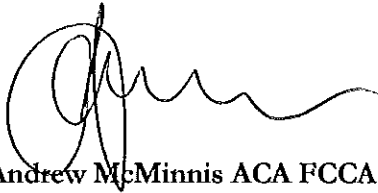
**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
WILLOWBROOK HOSPICE**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report if, in our opinion:

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



Andrew McMinnis ACA FCCA (Senior Statutory Auditor)
For and on behalf of Livesey Spottiswood
Chartered Accountants & Registered Auditors
17 George Street
St Helens
Merseyside
WA10 1DB

Date:

24/9/15

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2015**

	Notes	Unrestricted Funds £	Restricted Funds £	2015 Total £	2014 Total £
Incoming Resources					
Incoming resources from generated funds:-					
Voluntary income	2	834,581	-	834,581	758,916
Activities for generating funds	3	1,537,910	90,195	1,628,105	1,381,356
Investment income	4	35,318	-	35,318	35,240
Incoming resources from charitable activities	5	1,197,995	247,005	1,445,000	1,444,642
Other incoming resources	6	<u>8,063</u>	<u>483,089</u>	<u>491,152</u>	<u>240,988</u>
Total Incoming Resources		<u>3,613,867</u>	<u>820,289</u>	<u>4,434,156</u>	<u>3,861,142</u>
Resources Expended					
Costs of generating funds:					
Costs of generating voluntary income	7	271,269	-	271,269	249,324
Fundraising trading:					
Cost of goods sold and other costs	8	841,768	-	841,768	749,839
Charitable activities	9	2,370,376	337,265	2,707,641	2,563,021
Governance costs	10	<u>46,484</u>	<u>5,500</u>	<u>51,984</u>	<u>36,572</u>
Total Resources Expended		<u>3,529,897</u>	<u>342,765</u>	<u>3,872,662</u>	<u>3,598,756</u>
Net incoming resources before other recognised gains and losses		83,970	477,524	561,494	262,386
Other recognised gains/(losses)					
Unrealised gains on investment assets	15	<u>32,953</u>	-	<u>32,953</u>	<u>2,525</u>
Net Movement in Funds		116,923	477,524	594,447	264,911
Reconciliation of Funds					
Total funds brought forward at 1 April 2014		<u>2,941,079</u>	<u>1,857,752</u>	<u>4,798,831</u>	<u>4,533,920</u>
Total funds carried forward at 31 March 2015		<u>3,058,002</u>	<u>2,335,276</u>	<u>5,393,278</u>	<u>4,798,831</u>

The consolidated statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 22 to 35 form part of these accounts


**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**


CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2015

	Note	2015		2014	
		£	£	£	£
Fixed Assets					
Fixed asset investments	15		672,585		639,632
Tangible fixed assets	16		<u>4,493,971</u>		<u>3,576,667</u>
			5,166,556		4,216,299
Current Assets					
Stock		10,126		13,028	
Debtors	17	624,648		380,550	
Cash at bank and in hand		<u>475,272</u>		<u>475,063</u>	
		1,110,046		868,641	
Creditors: amounts falling due within one year	18	<u>(883,324)</u>		<u>(286,109)</u>	
Net Current Assets			<u>226,722</u>		<u>582,532</u>
Net Assets			<u>5,393,278</u>		<u>4,798,831</u>
Funds					
Unrestricted funds	19		1,901,865		1,757,715
Designated funds	19		1,154,000		1,179,000
Restricted funds	20		2,335,276		1,857,752
Non-charitable trading funds	19		<u>2,137</u>		<u>4,364</u>
			<u>5,393,278</u>		<u>4,798,831</u>

The accounts were approved by the trustees and signed on their behalf on 24 September 2015 by:-

TRUSTEE  (MRS SPENCER)

TRUSTEE  (MR K GALLIMORE)

The notes on pages 22 to 35 form part of these accounts.


