

**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2014**

**Registered Company Number: 06302132**  
**Registered Charity Number: 1121561**

**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**ELLENORLIONS HOSPICES**  
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**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2014**

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<b>Charity Name</b>	EllenorLions Hospices
<b>Status</b>	EllenorLions is a charitable company limited by guarantee Its governing document is a Memorandum and Articles of Association dated 4 <sup>th</sup> July 2007
<b>Incorporation and History</b>	EllenorLions Hospices was incorporated on 4 <sup>th</sup> July 2007 and commenced operation on the 1 <sup>st</sup> November 2007 following the merger of the activities of the Ellenor Foundation and the Lions Hospice.
<b>Charity Registration Number</b>	1121561
<b>Company Registered Number</b>	06302132
<b>Principal Office and Registered Address</b>	Coldharbour Road, Northfleet, Gravesend, Kent, DA11 7HQ
<b>Website</b>	<a href="http://www.ellenorlions.org">www.ellenorlions.org</a>
<b>Subsidiaries</b>	<p>EllenorLions Hospices Group has two subsidiaries; Ellenor Lions Hospices Trading Limited, Registered number 05985820 and Ellenor Lions Hospices Lottery Company Limited, Registered number 03116416.</p> <p>The principal activities of Ellenor Lions Hospices Trading Limited are to conduct the trading elements of the charity, mainly through the operation of charity shops in order to raise funds for the organisation.</p> <p>The principal activities of Ellenor Lions Hospices Lottery Company are to raise funds for the charity through the administration of a Lottery.</p> <p>The operating profits of both Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company are gift aided to the charity at year end.</p>
<b>Trustees serving during the year:</b>	Maurice Tutty (Chair from 1 <sup>st</sup> January 2014) Val Elms Barry Palmer John Pooley David Rolls Mary Saunders Dinah Williams Mark Lumsdon-Taylor Dr Shashi Auckloo Chris Tait (Chair to 31 <sup>st</sup> December 2014) Jo Chettleburgh Bibi Tabisim Katie Broadfield

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**LEGAL AND ADMINISTRATIVE INFORMATION (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**Trustees appointed during the year and since year end are:**

Jo Chettleburgh (1<sup>st</sup> September 2013), Bibi Tabisim (25<sup>th</sup> November 2013), Katie Broadfield (31<sup>st</sup> March 2014)

**Trustees retired and resigned during the year and since year end are as follows:**

Retired (AGM of 23<sup>rd</sup> July 2013): Colin Smith, Colin Dudley and John Hougham.

Resigned: Barry Clarke (23<sup>rd</sup> July 2013), Dr Anne Palmer (23<sup>rd</sup> July 2013), Dr Sashi Auckloo (1<sup>st</sup> February 2014) and Jo Chettleburgh (3<sup>rd</sup> July 2014)

Retired and re-elected: Val Elms (23<sup>rd</sup> July 2013)

**Senior Management**

**Chief Executive:**

Claire Cardy (from 1<sup>st</sup> April 2014)  
Carol Stone (retired 31<sup>st</sup> March 2014)

**Director of Patient Care:**

Jacquie Hackett (from 27<sup>th</sup> May 2014)  
Claire Cardy (until 31<sup>st</sup> March 2014)

**Director of Fundraising:**

Rachel Holweger

**Director of Finance & Resources:** Tim Hammond (Company Secretary)

**External Auditors**

haysmacintyre, 26 Red Lion Square, London WC1R 4AG

**Bankers**

Barclays Bank PLC, PO BOX 427, Maidstone, Kent,  
ME14 1TW

**Solicitors**

Martin Tolhurst, 7 Wrotham Road, Gravesend, Kent ,  
DA11 0PD

## TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2014

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### CHAIR'S INTRODUCTION

I would like to say a big thank you to everyone throughout our local community who provided us with invaluable support and much needed funds throughout the year. This is my first report as Chairman since succeeding Chris Tait in this role at the start of 2014. I am extremely grateful for the support from Chris who continues to serve on the Trustee Board as Deputy Chairman.

I am pleased to report on another year of progress for EllenorLions Hospices. As this report demonstrates this has been a challenging, yet successful year. A year in which we have continued to develop, improve and extend the quality of our specialist care to meet the growing demands placed on our services. In a rapidly changing health and social care environment and financially challenging times what has been particularly encouraging is the continued drive, passion and commitment of our expert team of staff and volunteers to rise to meet these challenges. The time and commitment given by our volunteers is an important part of our resources without whom we would not be able to deliver as much care as we do each year. This level of care and expertise can be best summed up by one of the many positive responses we received about our services from our patients and their families during the year.

*"2 weeks ago I felt deserted and close to climbing the walls. Not knowing who to turn to for advice and guidance...I'm so impressed by the extent of the caring and service which I didn't know was out there. Everyone is so kind and caring and brilliant"*

In November 2013, we received the results of our patient survey of which there were 1039 replies. The survey results showed that patients continued to rate various aspects of our hospice care very highly, such as being treated with respect and dignity, with sensitivity to their privacy, and patients expressed high levels of confidence in our staff and volunteers.

One of our most important strategic aims is to enable all our patients to die in a manner and a place of their choosing. I am pleased to report that we are on target with this aim and well above the national average. During the year 84% of all patients under the care of EllenorLions Hospices died in their place of choice.

What was particularly pleasing about this achievement was our collaborative working through a case management pilot 'Planning for Change' which aims to encourage GP surgeries to identify the 1% of their practice population in the last year of life that may frequently attend hospital as an urgent unplanned attendance. This initiative will assist in helping us identify a larger group of patients, that may not otherwise know of our services to enable them to achieve their preferred place of care/death, and avoid hospital attendance.

*"Excellent first experience of 'Planning for Change'. Time needed to expand range of patients and understand how service can be best used. Keep pushing us for referrals, we're overwhelmed at times so need it!!" (Quote from G.P.)*

At the end of this year, after 26 years with the organisation, our Chief Executive Carol Stone retired. I would like to thank Carol for her guidance in helping the hospice grow and for the professionalism achieved, as well as expanding our service expertise to reach more of our local community. As our Strategy and Future Aims show there is more we want to do to build on this work and I am pleased to welcome Claire Cardy as our new Chief Executive to take on this challenge. Claire, who was previously our Director of Patient Care, takes on this role with an accumulated wealth of expertise and experience. The Trustees fully support her and are confident we have the right person to lead this organisation in the delivery of our plans and ultimately to extend the outstanding care we provide to reach more patients in need of our services.

I look forward to reporting back on our progress in 2015 and letting you know how we are progressing with our strategic aims and the impacts we have made in our local community.

Maurice Tutty  
Chair of Trustees

**ELLENORLIONS HOSPICES**  
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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**OBJECTIVES, ACTIVITIES AND PUBLIC BENEFITS**

**Objectives**

EllenorLions Hospices' main aim during the year was to continue to carry out activities that support the view that everyone in need should be enabled, by good palliative care, to enjoy the best quality life possible and to die in the manner and place of their choosing.

EllenorLions' mission is to lead and co-ordinate the development of services, offering the best care for people approaching the end of life and where appropriate to provide a comprehensive, high quality hospice service for children, adults and young people.

**Care is provided:**

- for **all ages**, from the very young to the very old
- for **all diagnoses** – not just for cancer
- to support **all needs**, physical, practical and spiritual
- in **all places**, at home, hospital, care home or hospice
- to **all concerned**, patients, carers and families

**EllenorLions' Values are:**

- **Patient Centred**....patient care and family support is the motivation for and focus of all that we do.
- **Professional Approach**....the very highest standards in all that we do.
- **Compassionate Attitude**....unconditional kindness and caring in all that we do.
- **Team Ethos**....respect for our internal and external colleagues, and a commitment to partnership working.

