



**BLUE CROSS**  
**ANNUAL REPORT 2014**

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The 2014 Annual Report and Financial Statements have been prepared in accordance with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005).

COVER IMAGE  
Blue Cross rescue rabbit Skye

## VETERINARY

We care for sick and injured pets when their owners can't afford private treatment.



## BEHAVIOUR

We help pets with behavioural issues to have happy, healthy futures.

## REHOMING

We find happy new homes for abandoned or unwanted pets.

## EDUCATION

We educate the pet owners of the future by giving talks and providing information.

## PET BEREAVEMENT

We support people who are struggling to cope with the loss of a much-loved pet.



## WELCOME FROM OUR CHAIRMAN



One hundred years since the outbreak of the First World War has provided us with good reason to reflect on our charity's history and the relevance that it still has today. In 1914 the Blue Cross Fund responded to a very real need, and our organisation is actively responding to the needs of today.

Our challenges are now very different. The pets we care for face modern threats of cruelty, abandonment and irresponsible ownership and our challenge is to find new and innovative ways to address the cause of the problem at source.

The opening of our rehoming and advice unit inside Pets at Home's Swindon branch in December has enabled us to reach people who might not have considered giving a home to a rescue pet before. This year we reached over 65,500 children and young people with our

**“ THIS YEAR WE REACHED OVER 65,500 CHILDREN AND YOUNG PEOPLE WITH OUR EDUCATION TALKS, AND THIS WILL HAVE A GREAT EFFECT ON THE PET OWNERS OF THE FUTURE.”**

education talks, and this will have a great effect on the pet owners of the future.

We made progress towards our goal to double the number of pets we help by 2020, with work now well underway on our new rehoming centre in Suffolk and the refurbishment of our Bromsgrove centre. Later this year these sites will allow us to help double the number of pets in these areas.

The year saw a period of internal change for Blue Cross, with new leadership and a greater focus on the needs of our people. I would like to extend our thanks to Interim Chief Executive, Stephen Swift, for getting the charity right on track to achieve our ambitious plans during his 10 months in post and beyond. We were pleased to reappoint him as a Trustee on completion of his successful role as Interim Chief Executive.

In November, we were delighted to welcome Sally de la Bedoyere as our new Chief Executive. With her wealth of experience and skills, Sally is an excellent person to steer our charity to achieve our goals of broadening our reach, raising our profile, and increasing our income so we can help more pets.

We welcome three new Trustees onto the board; Amy Clarke, the Right Reverend David Rossdale, and Dr Jeremy Stewart

MRCVS. We were very sorry that Tom Corran decided to step down as a Trustee owing to his work commitments and wish him well for the future.

After a full five year term in post and twelve years as a Trustee, I am passing the Chairman's baton to my fellow Trustee, Tim Porter. Tim has been devoted to Blue Cross as a Trustee for several years and is committed to our aims and mission. I have no doubt he will make a tremendous contribution to the role.

We were very sad to learn about the passing of Lord Sheppard of Didgemere, an Honorary Member of our charity and a great animal lover. Lord Sheppard joined the Board in 1996 and retired in 2001. He was Appeal Chairman tasked with raising £4 million to rebuild the Victoria Hospital which was named Sheppard House in his honour. He will be very much missed.

On behalf of the Trustees, I would like to thank everyone who so generously supported Blue Cross throughout 2014. Only with your help can we make sure our doors stay open to pets in need.

Zair Berry  
Chairman

## WHO WE ARE



## VISION

**EVERY PET WILL ENJOY A HEALTHY LIFE IN A HAPPY HOME.**

## MISSION

**WE FIND HAPPY HOMES FOR ABANDONED OR UNWANTED PETS, AND WE KEEP PETS HEALTHY BY PROMOTING WELFARE AND PROVIDING TREATMENT.**

Sick, injured and homeless pets have relied on us since 1897. Abandoned or unwanted, ill or injured, pets turn to us for help every year. Our doors are always open to them, and with your support, they always will be.

Each year, thousands of cats, dogs, small pets and horses turn to our animal hospitals, clinics and rehoming services for treatment and to find them the happy homes they deserve.

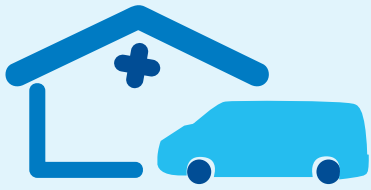
### DAISY

Daisy, a dog trained to detect cancer, was awarded the Blue Cross Medal after saving hundreds of lives - including that of her owner - by sniffing out cases of the disease.