**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**


CHARITY BALANCE SHEET

AS AT 31 MARCH 2015

	Note	2015	2014
		£	£
Fixed Assets			
Fixed asset investments	15	672,591	639,638
Tangible fixed assets	16	<u>4,453,593</u>	<u>3,522,626</u>
		5,126,184	4,162,264
Current Assets			
Debtors	17	605,008	385,241
Cash at bank and in hand		<u>479,940</u>	<u>469,028</u>
		1,084,948	854,269
Creditors: Amounts falling due within one year	18	<u>(819,991)</u>	<u>(222,066)</u>
Net Current Assets		<u>264,957</u>	<u>632,203</u>
Net Assets		<u>5,391,141</u>	<u>4,794,467</u>
Funds			
Unrestricted funds	19	1,901,865	1,757,715
Designated fund	19	1,154,000	1,179,000
Restricted funds	20	<u>2,335,276</u>	<u>1,857,752</u>
		<u>5,391,141</u>	<u>4,794,467</u>

Approved by the trustees and signed on their behalf on 24 September 2015 by:-

TRUSTEE  (for G SPENCER)

TRUSTEE  (for K GALLIMORE)

The notes on pages 22 to 35 form part of these accounts.

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2015

	Note	2015 £	2014 £
Net Cash Inflow from Operating Activities	1	1,010,261	256,767
Returns on Investments and Servicing of Finance:			
Interest received		35,318	35,240
Investing Activities:			
Payments to acquire tangible fixed assets		(1,045,370)	(313,298)
Increase/(Decrease) in Cash and Cash Equivalents	2	<u>209</u>	<u>(21,291)</u>

Notes to the Cash Flow Statement

1	Reconciliation of changes in resources to net cash inflow from operating activities	2015	2014
		£	£
	Net incoming resources before other recognised gains and losses	561,494	262,386
	Depreciation	128,066	123,539
	Loss on disposal of fixed assets	-	1,533
	Decrease in stock	2,902	3,257
	Increase in debtors	(244,098)	(159,292)
	Increase in creditors	597,215	60,584
	Investment income	<u>(35,318)</u>	<u>(35,240)</u>
	Net cash inflow from operating activities	<u>1,010,261</u>	<u>256,767</u>

2	Reconciliation of changes in Net Debt & Cash Flows		
	Net Cash		
	As at	Cash	Other
	1 April 2014	Flow	Non-Cash
	£	£	Changes
			As at
			31 March 2015
			£
	Cash at bank and in hand	<u>209</u>	<u>475,272</u>
	<u>475,063</u>	<u>209</u>	<u>475,272</u>

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2015**

1 Accounting Policies

Basis of Accounting

The accounts have been prepared in accordance with applicable accounting standards under the historical cost convention, with the exception of the investments which are stated at their mid market value and in accordance with the Companies Act 2006, Accounting and Reporting by Charities – Statement of Recommended Practice (SORP2005) and The Charities Act 2011.

Basis of Consolidation

The accounts have been prepared for the charity and its subsidiary, Willowbrook Hospice Trading Company Limited. A profit and loss account for the company has not been presented as permitted by Section 408 of the Companies Act 2006.

Fixed Assets

Fixed assets are capitalised at cost, where acquired, or management's approximate valuation of cost where donated. Items with a value of less than £500 are not capitalised.

Depreciation

Depreciation is calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:-

Buildings	50 yrs Straight Line
Furniture and Equipment	5-7 yrs Straight Line
Computer Equipment	2-4 yrs Straight Line
Motor Vehicles	4 yrs Straight Line

Investments and Shares

Fixed asset investments and shares are included at market value at the balance sheet date, apart from the gifted AIM and Channel Islands Stock Exchange listed shares which are recognised upon sale as explained in notes 2 and 15. Any gain or loss on revaluation is taken to the Statement of Financial Activities.

Stocks

Stocks are valued at the lower of cost and net realisable value.

Funds

Funds held by the charity are either:

- Unrestricted general funds – these are funds, which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds – these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

1 Accounting Policies (continued)

- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Donations and Grants

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the donation, grant or similar income and any conditions for receipt are met,
- the trustees are reasonably certain they will receive it; and
- the trustees are reasonably certain that the value can be reliably measured

Trading Income

Turnover of the subsidiary is the total amount receivable by the company for goods and services provided, excluding VAT.

Allocation of Costs

Costs are allocated between direct charitable and other expenditure according to the nature of the cost. Where items involve more than one category, they are apportioned between the categories according to the nature of the cost.