The following Achievements and Performance, Financial Review, Plans for the Future and Risk Management sections are **EllenorLions Strategic Report** for the year ended 31<sup>st</sup> March 2014:

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFITS (continued)

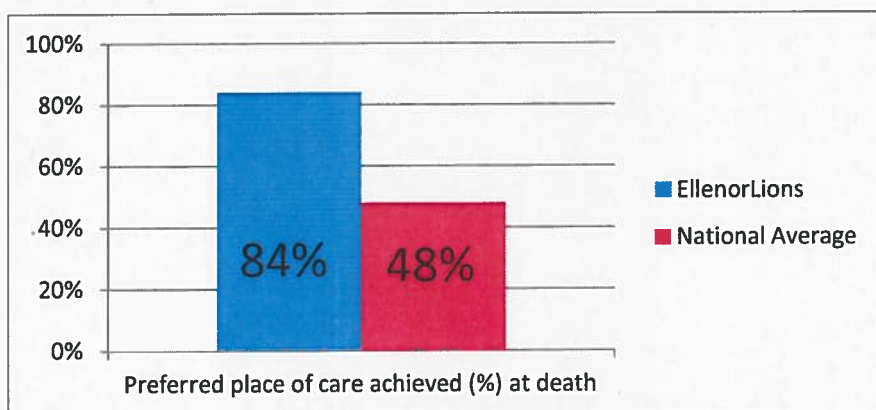
HOW DID WE DO?

Our patients are able to die in a manner and place of their choosing, reducing unnecessary hospital admissions

What did we say we would do?

We said we would continue to improve internally, and work collaboratively externally, to reach more people, to enable them to die in a manner and place of their choosing.

What impact did we make?



During the year we collated data to review all deaths and compare against the patients' stated preference. The results showed that 84% of patients known to our hospice services are able to die in their preferred place. This is significantly more favourable than the estimated national average figure of 48% for all deaths. (Source: National End of Life Care Intelligence Network)

Our end of life crisis support service provides hands-on care and emotional support in the home to people at the very end of life in a crisis situation. This project has continued to show great success during the year and has resulted in less than 1% of patients dying in hospital during the year.

We continued to work collaboratively to educate and train our community GPs, care homes and primary care organisations to ensure we identify and support those patients who are unaware of our specialist palliative services.

Our joint initiative with GP surgeries has been successful in preventing urgent unplanned hospital admissions. Evaluation from our care home training courses indicate that all staff attending develop their knowledge in the subject area and feel more confident in delivering palliative care. The palliative care delivered as a result of our care home training programmes resulted in fewer than 5% of residents dying in hospital. We have now appointed a Head of Education, Quality and Research to broaden this success with the aim to improve the quality of palliative care in care homes.

In this year we have worked collaboratively with our strategic clinical partners to help reduce the burden on hospital admissions caused by winter pressures by improving our referral response rates. This includes the appointment of a second full-time medical consultant who works across all hospice services and at the acute hospital trust, providing specialist palliative advice. The result of this work has been greeted with some positive feedback from these external agencies.

*"Just thought I would send a thank you. As you know we have been really struggling with the winter pressures and capacity issues. We have been trying to work more responsively as I know have you and we are very grateful for the teams admission rates particularly over the weekends and also the response to the out of area transfer last week. Looking forward to seeing what else we can achieve together... Thanks again"* (Quote from an Acute Hospital Manager)

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFITS (continued)

EllenorLions in the role of Specialist Provider

What did we say we would do?

We said our Transition Service has the potential to become a regional resource supporting young people from a wider geographical area. We would develop a steering group which would oversee the development of this area of our strategy, and we would make links with learning disabilities teams in order to develop opportunities for joint initiatives

What impact did we make?

Transition is widely recognised as a difficult and challenging time for young people and their families, facing a stressful time which is made more complicated by organisational barriers and obstacles in the way services are delivered. We have developed a range of services to help address some of these issues, including employing a Youth Worker. This has enabled us to support families to face these challenges especially those who live outside our normal catchment area where this service is minimal.

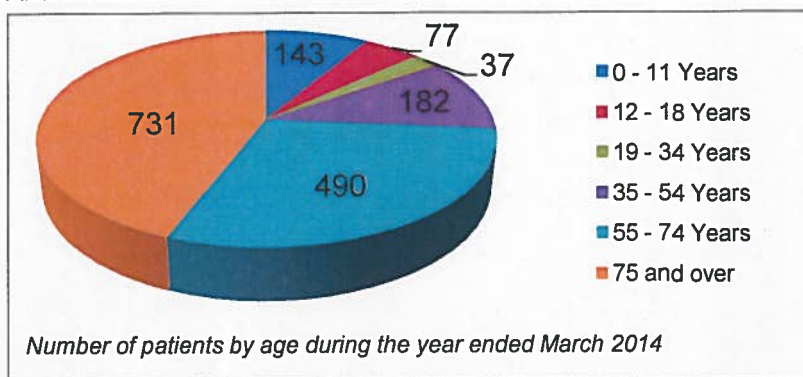
We have set up a steering group. We have reviewed the referral and assessment criteria for young people under our adult service, and developed better promotional materials for our various Transition services, such as the youth groups and inpatient admissions. We have arranged meetings with relevant commissioners to discuss and raise awareness of our service offer. We have had positive outcomes in achieving successful transition for several young people who use our In Patient Unit for planned admissions. Without our transition service many young people in Kent would not have access to an appropriate care setting.

Total Hospice Care for all ages and all diagnoses, 24/7, 365 days a year

What did we say we would do?

We said we would provide care for all ages, all ethnicity, when needed in our local community, which is free at the point of use.

What impact did we make?



We are proud of our expert palliative care team that has delivered specialist care to patients of all ages and all ethnicity during the year. We are the only hospice throughout the region of Kent that has the expertise to deliver care to patients of all conditions and all ages. In the year 402 of our patients were referred to us with non-cancer conditions. Our Inpatient Unit reached the target of admitting 30% of patients with non-cancer conditions. This 30% target compared very favourably against a national average of 8.6% (source: National Minimum Data Set 2012-13). There is more still to be done to increase the diversity and range of patients that come under our care and our aim is to have a target of 30% non-cancer patient referrals across all our services. Our 'hospice as hub' developments will address this further. In the year we made steps to broaden our reach by conducting research on the palliative care needs of our South Asian Community. This research was undertaken by a senior member of our Community Specialist Palliative care team. The report was published in the peer reviewed *International Journal of Palliative Nursing* and has led to a specialised palliative training course being set up, and an outreach service established at a Sikh community centre, with interpreters on hand.



**ELLENORLIONS HOSPICES**  
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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**OBJECTIVES, ACTIVITIES AND PUBLIC BENEFITS (continued)**

**EllenorLions in the role as Palliative Care Lead/Coordinator**

**What did we say we would do?**

We said we could best achieve this aim through the extension and further development of our carer support and care home work. We have a 2018 target to ensure that an effective service exists for carers in our locality. We will develop carer drop-in sessions to help support this, as well as continued participation in national research projects into assessment of carers' support needs.

**What impact did we make?**

During the year a new carers' drop-in session has been initiated. This has enabled carers to receive information and signposting to support services, as well as to gain peer support and social contact. We provided a carers' support session at the Sikh day centre, with an interpreter. We reviewed the evaluation of our ongoing carers' programme that we were providing to ensure it is meeting our patient carers' needs. We ran a successful well evaluated Carers' Course to ensure our patients' carers are supported to provide a good standard of care. We aim to build on this support by developing and implementing The Carers Support Needs Assessment Tool (CSNAT). The research project in to evaluating what tools carers need to provide a good standard of support has concluded and we will be launching that during this year. We will add to this by linking with external agencies locally, such as Carers First, to utilise services that are already in place to help the carers of hospice patients.

**Improving the accuracy and efficiency of our patient records system**

**What did we say we would do?**

We said following an internal audit, and Care Quality Commission inspection, that we would further improve the accuracy and completeness of patient records.

**What impact did we make?**

A small working group met to identify the priorities for patient records and to simplify the structure of the current database, incorporating paper documentation as well. It established clear standards for record keeping and set out an improved audit process to ensure effective monitoring and compliance with the standards. The improved system went live on 1<sup>st</sup> November 2013 and the resulting streamlined system has shown improvement in data collection and reporting on activity statistics, as an additional benefit.

**Other ACHIEVEMENTS**

**Adult and Children Clinical Services**

We have improved our delivery of total hospice care at home and in our hospice unit in Gravesend. The following lists some of the achievements during the year:

- We provided specialist palliative care to 839 adult patients in their own homes.
- All year round we admitted and cared for 255 patients in our bedded unit in Gravesend. 30% of these patients had non-cancer diagnoses compared to a national average figure of 9%.
- Our specialist bereavement service helps families to find inner strength. 1,551 contacts were made through face to face group work and 558 had individual counselling by a trained, accredited professional.
- Our total hospice service for Children and Young People in their homes provided care for 155 patients. 99% of those that died did so in their preferred place of care.
- Our Day Therapy Unit had 2,320 patient attendances during the year, including inpatients.
- Our hospital specialist palliative team cared for 211 patients.