We reintroduced the prestigious honour 100 years since the start of the First World War to commemorate Blue Cross's role in helping animals on the battlefields.



Number of pets helped by our  
**REHOMING SERVICES**



**8,335**

Number of pets helped by our  
**VETERINARY SERVICES**



**26,991**

Number of children and  
young people reached by our  
**EDUCATION SERVICES**



**65,556**

**MOLLY**

Hi, I'm Molly and I was dumped in a box by a busy road when I was just four weeks old. My brothers and sisters didn't make it and I was very poorly, but Blue Cross fed me up and made me better. They gave me a teddy bear to snuggle up with too, and when they found me a loving new family I took Ted home with me!





## PUBLIC BENEFIT

All of our charitable activities aim to help needy pets, and their owners, and to encourage and promote kindness to animals by providing information and education.

## WHO USED AND BENEFITED FROM OUR SERVICES?

### Rehoming

We find homes for unwanted cats, dogs, small pets and horses across the UK and our tailor-made service lets us help each pet find the right home. In 2014 we helped over 8,300 homeless pets.

### Veterinary

Our four animal hospitals and network of clinics treat sick and injured pets when their owners cannot afford private fees. We treated nearly 27,000 pets in 2014.

### Behaviour

We help pets who arrive at Blue Cross with behavioural issues and offer ongoing support to anyone who rehomes a pet from us. Our Behaviour Team carried out over 3,500 consultations, assessments, telephone calls and site visits in 2014 – a 38 per cent increase on the previous year.

### Education

We promote animal welfare to the pet owners of the future by giving talks and offering advice. In 2014 we reached more than 65,500 children and young people. This is a rise of 15 per cent in comparison with 2013.

### Pet bereavement

Our Pet Bereavement Support Service provides free, confidential emotional support to people who are struggling to cope with the loss of a pet 365 days a year. Our trained volunteers handled almost 6,000 confidential calls and emails in 2014.

All charities in England and Wales must undertake activities to further their purposes for the public benefit. In setting our aims and objectives, and planning our activities, the Trustees have given careful consideration to the Charity Commission's guidance on public benefit. In this report, we have outlined both the strategies we have adopted, and the activities we have undertaken, to fulfil our obligations.

## THE NEED

Pets have relied on Blue Cross since 1897 but they've never needed us more than today. These are just some of the reasons why:

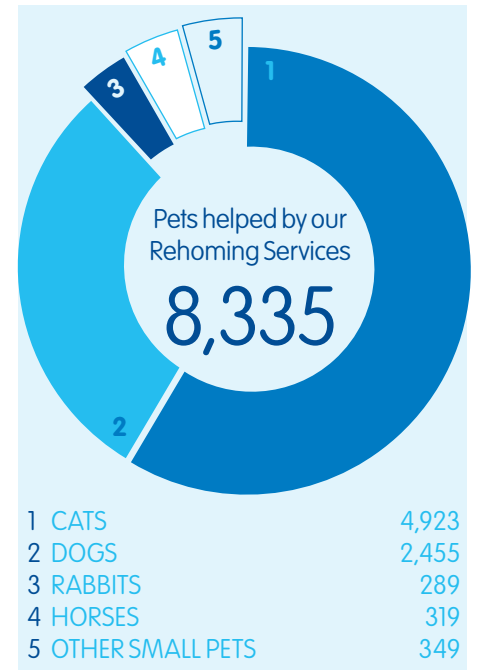
- As the number of pets in the UK has increased, the number of associated welfare problems has risen too
- We are taking in a greater number of pets who have nowhere else to turn, meaning we are caring for more challenging pets who need more of our help
- Our Veterinary Services are looking at ways to make preventive work more accessible as lifestyles change in modern Britain
- The online marketplace has made it much easier for pets to be bought and sold and they are seen as disposable
- A number of factors have combined to create a perfect storm for thousands of horses, meaning many more are in need of our help

We're continuing to find new and innovative ways to help pets so that we can reach even more.

## SERVICE DELIVERY

We've updated our record keeping system for the pets in our care at our clinical sites, which has allowed our Veterinary Team to keep track of the treatment each pet has received. Previously our different sites in London couldn't access each other's records, which raised potential issues for pets registered at Hammersmith or Merton being seen out of hours at Victoria. The system has now been improved so that notes are accessible across our hospitals.