Leased Assets

Rentals payable under operating leases are charged against profits on a straight-line basis over the period of the leases.

Expenditure and Liabilities

General liabilities are recognised as soon as there is a legal or constructive obligation committing the group to expenditure.

Realised and Unrealised Gains/(Losses) on Investments

All realised and unrealised gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investment are calculated as the difference between the sales proceeds and the original cost of the investment. Unrealised gains and losses are calculated as the difference between market value at the end of year and opening market values.

Pension Costs

Willowbrook Hospice contributes to defined benefit contributory schemes on behalf of certain former National Health Service employees. These contributions are fixed by reference to quinquennial valuations by the Government Actuary. The company also operates a defined contribution pension scheme for other employees. Contributions payable for the year for both schemes are charged in the Statement of Financial Activities.

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

	Unrestricted	Restricted	2015	2014
	£	£	£	£
2 Voluntary Income				
General donations	500	-	500	12,699
Donated goods	1,822	-	1,822	-
Donated from fundraising events	308,469	-	308,469	243,823
In memoriam	124,127	-	124,127	144,960
Charitable trusts	115,041	-	115,041	216,800
Legacies	<u>284,622</u>	-	<u>284,622</u>	<u>140,634</u>
	<u>834,581</u>	-	<u>834,581</u>	<u>758,916</u>

In previous years the charity has been given holdings of shares in companies recently floated on the AIM and Channel Islands Stock Exchanges. The shares were issued with lock-in clauses, which prohibit their sale for a fixed period from the date of floatation. For this reason and because of the effect on the price of any sale in a narrow market, these donations have not been reflected as an incoming resource in the year of donation and it is intended to bring these into account as and when the shares are sold. Details of the shareholdings can be found in note 15 to the accounts.

	Unrestricted	Restricted	2015 Total	2014 Total
	£	£	£	£
3 Activities For Generating Funds				
Gross income from trading subsidiary	1,315,948	-	1,315,948	1,104,596
Events organised by the Hospice	207,542	-	207,542	234,377
Training programmes	2,420	90,195	92,615	30,383
Room hire	<u>12,000</u>	-	<u>12,000</u>	<u>12,000</u>
	<u>1,537,910</u>	<u>90,195</u>	<u>1,628,105</u>	<u>1,381,356</u>

	Unrestricted	Restricted	2015 Total	2014 Total
	£	£	£	£
4 Investment Income				
Charibond and Charifund income	32,344	-	32,344	30,755
Interest on cash held at bank	<u>2,974</u>	-	<u>2,974</u>	<u>4,485</u>
	<u>35,318</u>	-	<u>35,318</u>	<u>35,240</u>

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

	Unrestricted £	Restricted £	2015 Total £	2014 Total £
5 Incoming Resources From Charitable Activities				
CCG grants	1,197,995	224,447	1,422,442	1,437,200
Help for Hospices -- Discharge Support grant	-	<u>22,558</u>	<u>22,558</u>	<u>7,442</u>
	<u>1,197,995</u>	<u>247,005</u>	<u>1,445,000</u>	<u>1,444,642</u>
	Unrestricted £	Restricted £	2015 Total £	2014 Total £
6 Other Incoming Resources				
Catering income	7,741	-	7,741	8,058
Room to Care Grant	-	431,489	431,489	231,511
Alexandra House Grant for feasibility study	-	6,600	6,600	-
System 1 Grant	-	45,000	45,000	-
Other income	<u>322</u>	<u>-</u>	<u>322</u>	<u>1,419</u>
	<u>8,063</u>	<u>483,089</u>	<u>491,152</u>	<u>240,988</u>
	Unrestricted £	Restricted £	2015 Total £	2014 Total £
7 Costs Of Generating Voluntary Income				
Fundraising salaries	157,001	-	157,001	142,160
Other direct fundraising costs	72,296	-	72,296	74,721
Rent and rates	18,273	-	18,273	10,676
Support costs (note 11)	<u>23,699</u>	<u>-</u>	<u>23,699</u>	<u>21,767</u>
	<u>271,269</u>	<u>-</u>	<u>271,269</u>	<u>249,324</u>