**ACHIEVEMENTS (continued)**

**Improving the quality of our services through feedback from patients and their families**

**What did we say we would do?**

We said we would encourage all our services to actively listen, collect, and report on, feedback from our patients to ensure the quality of all our care remains of the highest standard, making additional improvements where necessary.

**What impact did we make?**

We set up a User Involvement Group to implement a forum to ensure all services do actively collect and report back service user experiences. The following is a small selection of the feedback we have received during the year.

Thanks for making our mum and wife last weeks of her life peaceful and painfree. Words cannot express our gratitude to you all.

I would like to thank the staff and helpers of EllenorLions Hospices for taking care of our uncle who passed away in the hospice before Christmas. He loved the hospice. You brought him solace, light and love in his dying days.

We know that she didnt want to know you initially, but we are so grateful for all your help. Your care and compassion from everybody involved was absolutely wonderful. We cannot thank you enough. Yesterday was a very tough day but we are all so pleased that she was in your care for a few short hours at the end of her life.



To all staff, we would like to thank you for you care in his final days. In the short time he spent here he was treated with such respect and dignity. It was a comfort to us, his family to know that he was in such good hands. We will always remember your kindness. Bless you all...

Words cannot explain how I feel about the exceptional kindness and support given by all the staff and volunteers at the hospice. It is a frightening and daunting time and dad was only with you for a few days, but all your kindness and time, is beyond words. Dad died peacefully and the nurses have the patience of angels. You were so kind with Daddy and spoke such gentle words to him. You gave him the courage to move on to a different place. The nurse's radiate such love and affection and they show such love to their patients. Nothing was too much trouble. Thank you for looking after my dad in his final hours.

Each year, the organisation is required to submit a Quality Account to the Secretary of State for Health, to demonstrate how we spend our NHS funding. As part of that, the commissioners submit a comment on the report submitted. This is an excerpt from the Head of Quality and Safety, who reviewed the account:

*"In conclusion, the report identifies that quality is a high priority for the organisation. It demonstrates that service users are at the forefront of its service provision and that it is central to its operations".*

**ELLENORLIONS HOSPICES**  
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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**ACHIEVEMENTS (continued)**

**Developing funding and resources to enable the core business of care and support to be sustained**

**What did we say we would do?**

We said we would continue to maximise our net income from our fundraising, trading and investment activities. We would implement a fundraising strategy to develop and improve net returns to help us meet our 5 year financial strategy. This includes developing the potential of our events programme, lottery campaign and major donations. We also said we would invest in new shops and further invest and develop the net contribution from our existing portfolio of shops. We said we would continue to develop our infrastructure of facilities and systems.

**What impact did we make?**

We raised an additional income net of expenditure of £809k from our Fundraising, Trading and Investment activities. This was an increase of 26% over the previous year. Although, part of this increase was a result of an interim legacy received, of £500k, which is restricted against a future capital project, the remaining £309k was due to the improvements made in the return on investments in Fundraising and Shops. The implementation of our new Fundraising strategy at the start of the year is starting to develop net income growth. We targeted and opened two new shops during the year and we have been encouraged by the initial trading performance. We also refurbished some of our existing stores to modernise, improve customer experience and financial performance. We were more efficient with our return from investments in Fundraising and Trading spending £3k less expenditure than the previous year.

During the year we improved our inpatient unit facilities at Gravesend with the aid of a restricted NHS England grant of £442k. This grant enabled us to have a much needed refurbishment of our bathrooms and install an improved ventilation system throughout the ward. Since the work has been completed at the end of December 2013, we have been very encouraged by the positive feedback from patients and their families regarding the improvements made to their care environment.

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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**FINANCIAL REVIEW**

**What did we say we would do?**

The financial year ended 31<sup>st</sup> March 2014 was the first year of a 5 year financial strategy. The 5 year financial strategy approved by the Trustees has a target to improve our long-term financial stability to ensure we have sufficient funds to grow and maintain the growing demand for our services. We said we would achieve this through investing in areas of fundraising and trading that can increase our net income returns, provide resource to obtain further statutory funding to increase our service reach and improving the efficiencies of our support infrastructure. As this is the first year of our financial plan we had a target to provide sufficient funds for investment to accelerate future net funds, invest in improving the effectiveness of our facilities and at the same time maintaining our reserves by not spending more than we raised.

**What impact did we make?**

The net surplus of £1,025,588 (2013: deficit £200,340) at the end of the year demonstrated we are on track against this financial strategic target. Total income increased by £1,298,360 against the previous year. This was supported by a small increase in annual expenditure of £75,286. Although of this total income increase, £941,665 was received in the form of restricted capital funds, the majority of which will incur future expenditure against it, we were pleased that the remaining £356,695 increase was a result of improvements made in net voluntary and charitable activity funding. This year 68% (2013: 69%) of our total income was through voluntary income, shops, lottery and legacies. The remaining 32% came from charitable activities and investments, including grant in aid funding from the NHS West Kent, local authorities and Primary Care Trusts.

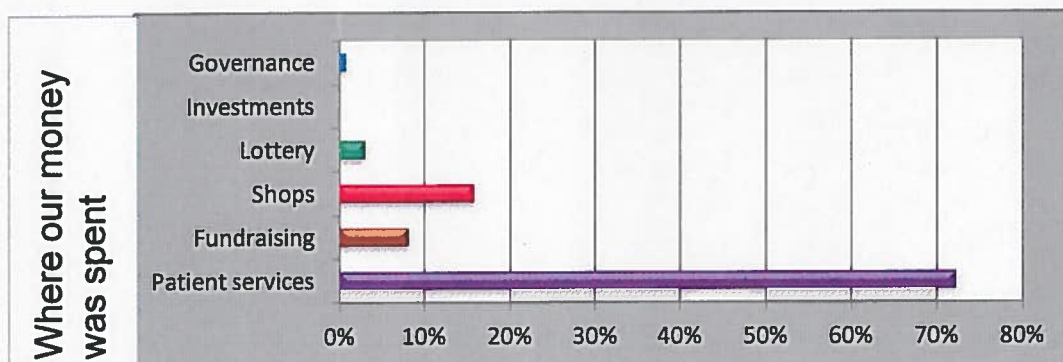
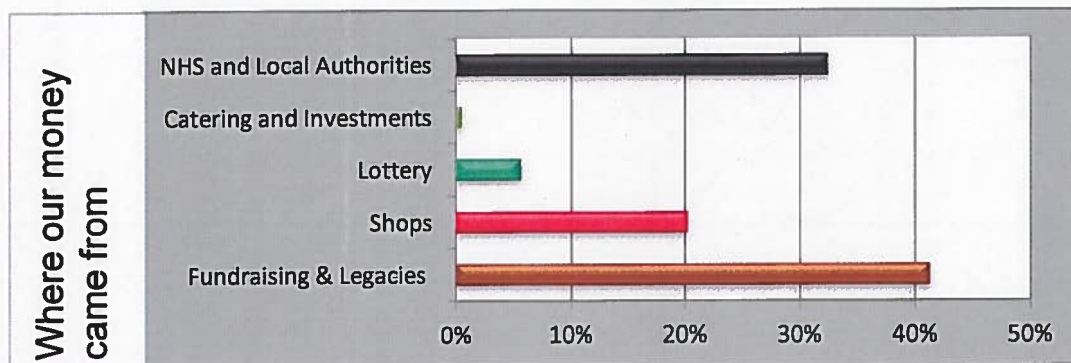
An operating profit of £693,289 (2013: £519,268) was received from our trading activities. The aim of our trading activities is to generate net surpluses to help fund our care; net surpluses from our trading activities are gift aided to the charity at the end of each year. The trading activities are undertaken through two of our subsidiaries; Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Ltd. The largest of these trading activities is our network of 15 shops (2013: 13 shops), we opened two new shops during the year. Our shops generated a total operating profit for the year to the charity of £482,374 (2013: £364,435). The remaining £215,689 (2013: £154,833) operating profit came from our lottery.