We're continuing with key preventative treatment, such as neutering and microchipping. We've refined and improved our data collection and analysis to give a better account of our work which has had an effect on our figures for the number of animals cared for by our Veterinary Services in 2014. Our Rehoming Services Team achieved their second best year for finding pets their happy homes since our records began.



### LUNA

**My mum was abandoned when she was pregnant with me. She was very nervous, but Blue Cross showed her that we both have happy, healthy futures to look forward to.**



Andrew Gillon, Blue Cross Centre Manager, and dog Alfie celebrates as work begins on our brand new Suffolk rehoming centre.

## STRATEGIC REPORT

The principal objective of Blue Cross is to encourage and promote kindness to, and the protection of, animals and to educate the public in responsible animal ownership.

### WHO USED AND BENEFITED FROM OUR SERVICES?

Our strategy is to reach as many pets as possible in order to have the greatest impact where we are needed most. Our three strategic pillars will help us to achieve this:

- **Accessibility and reach**  
Making sure we have the right services and advice in the right places so we reach those who need us most. Our facilities need to operate effectively and efficiently.
- **Famous, recognised and well regarded**  
We must strive to raise awareness of Blue Cross and how we help pets, and increase our influence with decision makers
- **Adequate funding**  
We must be adequately funded to achieve our ambitions, increasing and diversifying our income while managing our cost base

### OUR ACHIEVEMENTS AND HIGHLIGHTS

#### New rehoming centre in Suffolk

We bought land and broke ground on our brand new rehoming centre in Suffolk. Once complete in 2015, the new facilities will provide dedicated separate puppy and kitten areas, on-site veterinary facilities, and excellent exercise areas for dogs, including 20 acres of neighbouring woodland for us to use. All areas, including separate dog and cat admissions, isolation and rehoming areas, will be purpose-built to meet modern standards of animal welfare. Basing our new modern facilities in an easily-accessible location means we'll be able to help twice as many pets in the area.

#### Education talks

Our Education Team reached 65,556 children and young people - our highest ever number of children reached. We worked with the parents of Jade Anderson, who tragically lost her life in a dog attack, and Wigan Council to launch a new initiative to deliver our Be Safe with Dogs talk to every primary school pupil in Wigan. This talk teaches children, who are often the victims of dog bites, about dog body language and how to





## ARCHIE

I have to admit, I was a bit frosty with the Blue Cross Horse Team when they first went near my food as I thought they might take it away. But they never did – in fact, they kept bringing me more and more! I grew much stronger and now I'm learning to be ridden in my new home.

approach and behave around dogs to stay safe. Since the June 2014 launch of this scheme, we have reached 10,397 children in Jade's local area.

### Behavioural work

Our experienced team of animal behaviourists set up a new framework so we can match and rehome animals more efficiently. Our central Behaviour Team is fully staffed, and we continued to employ Animal Behaviour Coordinators so that each centre will eventually have a behavioural expert on site which will be of huge benefit to the welfare of our pets.

### Being prepared

We invested significant time in getting our charity ready to be able to help twice as many pets by 2020. Our people have been working hard to improve customer service to handle a greater number of enquires, improving IT systems to handle a greater throughput of pets, and win the hearts and minds of employees and volunteers across the organisation.

### Our outstanding people

We celebrated a number of awards including:

- Jenna Martyn, Blue Cross Horse Welfare Supervisor, for winning Animal Charity Employee of the Year in the Petplan and Association of Dogs and Cats Homes Animal Charity Awards. Jenna has been promoted to Centre Manager at Burford rehoming centre.
- Sarah Bartlett, Assistant Legacy Officer, for winning Certificate in Charity Legacy Administration Student of the Year

- Rachel Brearley, Volunteer Pet Foster Carer and Coordinator, who has cared for over 1,000 Blue Cross cats, was honoured with a Points of Light award by Prime Minister David Cameron for making a change in the community and inspiring others

- Her Royal Highness, The Princess Royal, was presented by our Chairman Zair Berry with the British Equine Veterinary Association Welfare Award 2014, sponsored by Blue Cross, in recognition of her long-standing commitment to horse welfare

### Reaching more people

We teamed up with Pets at Home and the charity Support Adoption For Pets to open our first rehoming and advice unit inside its Swindon store. Shoppers are now able to speak with Blue Cross experts for advice on responsible pet ownership and rehoming. This has given us an excellent opportunity to reach new people and promote rehoming to those who might not have previously considered it.