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

8 Net Income From Trading Activities Of Subsidiary

In accordance with its Memorandum and Articles of Association, the trading subsidiary pays to the registered charity, whether by way of Gift Aid or otherwise, such sums as after due provision for the financial requirements of the business, shall absorb or extinguish profits which otherwise would be available for distribution. A summary of its trading results is shown below:-

	2015	2014
	£	£
Turnover	1,315,948	1,104,596
Cost of sales and administrative expenses	(841,768)	(749,839)
Management charges	<u>(15,407)</u>	<u>(17,861)</u>
Operating profit	458,773	336,896
Amount gifted to the charity	<u>(461,000)</u>	<u>(334,000)</u>
Retained in the subsidiary	<u>(2,227)</u>	<u>2,896</u>
The assets and liabilities of the subsidiary were:-		
Fixed assets	40,378	54,041
Current assets	66,374	68,432
Creditors: amounts falling due within one year	<u>(104,609)</u>	<u>(118,103)</u>
Total net assets	<u>2,143</u>	<u>4,370</u>
Aggregate share capital and reserves	<u>2,143</u>	<u>4,370</u>

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

	Unrestricted	Restricted	2015 Total	2014 Total
	£	£	£	£
9 Charitable Activities				
Medical and nursing salaries	1,300,539	23,982	1,324,521	1,285,420
Agency nursing costs	320	-	320	1,706
Uniforms	2,763	-	2,763	830
Nursing supplies	3,194	153,465	156,659	169,919
Advanced care planning	59,258	11,711	70,969	63,904
Discharge support costs	-	198	198	4,814
Catering salaries	93,253	-	93,253	84,246
Other catering costs	29,866	-	29,866	27,061
Cleaning and laundry salaries	78,762	-	78,762	75,963
Other cleaning costs	24,963	-	24,963	16,534
Repairs, renewals and maintenance	83,881	7,520	91,401	53,235
Training and recruitment	33,020	17,830	50,850	37,424
Insurance	10,954	-	10,954	12,911
Travel costs	6,850	-	6,850	7,145
Equipment hire	5,353	-	5,353	5,174
Heat and light	53,925	-	53,925	44,808
Printing, postage and stationery	38,334	-	38,334	36,381
Security	53,210	-	53,210	52,796
Helpline	-	33,250	33,250	28,472
Drivers, taxis and ambulances	12,045	-	12,045	10,927
Irrecoverable VAT	63,604	-	63,604	58,681
Depreciation - leasehold buildings	53,360	29,497	82,857	80,869
- fixtures and fittings	15,785	119	15,904	15,449
Loss on disposal of fixed assets	-	-	-	1,533
Allocation of costs to restricted funds	(59,693)	59,693	-	-
Support costs (note 11)	<u>406,830</u>	<u>-</u>	<u>406,830</u>	<u>386,819</u>
	<u>2,370,376</u>	<u>337,265</u>	<u>2,707,641</u>	<u>2,563,021</u>

	Unrestricted	Restricted	2015 Total	2014 Total
	£	£	£	£
10 Governance Costs				
Legal and professional fees	7,486	5,500	12,986	-
Auditor's remuneration	4,825	-	4,825	4,750
Support costs (note 11)	<u>34,173</u>	<u>-</u>	<u>34,173</u>	<u>31,822</u>
	<u>46,484</u>	<u>5,500</u>	<u>51,984</u>	<u>36,572</u>

**WILLOWBROOK HOSPICE
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**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

11 Support Costs

	Charitable Activities	Fundraising Activities	Governance Costs	2015 Total	2014 Total
	£	£	£	£	£
Management and administrative salaries	295,160	23,699	34,173	353,032	337,210
Printing, postage and stationery	57,501	-	-	57,501	54,571
Telephone and fax	15,263	-	-	15,263	13,024
Miscellaneous expenses	26,251	-	-	26,251	21,233
Depreciation – equipment, fixtures & fittings and computer equipment	<u>12,655</u>	<u>-</u>	<u>-</u>	<u>12,655</u>	<u>14,370</u>
	<u>406,830</u>	<u>23,699</u>	<u>34,173</u>	<u>464,702</u>	<u>440,408</u>

Support costs have been allocated to activities on the most appropriate basis. Management and administrative salaries have been allocated by proportion of time spent on the activity.