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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**FINANCIAL REVIEW (continued)**



72.2% (2013: 72.0%) of our total annual expenditure was spent directly on charitable activities. We spent £70,690 more on our charitable activities in comparison with the previous year. During the year we only increased our costs of generating funds by £3,403 to generate £356,695 more income.

We would like to thank all our supporters who helped us increase net income during the year; the many individual and corporate supporters and grant making bodies, all of whom provided the majority of our funding. 75% of charitable annual running costs are reliant on voluntary income through these supporters.

We are also grateful for the support we had from our local Dartford, Gravesham and Swanley Clinical Commissioning Group (CCG). We were recognised as a key provider of specialist palliative care and partner in strategic planning in the region. Through Grant-in-Aid funding they help contribute to cover 25% of our charitable running costs. This year we successfully worked in partnership with the CCG to help reduce the pressures on hospital admissions during the winter months.

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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**RESERVES POLICY**

The Trustees have agreed a reserves policy with a target to have enough free reserves to maintain 6 months of the charity's operating costs. The Trustees believe this level of funds is necessary to ensure an uninterrupted provision of its charitable activities due to the unpredictable nature of the charity's incoming funds.

Whilst the Trustees and the Senior Management Team are confident that the organisation has good internal management of cash flow and budgetary processes, the timing of incoming funds into the charity is always difficult to predict due to their nature. The Trustees and Senior Management monitor and review cash reserves on a weekly basis. The charity relies predominantly on incoming funds from voluntary income via Fundraising. The receiving of certain elements of this type of income, such as legacies and general donations, can be hard to predict and forecast, therefore the charity requires cash reserves to maintain working capital and smooth out these fluctuations.

The cash reserves of the charity have increased from £174,814 to £658,517 during the year mainly due to an interim capital restricted legacy being received of £500,000. This money has yet to be spent and will be used to fund some needed capital projects to improve the hospice infrastructure and services.

On a like for like basis the charity's end of year cash reserves rose by £83,703. The increase in cash reserves was small because some reserves have been used for necessary fundraising, trading and systems investments to create future net cash growth as part of the financial strategy target to increase our reserves target to support and maintain future care needs.

Additional to these cash reserves, the charity owns three freehold investment properties valued at £585,000 as at 31<sup>st</sup> March 2014. During the financial year the charity had a secured loan against part of these investment properties, which was repaid on 1<sup>st</sup> August 2014 (post year-end).

At the end of this year our available general funds totalled £1,406,310 of which £585,000 is represented by the investment properties leaving £821,310 of available funds which represents less than three months of charitable activity annual expenditure. Whilst we are on target for our financial strategy to have a long-term sustainable working capital, increasing our free reserves to 6 months to cover charitable operating costs remains a key strategic objective for the charity over the next 4 years. Therefore we need to continue raising awareness of the support needed from local community to acquire funds to maintain our running costs and meet the increasing demands for our services.

## **FUTURE PLANS**

We are one year into our 5 year strategic plan for 2013 to 2018. This plan is aligned to our vision that everyone in our communities, in need of Palliative Care, receives a high standard of service, to enable them to enjoy the best possible quality of life and that *'the last days are not lost days.'*

In developing the 2013-18 strategic plan for the organisation, particular attention was paid to the rapidly changing health and social care environment. The Board and the Executive Team looked at how the hospice could extend its services to meet the growing needs of the local population, enabling more people to receive care in the place of their choice.

Our care strategy has been developed further, and some key objectives have been set in order to achieve the overall aim to reach more people who need our care. These relate directly to the priorities we have set, following consultation with a range of stakeholders including patients, relatives, staff, volunteers and external colleagues.

The key priorities for the year 2014-15 are as follows:

### **Review of referral criteria and process**

The organisation recognised the need to review its referral criteria and process in order to assess the needs equitably on referral to provide a more responsive service to a wider population of patients with less specialist needs.

Through feedback from professionals on how we managed referrals, and the confusion associated with our services; we identified that our referral criteria and process were complicated and our service offer unclear at times. We have been committed to streamlining it for our professional colleagues and improving the process internally.

We aim to implement a single point of referral into the organisation. A small working group will identify the essential information required for a referral and adapt the criteria in order to improve accessibility to more patients, with less specialist needs, through a simplified process

We will also develop a model for a referral/ triage team and develop new pathways of services. We are planning to introduce assessment clinics, and increase accessibility by offering sustained out of hours admissions into the In Patient Unit.

We will also introduce a more comprehensive advice line and an enhanced educational offer to healthcare professionals.

### **Develop and introduce 'hospice as a hub' model**

As part of our role as lead provider of end of life care we strive to innovate wherever possible. The organisation is committed to provide a co-ordinated approach of assessment and care and we recognised the need to improve our accessibility and service provision in order to provide more flexible services to a wider population. We will do this by offering patients with less complex needs access to a full range of our holistic care services.

A small working group is developing a range of more flexible service offers and unbundled packages of care at different levels of patient and family needs. We will review service operating times, and aim to provide 'drop in sessions', self-directed care and structured group programmes. Part of the 'hospice as a hub' model will include developing the volunteer role for our less dependent patients and carers, and changing the way we care for some of our patients. We will also be looking to improve our therapeutic and creative activity, promoting a wellbeing and rehabilitation model of care. We will work in partnership with our external care professionals to link with local services that offer support to other conditions such as renal, cardiac and joint clinics. Through these initiatives, we aim to reach 30% non-cancer conditions across all services by the end of 2015. The outcome of the 'hospice as a hub' model will also further improve carer support.

### **Develop service user involvement forum**

The organisation recognised the need to ensure that service users inform and influence the development of services and provision of high quality care that meets their needs. The views of service users have always been valued and used to plan care and develop services. Regular feedback has been sought through a range of measures and any actions taken as a result.

A working group is developing a forum model, similar to successful models developed at other hospices, which will gain negative and positive feedback in an environment that all service users feel comfortable to express their views. Every service area will complete a patient and family satisfaction survey. Results will be collated, shared and action points implemented.

**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**FUTURE PLANS (continued)**

**Developing funding and resources to enable the core business of care and support to be sustained**

We need to continue to ensure that we maximise our net income from our fundraising, trading and investment activities. We will continue to monitor progress against the fundraising strategy to develop and improve net returns to help us meet our 5 year financial strategy. This includes further developing the potential of our events programme, lottery campaign and major donations. Through this strategy we are targeting our fundraising into new areas. What we are finding through this is that new potential supporters find our current branding confusing. We also know that the fundraising climate is getting more competitive. Therefore in the coming year we will be reviewing our brand to ensure that our identity is simple and clear to potential supporters, so they understand who we are and what we do. This brand work will help us improve the awareness of our services and the requirement of more voluntary income to sustain and develop our care, to help more patients and their families.

We will continue to invest in new shops with a minimum target to acquire an additional two more by the end of next year. We also have ambitious plans to further develop the net contribution from our existing portfolio. This includes the continued modernisation through a prioritised rolling refurbishment programme in our existing stores and installing EPOS equipment through the chain to increase net income through gift aid sales and improve the quality of data for operational decision-making.

We plan to continue to develop Staff and Volunteers, an important and valuable resource for the charity. We aim to continue to improve our training resources and supported this aim through the appointment of a new Head of Clinical Education. We will also be replacing our current outdated HR & Training software to implement more sophisticated user friendly software which best fits our growing complexity and development. We continue to recognise the value of our staff and we will continue to make improvements to ensure we have fair and equitable terms & conditions. We recognised this through our Pay and Conditions Committee where we approved the implementation of a fairer and more transparent salary structure. This included recognising the economic pressures on some of our lower paid staff and we have agreed to implement a Living Wage in 2014 to help support this issue.

We want to continue to develop our infrastructure of facilities and systems. A priority objective is to continue to seek funding to complete the improvement of our IT infrastructure over the next year. This will enable us to have systems and processes that deliver performance, capacity and stability. Also over the coming year, we will be embarking on a more rigorous review of our current and future accommodation needs and implement plans to ensure our facilities are able to support and sustain the increasing demand for our care services.



**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

EllenorLions Hospices is governed by its Memorandum and Articles of Association under the stewardship of a maximum of 14 Trustees. Trustees are appointed by the members of the company and annually one-third of Trustees retire by rotation and may offer themselves for re-election in accordance with the Articles of Association.

The Board of Trustees meet on a quarterly basis to set and review the strategy of the charity. The Chief Executive is appointed by the Board and is responsible for the day to day management of the charity with the support of the Senior Management Team. To facilitate effective operations, the Chief Executive has delegated authority for operational matters.

The Board of Trustees is fully committed to the financial stewardship, quality and safety of the charity. The hospice has a well established governance structure, with members of the Board having an active role in ensuring that the hospice provides a high quality service in accordance with its Statement of Purpose. Sub-committees with Trustee representation are well established in order to monitor and review services. Last year a revised Risk and Governance Committee was established, to provide a forum for regularly reviewing the Risk Register and identifying the priorities to improve. This committee reports to the main Board regularly and the full Risk Register is presented annually or anytime a Trustee requests it.

The Board is advised by a comprehensive range of sub-committees, the membership of which not only consists of Trustees and Senior Management but also advisory expertise in the form of honorary members. The regular sub-committees are:

- Care Clinical Governance Committee
- Finance and Investment Committee
- Risk and Governance Committee
- Voluntary Income Generating Committee
- IT Strategy Committee
- Pay and Conditions of Service Committee

The Pay and Conditions of Service Committee meets twice annually. This Committee reviews the organisation's staff terms and conditions to help ensure equity and best practice, making recommendations to the Board where necessary.

All the other sub-committees meet on a quarterly basis and present reports to the full Board. With notice, any of the Trustees can call a meeting of Trustees.

The Board of Trustees regularly review the quality of service provision to patients and their families. One of the Trustees undertakes an annual audit visit. During visits, the Trustee inspects different parts of the organisation and seeks views of patients and staff. At the last visit, carried out in May 2013, the Trustee found that patient care remained the main priority. Staff reported that communication was generally good. There were concerns expressed, particularly in one department, that staff shortages and staff sickness could adversely affect performance. Since this visit, vacancies have been filled and the sickness absence resolved.

Patient and family experience is important to us and every comment received, however informal, is followed up. We strive to do the very best we can and are grateful to those who help us identify areas where our care can be improved. We participate in the national hospice patient survey, as well as our own internal surveys, and we have a suggestion box for comments at the hospice. We work on a no blame culture and encourage staff to feel able to identify situations they are finding difficult. The charity encourages a culture of openness without fear or favour. There is a mechanism to enable staff to raise concerns outside of the line management structure.

The Board is confident that the treatment and care provided by the Hospice is of high quality and is cost effective.

**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**STATEMENT OF TRUSTEE RESPONSIBILITIES**

The Trustees (who are also directors of EllenorLions Hospices for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

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

**ELLENORLIONS HOSPICES**  
(A company limited by guarantee)

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

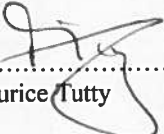
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**PROVISION OF INFORMATION TO AUDITORS**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable group's auditors in connection with preparing their report and to establish that the charitable group's auditors are aware of that information.

In approving this Trustees' Report, the Board also approve the Strategic Report included here in their capacity as company directors. This report was approved by the Trustees on 8<sup>th</sup> September 2014 and signed on their behalf, by:

  
.....  
Maurice Tutty

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELLENORLIONS HOSPICES

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We have audited the financial statements of EllenorLions Hospices for the year ended 31 March 2014 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement, and the related notes. The financial reporting framework that has been applied in their 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 its members, as a body, for our audit work, for this report, or for the opinion we have formed.

### *Respective responsibilities of Trustees and auditor*

As explained more fully in the Statement of Trustees' Responsibilities set out in the Trustees' Report, 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 (APB's) Ethical Standards for Auditors.

### *Scope of the audit of the financial statements*

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditsscopeukprivate](http://www.frc.org.uk/auditsscopeukprivate).

### *Opinion on financial statements*

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's and group's affairs as at 31 March 2014 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 United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### *Opinion on other matter prescribed by the Companies Act 2006*

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

### *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 to you if, in our opinion:

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



Richard Weaver (Senior Statutory Auditor)  
for and on behalf of haysmacintyre, Statutory Auditor

26 Red Lion Square  
London  
WC1R 4AG

22 September 2014

**ELLENORLIONS HOSPICES**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating Income and Expenditure Account)

**FOR THE YEAR ENDED 31 MARCH 2014**

INCOMING RESOURCES	Note	Restricted funds £	Unrestricted Funds £	Total 2014 £	Total 2013 £
<b>Incoming resources from generated funds:</b>					
Voluntary income	2	538,090	2,381,052	2,919,142	2,256,648
Activities for generating funds:					
Trading company	3	-	1,434,456	1,434,456	1,303,658
Lottery company	3	-	399,465	399,465	380,258
Catering services		-	18,593	18,593	21,293
Investment income	4	-	15,103	15,103	19,750
<b>Incoming resources from charitable activities</b>	5	581,417	1,719,186	2,300,603	1,807,395
<b>TOTAL INCOMING RESOURCES</b>		<u>1,119,507</u>	<u>5,967,855</u>	<u>7,087,362</u>	<u>5,789,002</u>
<b>RESOURCES EXPENDED</b>					
<b>Costs of generating funds:</b>					
Costs of generating voluntary income	6	-	491,243	491,243	463,843
Fundraising trading:					
Trading company	3	-	959,981	959,981	947,601
Lottery company	3	-	183,809	183,809	225,464
Investment property expenses			5,259	5,259	6,787
<b>Charitable activities:</b>					
Services for adults		34,329	3,222,067	3,256,396	3,401,891
Services for children and young people		186,648	936,141	1,122,789	906,604
Governance costs		-	42,655	42,655	34,656
<b>TOTAL RESOURCES EXPENDED</b>	9	<u>220,977</u>	<u>5,841,155</u>	<u>6,062,132</u>	<u>5,986,846</u>
<b>NET (RESOURCES EXPENDED)/ INCOMING RESOURCES BEFORE INVESTMENT GAINS/(LOSSES)</b>					
		898,530	126,700	1,025,230	(197,844)
Loss on disposal of investment property	13	-	-	-	(4,125)
Gains and losses on revaluations of investment Assets	14	-	358	358	1,629
<b>NET MOVEMENT IN FUNDS FOR THE YEAR</b>		898,530	127,058	1,025,588	(200,340)
Total funds at 1 April 2013		739,525	3,489,522	4,229,047	4,429,387
<b>TOTAL FUNDS AT 31 MARCH 2014</b>	19	<u>1,638,055</u>	<u>3,616,580</u>	<u>5,254,635</u>	<u>4,229,047</u>

The unrestricted funds above include designated funds of £2,210,270

All activities relate to continuing operations.

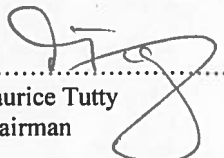
The accompanying notes form part of these financial statements.

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2014

	Note	2014		2013	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		3,434,785		3,067,130
Investment property	13		585,000		585,000
Investments	14		13,051		12,693
			<u>4,032,836</u>		<u>3,664,823</u>
<b>CURRENT ASSETS</b>					
Stocks	15	25,472		22,621	
Debtors	16	288,099		335,394	
Cash at bank and in hand		1,432,091		852,739	
			<u>1,745,662</u>	<u>1,210,754</u>	
<b>CREDITORS: amounts falling due within one year</b>	17	(523,863)		(450,662)	
<b>NET CURRENT ASSETS</b>			<u>1,221,799</u>	<u>760,092</u>	
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>5,254,635</u>	<u>4,424,915</u>	
<b>CREDITORS: amounts falling due after more one year</b>	18		-	(195,868)	
<b>NET ASSETS</b>			<u>5,254,635</u>	<u>4,229,047</u>	
<b>CHARITY FUNDS</b>					
Restricted funds	20		1,638,055		739,525
Unrestricted funds:					
Designated funds	20		2,210,270		2,285,798
General funds	20		1,406,310		1,203,724
			<u>5,254,635</u>	<u>4,229,047</u>	

The financial statements were approved and authorised for issue by Trustees on and were signed on their behalf by:

  
.....  
Maurice Tutty  
Chairman

The accompanying notes form part of these financial statements.