12 Staff Costs

	Group		Charity	
	2015	2014	2015	2014
	£	£	£	£
Wages and salaries	2,082,743	2,066,276	1,789,871	1,806,211
Social security	144,399	135,340	127,021	119,708
Superannuation	<u>96,238</u>	<u>85,381</u>	<u>89,677</u>	<u>83,738</u>
	<u>2,323,380</u>	<u>2,286,997</u>	<u>2,006,569</u>	<u>2,009,657</u>

The average number of full time equivalent employees of the charity analysed by function was:-

	Group		Charity	
	2015	2014	2015	2014
Direct charitable	44	42	44	42
Management and administration	18	18	13	13
Fundraising and publicity	<u>24</u>	<u>17</u>	<u>7</u>	<u>7</u>
	<u>86</u>	<u>77</u>	<u>64</u>	<u>62</u>

Numbers of employees who received remuneration in excess of £60,000 per annum are listed below:-

	Group		Charity	
	2015	2014	2015	2014
£60,000 - £70,000	1	1	1	1
£70,000 - £80,000	1	1	1	1

During the year, the company made contributions to defined benefit schemes in relation to higher paid employees amounting to £9,635 (2014 – £9,701)

Indemnity insurance for the trustees is covered at a premium of £1,535 (2014 – £1,535).

None of the trustees received any emoluments or expenses during the current or previous years.

**WILLOWBROOK HOSPICE
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**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

13 Net Income For The Year Before Taxation

The net incoming resources for the year before taxation is stated after charging:

	2015	2014
	£	£
Depreciation of owned assets	128,066	123,539
Operating leases - land and buildings	128,970	129,169
Auditors' remuneration	4,825	4,750
Auditors' remuneration - non audit services	<u>3,795</u>	<u>3,725</u>

14 Taxation

No liability to UK corporation tax arose on trading activities either for the year ended 31 March 2015 or for the previous year.

15 Fixed Asset Investments

a) Fixed Asset Investments

Group

	M & G Charibond Fixed Interest Fund	M & G Charifund Equities Investment Fund	Total
	£	£	£
Market value at 1 April 2014	373,817	265,815	639,632
Net unrealised investment gain	<u>19,575</u>	<u>13,378</u>	<u>32,953</u>
Market value as at 31 March 2015	<u>393,392</u>	<u>279,193</u>	<u>672,585</u>
Historical cost at 31 March 2015	<u>393,645</u>	<u>262,319</u>	<u>655,964</u>

Charity

As above			672,585
Investment in subsidiary company			<u>6</u>
			<u>672,591</u>

**WILLOWBROOK HOSPICE
(LIMITED BY GUARANTEE)**

**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

15 Fixed Asset Investments (continued)

b) Other Equity Shares

At the balance sheet date the charity held shares in companies floated on the AIM and the Channel Islands Stock Exchange, which have been donated in earlier years. The shares were issued with a lock-in clause, which prohibits their sale. As the lock-in periods expire, and as the shares do not fit within the charity's investment profile, attempts are made to sell them.

Advice has been sought from appropriate investment advisers and brokers and it would appear that the market in these shares is extremely narrow and very illiquid. The holdings are also of such a significant size that the market is not capable of absorbing the sale of the shareholdings without a material effect on the quoted price. Neither the trustees nor the stockbrokers are able to provide an opinion as to what the true market price for the shares would be. However, it is clear that the listed price very considerably overstates their value to the charity.

In the circumstances the trustees have prudently decided not to recognise the shares gifted in the year of donation and bring the proceeds into account when they are sold (see also note 2). Future proceeds will be reflected within incoming resources upon eventual sale.

Details of the current shareholdings are as follows:

Storyland Group Plc - 263,470 Ordinary Shares of 3p each

Baa Bar Group Plc – 500,000 Ordinary Shares of 3p each

Storyland Group Plc de-listed from the Channel Islands Stock Exchange on 7 January 2009.

Baa Bar Group Plc de-listed from the Channel Islands Stock Exchange on 18 December 2009. Baa Bar Group Plc entered administration on 15 May 2015.