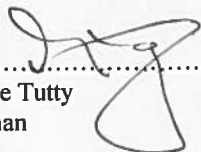
COMPANY BALANCE SHEET

AS AT 31 MARCH 2014

	Note	2014		2013	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		3,348,325		3,010,323
Investment property	13		585,000		585,000
Investments	14		13,053		12,695
			<u>3,946,378</u>		<u>3,608,018</u>
<b>CURRENT ASSETS</b>					
Debtors	16	983,776		779,224	
Cash at bank and in hand		671,356		174,814	
		<u>1,655,132</u>		<u>954,038</u>	
<b>CREDITORS: amounts falling due within one year</b>	17	(401,667)		(273,575)	
<b>NET CURRENT ASSETS</b>			1,253,465		680,463
<b>NON-CURRENT ASSETS</b>	16		125,000		125,000
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>5,324,843</u>		<u>4,413,481</u>
<b>CREDITORS: amounts falling due after more one year</b>	18		-		(195,868)
<b>NET ASSETS</b>			<u>5,324,843</u>		<u>4,217,613</u>
<b>CHARITY FUNDS</b>					
Restricted funds	20		1,638,055		739,525
Unrestricted funds:					
Designated funds	20		2,210,270		2,285,798
General funds	20		1,476,518		1,192,290
			<u>5,324,843</u>		<u>4,217,613</u>

The financial statements were approved and authorised for issue by Trustees on 2014 and were signed on their behalf by:

.....  
Maurice Tutty  
Chairman



The accompanying notes form part of these financial statements.

**ELLENORLIONS HOSPICES**  
**(A company limited by guarantee)**

**CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 MARCH 2014**

	Note	2014 £	2013 £
Net cash (outflow)/inflow from operating activities	21	1,128,735	(1,211,450)
Capital expenditure and financial investment	22	(541,681)	134,816
<b>NET CASH (OUTFLOW)/INFLOW BEFORE FINANCING</b>		<u>587,054</u>	<u>(1,076,634)</u>
Financing	23	-	189,072
<b>(DECREASE)/INCREASE IN CASH IN THE YEAR</b>		<u>587,054</u>	<u>(887,562)</u>
 <b>RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET (DEBT)/FUNDS</b>			
(Decrease)/Increase in cash in the year		587,054	(887,562)
Cash (inflow) from increase in debt and lease financing		-	(189,072)
<b>MOVEMENT IN NET (DEBT)/FUNDS IN THE YEAR</b>		<u>587,054</u>	<u>(1,076,634)</u>
Net funds at 1 April 2013		<u>641,673</u>	<u>1,718,307</u>
<b>NET FUNDS AT 31 MARCH 2014</b>	23	<u>1,228,727</u>	<u>641,673</u>

The accompanying notes form part of these financial statements.



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2014**

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**1. ACCOUNTING POLICIES**

**Basis of preparation of financial statements**

The financial statements are prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" published in March 2005, applicable accounting standards and the Companies Act 2006.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the company and its subsidiaries. The results of the subsidiaries are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

**Company status**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**Fund accounting**

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

**Incoming resources**

All incoming resources are included in the Statement of financial activities when the company is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies entitlement is the earlier of the company being notified of an impending distribution or the legacy being received.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the company where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**ELLENORLIONS HOSPICES**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

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**1. ACCOUNTING POLICIES (continued)**

**Resources expended**

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

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly, in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

**Basis of consolidation**

The financial statements consolidated the accounts of Ellenorlions Hospices and all of its subsidiary undertakings – Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Limited.

The company has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own income and expenditure account.

The income and expenditure account for the year dealt with in the accounts of the company was a surplus of £333,394 (2013: £712,529 deficit)

**Turnover**

Turnover comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

**Intangible fixed assets and amortisation**

Goodwill is the difference between amounts paid on the acquisition of a business and the fair value of the identifiable assets and liabilities. It is amortised to the Statement of Financial Activities over its estimated economic life.

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- 2% straight line
Leasehold property	- over the period of the lease
Furniture & equipment	- 11-33% straight line
Motor vehicles	- 20% straight line

**Investments**

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

**Subsidiary undertakings**

Investments in subsidiaries are valued at cost less provision for impairment.

**ELLENORLIONS HOSPICES**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**1. ACCOUNTING POLICIES (continued)**

**Investment properties**

Investment properties are included in the balance sheet and their open market value in accordance with Statement of Standard Accounting Practice No. 19 and are not depreciated.

**Leasing and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance leases are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities (SOFA) as incurred over the term of the lease.

**Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Costs include all direct costs and an appropriate proportion of fixed and variable overheads.

**Pensions**

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

**2. VOLUNTARY INCOME**

	<b>Restricted funds £</b>	<b>Unrestricted funds £</b>	<b>Total funds 2014 £</b>	<b>Total funds 2013 £</b>
Donations	538,090	1,216,265	1,754,355	1,617,637
Legacies	-	1,164,787	1,164,787	639,011
	<u>538,090</u>	<u>2,381,052</u>	<u>2,919,142</u>	<u>2,256,648</u>

**ELLENORLIONS HOSPICES**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**3. TRADING ACTIVITIES**

EllenorLions Hospices has two subsidiaries. A summary of the results of the subsidiaries as at 31 March 2014 are shown below:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Ellenor Lions Hospices Trading Limited</b>		
Turnover	1,434,456	1,303,658
Cost of sales	(167,933)	(159,637)
Gross profit	1,266,523	1,144,021
Administrative expenses	(784,149)	(779,586)
Operating profit	482,374	364,435
Interest receivable	888	526
Interest payable	(7,899)	(8,378)
Gift aid donation to parent	475,363 (557,216)	356,583 (331,507)
	<u>(81,853)</u>	<u>25,076</u>
<b>Net assets/ (liabilities)</b>	<b><u>(81,852)</u></b>	<b><u>1</u></b>
	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Ellenor Lions Hospices Lottery Company Limited</b>		
Turnover	399,465	380,258
Cost of sales	(156,293)	(199,243)
Gross profit	243,172	181,015
Administrative expenses	(27,483)	(26,182)
Operating profit	215,689	154,833
Interest receivable	1,175	811
Interest payable	(33)	(38)
Gift aid donation to parent	216,831 (216,619)	155,606 (155,348)
	<u>212</u>	<u>258</u>
<b>Net assets</b>	<b><u>11,647</u></b>	<b><u>11,435</u></b>

Note 27 provide further details of the charity's investment in the subsidiary undertakings.

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

<b>4. INVESTMENT INCOME</b>			<b>2014</b>	<b>2013</b>
			£	£
Interest and dividends			3,162	6,295
Rental income			11,941	13,455
			<u>15,103</u>	<u>19,750</u>
<b>5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES</b>	<b>Restricted funds</b>	<b>Unrestricted Funds</b>	<b>Total funds 2014</b>	<b>Total funds 2013</b>
	£	£	£	£
Department of Health	581,417	-	581,417	139,752
Local authority contracts	-	1,485,524	1,485,524	1,347,121
Other charitable income	-	227,683	227,683	270,387
Education and training	-	5,979	5,979	50,135
	<u>581,417</u>	<u>1,719,186</u>	<u>2,300,603</u>	<u>1,807,395</u>
<b>6. COSTS OF GENERATING VOLUNTARY INCOME</b>	<b>Restricted funds</b>	<b>Unrestricted Funds</b>	<b>Total funds 2014</b>	<b>Total funds 2013</b>
	£	£	£	£
Promotional costs	-	114,102	114,102	138,059
Support costs	-	25,635	25,635	35,624
Staff costs	-	347,219	347,219	285,799
Depreciation	-	4,287	4,287	4,361
	<u>-</u>	<u>491,243</u>	<u>491,243</u>	<u>463,843</u>
<b>7. DIRECT AND SUPPORT COSTS</b>	<b>Direct Costs</b>	<b>Support Costs</b>	<b>Total 2014</b>	<b>Total 2013</b>
	£	£	£	£
<b>Cost of generating funds:</b>				
Cost of generating voluntary income	468,868	22,375	491,243	463,843
Fundraising trading:				
Trading company	877,786	82,195	959,981	947,601
Lottery company	177,328	6,481	183,809	225,464
Investment property expenses	5,259	-	5,259	6,787
<b>Charitable activities:</b>				
Services for adults	2,853,665	402,731	3,256,396	3,401,891
Services for children and young people	893,756	229,033	1,122,789	906,604
<b>Governance costs</b>	-	42,655	42,655	34,656
	<u>5,276,662</u>	<u>785,470</u>	<u>6,062,132</u>	<u>5,932,309</u>

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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

8. ANALYSIS OF SUPPORT COSTS	Support Premises £	Admin £	Finance and IT £	Total 2014 £	Total 2013 £
<b>Cost of generating funds:</b>					
Cost of generating voluntary income	3,949	15,378	3,048	22,375	35,624
Fundraising trading:					
Trading company	58,526	-	23,669	82,195	79,768
Lottery company	-	-	6,481	6,481	3,328
<b>Charitable activities:</b>					
Services for adults	82,257	224,470	96,004	402,731	345,969
Services for children and young people	25,763	173,201	30,069	229,033	165,706
<b>Governance costs</b>	-	-	42,655	42,655	34,656
<b>Total</b>	<u>170,495</u>	<u>413,049</u>	<u>201,926</u>	<u>785,470</u>	<u>665,051</u>

**9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE**

	Staff Costs £	Depreciation £	Other Costs £	Total 2014 £	Total 2013 £
Cost of generating voluntary income	338,343	4,287	148,613	491,243	463,843
Fundraising Trading:					
Trading company	359,633	13,426	586,922	959,981	947,601
Lottery company	7,418	-	176,391	183,809	225,464
Investment property expenses	-	-	5,259	5,259	6,787
<b>Costs of generating funds</b>	<u>705,394</u>	<u>17,713</u>	<u>917,185</u>	<u>1,640,292</u>	<u>1,643,695</u>
Services for adults	2,686,799	119,031	450,566	3,256,396	3,401,891
Services for children and young people	841,494	37,280	244,015	1,122,789	906,604
<b>Charitable activities</b>	<u>3,528,293</u>	<u>156,311</u>	<u>694,581</u>	<u>4,379,185</u>	<u>4,308,495</u>
<b>Governance</b>	<u>23,087</u>	<u>-</u>	<u>19,568</u>	<u>42,655</u>	<u>34,656</u>
	<u>4,256,774</u>	<u>174,024</u>	<u>1,631,334</u>	<u>6,062,132</u>	<u>5,986,846</u>

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

<b>10. NET INCOMING RESOURCES/(RESOURCES EXPENDED)</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
This is stated after charging/(crediting):		
Amortisation – intangible fixed assets	-	3,896
Write off of intangible fixed asset	-	54,537
Depreciation of tangible fixed assets: - owned by the charitable group	174,024	169,391
Auditors' remuneration	8,750	8,500
Auditors' remuneration – subsidiaries	4,650	4,500
Auditors remuneration – other	520	2,200
(Profit)/loss on disposal of investment properties	-	18,000
	<u>          </u>	<u>          </u>

During the year, no Trustees received any remuneration (2013: £Nil).  
 During the year, no Trustees received any benefits in kind (2013 - £Nil).  
 During the year, no Trustees received any reimbursement of expenses (2013: £Nil).

<b>11. STAFF COSTS</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Staff costs were as follows:		
Wages and salaries	3,773,814	3,713,578
Social security costs	286,511	283,561
Other pension costs	196,449	192,378
	<u>          </u>	<u>          </u>
	<u>4,256,774</u>	<u>4,189,517</u>

The average monthly number of employees during the year was as follows:

	<b>No.</b>	<b>No.</b>
Charitable activity staff	157	153
Finance and admin	7	9
Fundraising	15	13
	<u>          </u>	<u>          </u>
	<u>179</u>	<u>175</u>

The number of higher paid employees was:

	<b>No.</b>	<b>No.</b>
In the band:		
£60,001 - £70,000	1	2
£70,001 - £80,000	1	-
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
£100,001-£110,000	1	-
	<u>          </u>	<u>          </u>
	<u>4</u>	<u>3</u>

The above includes Medical Consultants on the NHS pay scheme. Contributions were made to a defined contribution pension scheme on behalf of the all higher paid employees. The salary included in these bands includes employer national insurance and pension contributions. No bonuses were paid to any staff during the year. No Trustees received remuneration from the charity.

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**12. TANGIBLE FIXED ASSETS**

<b>Group</b>	<b>Freehold Property £</b>	<b>Long term Leasehold Property £</b>	<b>Furniture &amp; Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>					
At 1 April 2013	949,416	3,064,654	1,202,609	54,181	5,270,860
Additions	4,731	89,976	446,974	-	541,681
Disposals	-	-	-	(2,300)	(2,300)
<b>At 31 March 2014</b>	<b>954,147</b>	<b>3,154,630</b>	<b>1,649,583</b>	<b>51,881</b>	<b>5,810,241</b>
<b>Depreciation</b>					
At 1 April 2013	214,927	922,806	1,051,279	14,718	2,203,730
Charge for the year	16,016	75,874	69,256	12,970	174,024
Disposals	-	-	-	(2,300)	(2,300)
<b>At 31 March 2014</b>	<b>230,943</b>	<b>998,590</b>	<b>1,120,535</b>	<b>25,388</b>	<b>2,375,456</b>
<b>Net book value</b>					
At 31 March 2014	723,204	2,156,040	529,048	26,493	3,434,785
At 31 March 2013	734,489	2,141,848	151,330	39,463	3,067,130

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

<b>Group</b>	<b>2014 £</b>	<b>2013 £</b>
Furniture, fittings and equipment	4,008	11,449



**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

<b>12. TANGIBLE FIXED ASSETS (continued)</b>	<b>Freehold Property</b>	<b>Long term Leasehold Property</b>	<b>Furniture &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
<b>Company</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 April 2013	949,416	3,053,347	1,015,453	54,181	5,072,397
Additions	4,731	89,976	403,894	-	498,601
Disposals	-	-	-	(2,300)	(2,300)
<b>At 31 March 2014</b>	<b>954,147</b>	<b>3,143,323</b>	<b>1,419,347</b>	<b>51,881</b>	<b>5,568,698</b>
<b>Depreciation</b>					
At 1 April 2013	214,927	915,148	917,281	14,718	2,062,074
Charge for the year	16,016	75,499	56,114	12,970	160,599
Disposals	-	-	-	(2,300)	(2,300)
<b>At 31 March 2014</b>	<b>230,943</b>	<b>990,647</b>	<b>973,395</b>	<b>25,388</b>	<b>2,220,373</b>
<b>Net book value</b>					
At 31 March 2014	723,204	2,152,676	445,952	26,493	3,348,325
At 31 March 2013	734,489	2,138,199	98,172	39,463	3,010,323

**13. INVESTMENT PROPERTY**

**Group**

**Valuation**

At 1 April 2013  
Disposals  
Loss on disposal  
Transfers from fixed assets

**Freehold Investment Property**  
**£**

585,000

-

-

-

**At 31 March 2014**

**585,000**

The 2014 valuations were made by the Trustees are on an open market value for existing use basis.

**Company**

**£**

**Cost**

At 1 April 2013  
Disposals  
Loss on disposal

585,000

-

-

**At 31 March 2014**

**585,000**

The 2014 valuations made by the Trustees are on an open market value for existing use basis.

The latest professional valuations of the properties were carried out in March 2011 by Linays Commercial (RICS).

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**14. FIXED ASSET INVESTMENTS**

<b>Group</b>	<b>Listed securities</b>
<b>Market Value</b>	<b>£</b>
At 1 April 2013	12,693
Revaluations	358
<b>At 31 March 2014</b>	<b>13,051</b>

Group investments at market value comprise:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Listed investments	13,051	12,693

All the fixed asset investments are held in the UK.

<b>Company</b>	<b>Sub total brought forward</b>	<b>Shares in Group undertakings</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Market Value</b>			
At 1 April 2013	12,693	2	12,695
Revaluations	358	-	358
<b>At 31 March 2014</b>	<b>13,051</b>	<b>2</b>	<b>13,053</b>

All the fixed asset investments are held in the UK. The shares in group undertakings are the charity's shares in its wholly owned subsidiaries – Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Limited.

**15. STOCKS**

	<b>Group</b>		<b>Company</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Finished goods and goods for resale	25,472	22,621	-	-

**16. DEBTORS**

	<b>Group</b>		<b>Company</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Due after more than one year</b>				
Amounts owed by group undertakings	-	-	125,000	125,000
<b>Due within one year</b>				
Trade debtors	46,418	33,700	46,418	32,983
Amounts owed by group undertakings	-	-	809,293	549,674
Other debtors	7,826	149,921	7,826	123,631
Prepayments and accrued income	233,855	151,773	120,239	72,936
	<b>288,099</b>	<b>335,394</b>	<b>983,776</b>	<b>779,224</b>

The debtor due after more than one year is a loan to Ellenor Lions Hospices Trading Limited. The loan bears interest at 2% above Bank of England base rate.