**WILLOWBROOK HOSPICE
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**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

16	Tangible Fixed Assets	Long Leasehold Land & Buildings £	Fixtures Fittings & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
	Group Cost					
	At 1 April 2014	4,297,939	430,071	55,953	24,280	4,808,243
	Additions	896,901	74,391	84,384	-	1,055,676
	Disposals	<u>(11,202)</u>	<u>(136,294)</u>	-	-	<u>(147,496)</u>
	At 31 March 2015	<u>5,183,638</u>	<u>368,168</u>	<u>140,337</u>	<u>24,280</u>	<u>5,716,423</u>
	Depreciation					
	At 1 April 2014	861,800	299,663	49,026	21,087	1,231,576
	Charge for the year	82,857	38,618	3,854	2,737	128,066
	Eliminated on disposal	<u>(896)</u>	<u>(136,294)</u>	-	-	<u>(137,190)</u>
	At 31 March 2015	<u>943,761</u>	<u>201,987</u>	<u>52,880</u>	<u>23,824</u>	<u>1,222,452</u>
	Net Book Value					
	At 31 March 2015	<u>4,239,877</u>	<u>166,181</u>	<u>87,457</u>	<u>456</u>	<u>4,493,971</u>
	At 31 March 2014	<u>3,436,139</u>	<u>130,408</u>	<u>6,927</u>	<u>3,193</u>	<u>3,576,667</u>
	Charity Cost					
	At 1 April 2014	4,297,939	357,617	45,916	-	4,701,472
	Additions	896,901	71,404	84,384	-	1,052,689
	Disposals	<u>(11,202)</u>	<u>(136,294)</u>	-	-	<u>(147,496)</u>
	At 31 March 2015	<u>5,183,638</u>	<u>292,727</u>	<u>130,300</u>	-	<u>5,606,665</u>
	Depreciation					
	At 1 April 2014	861,800	273,479	43,567	-	1,178,846
	Charge for the year	82,857	26,016	2,543	-	111,416
	Eliminated on disposal	<u>(896)</u>	<u>(136,294)</u>	-	-	<u>(137,190)</u>
	At 31 March 2015	<u>943,761</u>	<u>163,201</u>	<u>46,110</u>	-	<u>1,153,072</u>
	Net Book Value					
	At 31 March 2015	<u>4,239,877</u>	<u>129,526</u>	<u>84,190</u>	-	<u>4,453,593</u>
	At 31 March 2014	<u>3,436,139</u>	<u>84,138</u>	<u>2,349</u>	-	<u>3,522,626</u>

All fixed assets are used in direct furtherance of the charity's objects.

**WILLOWBROOK HOSPICE
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**NOTES TO THE CONSOLIDATED ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2015**

	Group		Charity	
	2015	2014	2015	2014
	£	£	£	£
17 Debtors				
Income tax recoverable	12,055	18,000	12,055	18,000
VAT	13,551	-	11,270	-
Amounts due from subsidiary company	-	-	30,037	54,060
Other debtors	275,292	306,352	263,699	289,617
Prepayments & accrued income	<u>323,750</u>	<u>56,198</u>	<u>287,947</u>	<u>23,564</u>
	<u>624,648</u>	<u>380,550</u>	<u>605,008</u>	<u>385,241</u>

	Group		Charity	
	2015	2014	2015	2014
	£	£	£	£
18 Creditors: amounts falling due within one year				
Trade creditors	124,681	104,129	124,635	95,237
Social security and other taxation	37,955	39,949	33,362	36,035
Other creditors and accruals	155,688	142,031	96,994	90,794
Deferred income	<u>565,000</u>	-	<u>565,000</u>	-
	<u>883,324</u>	<u>286,109</u>	<u>819,991</u>	<u>222,066</u>

19 Unrestricted Funds

	General Fund	Designated Fund	Non Charitable Trading Funds	Total
	£	£	£	£
Balance at 1 April 2014	1,757,715	1,179,000	4,364	2,941,079
Movement in funds in the year	119,150	-	(2,227)	116,923
Transfer from Designated Fund	<u>25,000</u>	<u>(25,000)</u>	-	-
Balance at 31 March 2015	<u>1,901,865</u>	<u>1,154,000</u>	<u>2,137</u>	<u>3,058,002</u>

The trustees have established a separate designated fund equivalent to accumulated depreciation to ensure that monies are always available to replace essential fixed assets as and when they reach the end of their useful working lives.