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

17. CREDITORS: amounts falling due within one year	Group		Company	
	2014 £	2013 £	2014 £	2013 £
Bank overdraft	2,320	4,822	-	-
Net obligations under finance leases and hire purchase contracts	5,176	10,376	5,176	10,376
Trade creditors	107,116	197,323	63,492	111,424
Other taxes and social security	74,110	82,955	74,110	78,522
Other creditors	103,210	93,032	26,958	24,250
Accruals and deferred income	36,063	62,154	36,063	49,003
Bank loan	195,868	-	195,868	-
	<u>523,863</u>	<u>450,662</u>	<u>401,667</u>	<u>273,575</u>

The bank loan was repaid on the 1st August 2014 (post year end). During the financial year it bore interest at 3.27% above Bank of England base rate and was secured against the charity's investment properties.

18. CREDITORS: amounts falling due after more than one year	Group		Company	
	2014 £	2013 £	2014 £	2013 £
Bank loan	-	195,868	-	195,868
	<u>-</u>	<u>195,868</u>	<u>-</u>	<u>195,868</u>

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**19. STATEMENT OF FUNDS**

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers Gains/ (losses) £	Carried forward £
<b>Unrestricted funds:</b>					
Designated fund	2,285,798	-	-	(75,528)	2,210,270
General fund	1,203,724	5,967,855	(5,841,155)	75,886	1,406,310
	<u>3,489,522</u>	<u>5,967,855</u>	<u>(5,841,155)</u>	<u>358</u>	<u>3,616,580</u>
<b>Restricted funds</b>					
Mini bus	3,324		(224)		3,100
Property extension 2008	213,107		(7,095)		206,012
Department of Health Children Hospice at Home Grant 2013/14	-	139,752	(139,752)		-
Hospice DTU extension 2010/11	466,536		(14,850)		451,686
President Club Minibus	30,346		(5,181)		25,165
Heart FM Mini (Together for Short Lives)	9,062		(3,625)		5,437
Reclining chairs	2,150		(600)		1,550
Trust IT Servers	15,000		(5,000)		10,000
NHS England Grant 2013/14 <i>Climate control and bathroom refurbishment</i>		441,665	(6,560)		435,105
CIN – <i>Music Therapist</i>	-	13,090	(13,090)		-
Whitehead Monkton – <i>Play Therapist</i>	-	5,000	(5,000)		-
Garfield Western - <i>Transition Care -Youth Worker</i>	-	20,000	(20,000)		-
Restricted Legacy		500,000	-		500,000
	<u>739,525</u>	<u>1,119,507</u>	<u>(220,977)</u>	<u>-</u>	<u>1,638,055</u>
<b>Total of funds</b>	<u>4,229,047</u>	<u>7,087,362</u>	<u>(6,062,132)</u>	<u>358</u>	<u>5,254,635</u>

The mini bus fund is restricted to repairs and maintenance of the minibus.

The property extension fund was a capital project relating to the extension of the Northfleet hospice in 2008.

The Department of Health grant is restricted to paediatric activities.

The Hospice at Northfleet had a further extension which was completed in 2011. The Department of Health funded this capital project.

The Presidents Club donated funds for the purchase of a new minibus.

Heart FM donated a Mini in aid of the Together for Short Lives appeal.

A donation from the DMA Trust was received for reclining chairs.

The trust donated funds towards the purchase of an IT server. This will be carried out in 2014/15

Children in Need (CIN) – Music Therapist represents funds received from Children in Need for the employment of a Music Therapist and their associated costs.

Whitehead Monkton- funds towards the employment of a play therapist

Garfield Western – provided funds towards the employment costs of a youth worker to support our transition care.

The designated fund represents the net book value of tangible fixed assets excluding those already accounted for in restricted funds.

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS	Restricted funds £	Unrestricted		Total Funds 2014 £	Total funds 2013 £
		Designated funds £	General funds £		
Tangible fixed assets	1,138,055	2,210,270	86,460	3,434,785	3,067,130
Fixed asset investments	-	-	13,051	13,051	12,693
Investment property	-	-	585,000	585,000	585,000
Current assets	500,000	-	1,245,662	1,745,662	1,210,754
Creditors: due within one year	-	-	(523,863)	(523,863)	(450,662)
Creditors: due in more than one year	-	-	-	-	(195,868)
	<u>1,638,055</u>	<u>2,210,270</u>	<u>1,406,310</u>	<u>5,254,635</u>	<u>4,229,047</u>
<b>21. NET CASH FLOW FROM OPERATING ACTIVITIES</b>				<b>2014</b> £	<b>2013</b> £
Movement in funds before revaluation				1,025,230	(197,844)
Amortisation of intangible fixed assets				-	3,896
Loss on disposal of intangible fixed asset				-	54,537
Depreciation of tangible fixed assets				174,024	169,391
(Increase)/ decrease in stocks				(2,851)	7,059
Decrease/(increase) in debtors				47,295	(134,111)
(Decrease)/increase in creditors				(114,963)	(1,114,378)
<b>Net cash inflow/(outflow) operating activities</b>				<u>1,128,735</u>	<u>(1,211,450)</u>
<b>22. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN CASH FLOW STATEMENT</b>				<b>2014</b> £	<b>2013</b> £
<b>Capital expenditure and financial investments</b>					
Purchase of tangible fixed assets				(541,681)	(112,184)
Proceeds from disposal of investment property				-	247,000
<b>Net cash inflow/(outflow) capital expenditure</b>				<u>(541,681)</u>	<u>134,816</u>
<b>Financing</b>					
Bank loans				195,868	195,868
				<u>195,868</u>	<u>195,868</u>

**ELLENORLIONS HOSPICES**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**23. ANALYSIS OF CHANGES IN NET DEBT**

	1 April 2013 £	Cash flow £	Other Non-cash Changes £	31 March 2014 £
Cash at bank and in hand	852,739	579,352	-	1,432,091
Bank overdraft	(4,822)	2,502	-	(2,320)
	<u>847,917</u>	<u>581,854</u>	<u>-</u>	<u>1,429,771</u>
<b>Debt</b>				
Finance leases	(10,376)	5,200	-	(5,176)
Bank loan	(195,868)	-	-	(195,868)
	<u>641,673</u>	<u>587,054</u>	<u>-</u>	<u>1,228,727</u>
<b>Net funds</b>	<u>641,673</u>	<u>587,054</u>	<u>-</u>	<u>1,228,727</u>

**24. PENSION COMMITMENTS**

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £196,449 (2013: 192,378).

**25. RELATED PARTY TRANSACTIONS**

There were no related party transactions for the year ending 31<sup>st</sup> March 2014.

**26. CONTROLLING PARTY**

The EllenorLions Hospices is controlled by its Board of Trustees.

**27. PRINCIPAL SUBSIDIARIES**

Company Name	Country	Percentage Shareholding	Description
Ellenor Lions Hospices Lottery Company Limited	England	100	Operates charity lottery
Ellenor Lions Hospices Trading Limited	England	100	Operates charity shops

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**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2014**

**28. OPERATING LEASE COMMITMENTS**

Group	2014		2013	
	Land & Buildings £	Other £	Land & Buildings £	Other £
As at 31 March 2014, the group had annual commitments totalling:				
Leases expiring within 1 year	20,257	12,476	2,125	16,940
Leases expiring within 1-2 years	-	18,795	-	21,830
Leases expiring within 2-5 years	36,000	23,215	34,600	31,554
Leases expiring after 5 years	164,332	-	117,100	-
	<u>£220,589</u>	<u>£54,486</u>	<u>£153,825</u>	<u>£70,324</u>
Company		2014 Other £		2013 Other £
As at 31 March 2014, the group had annual commitments totalling:				
Leases expiring within 1 year		12,476		14,399
Leases expiring within 1 – 2 years		18,795		21,830
Leases expiring within 2-5 years		8,555		26,685
		<u>£39,826</u>		<u>£62,914</u>