### National Equine Health Survey

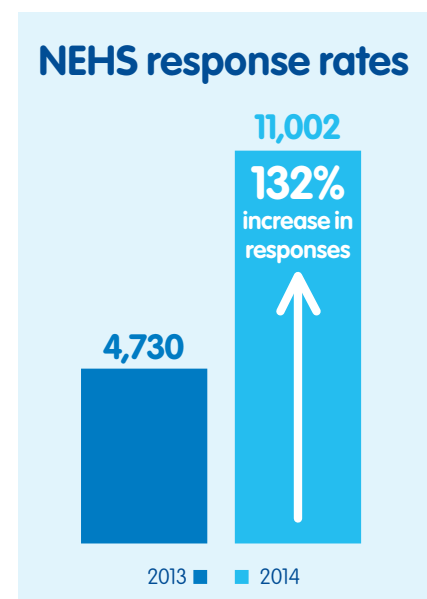
Our National Equine Health Survey (NEHS) enjoyed its most successful year to date. Over 11,000 horses were included in this year's survey – more than double the number of 2013, with three times as many owners submitting information. Run annually by Blue Cross, in partnership with the British Equine Veterinary Association (BEVA), NEHS is the only survey to look at the general health of the UK's horses, ponies, donkeys and mules, and is key for spotting problems that affect these animals so we can do more to prevent them.

### Remembering the First World War

Blue Cross remembered our charity's history as the UK commemorated a century since the beginning of the First World War. We reintroduced the Blue Cross Medal to honour a pet hero in recognition of the positive difference animals make to our lives. We also attended Armistice memorial events, including the Cenotaph march past on Remembrance Sunday as well as special church services.

### Public Affairs

The Public Affairs Team worked with sector partners, politicians and the government to make a difference to pet welfare across the UK. We campaigned on issues as diverse as fly grazing, the national curriculum, pet advertising and the sale of puppies and kittens in pet shops.



## Horse welfare crisis

We worked with politicians across the political divide and a number of other animal welfare and countryside organisations to help introduce practical and effective measures that will work together to improve the welfare of horses. We advised MPs on the draft Control of Horses Bill and were confident that our voice would be listened to.

## Dog control and welfare

Blue Cross continued to play a leading role in the dangerous dogs debate, and in 2014 new legislation designed to address dog control issues that impact on communities came into force in the Anti-social Behaviour, Crime and Policing Act. We welcomed the new powers to make dog owners more accountable for their pets' behaviour, but it remains to be seen whether they will go far enough to tackle out of control dogs and dog attacks.

We are also part of the All Party Group for Animal Welfare (APGAW) Dog Strategy Group, a group made up of animal welfare organisations and cross party politicians, that compiled and published a comprehensive report into developing a dog strategy for England. The report details 21 recommendations on issues ranging from dog control and, responsible dog ownership to breeding and sale. We hope all political parties will consider the report as they draft their policies ahead of the 2015 general election.

## Online pet advertising

We are part of the Pet Advertising Advisory Group (PAAG), made up of

welfare and veterinary organisations, Defra and the police. In September, the group published the results of its moderation scheme to monitor adverts for pets on the UK's biggest classified advertising websites. Throughout the six month study, Blue Cross volunteers helped to improve the quality of online pet advertising and influence consumer behaviour to benefit animal welfare by alerting websites when adverts featured on them did not meet Defra endorsed minimum standards. Over 100,000 inappropriate, misleading or illegal adverts were removed during the period.

## Volunteering

Our wonderful volunteers gave us over 351,000 hours of their time – almost 10 per cent more than 2013, making it yet another record-breaking year. We'd like to say a huge 'thank you' to them for donating their time so generously – we really couldn't help the number of pets we do without you.

We currently have 3,175 registered volunteers who are responsible for 20 per cent of the hours worked at Blue Cross. We responded to changing needs with some great new volunteer opportunities, including giving advice in our Victoria animal hospital waiting room, and raising awareness of Blue Cross online using social media.

## Pet Bereavement

Our Pet Bereavement Support Service (PBSS) provides free, confidential emotional support to owners experiencing the loss of their pets, or working and assistance animals. We also support owners facing the

decision of having their pet put to sleep. Our trained volunteers are available 365 days a year 8.30am – 8.30pm answering calls or responding to emails. In 2014 we took more than 5,404 calls – 22 per cent more than 2013 – and our dedicated volunteers replied to 572 emails – an increase of 71 per cent compared with the previous year.

## Income Generation

We've been working hard to increase and diversify our income so that we can fund our ambitious plans to double the number of pets we help. 2014 was a record-breaking year across Income Generation, raising £12 million from our fundraising and shops, and contributing 36 per cent towards the highest-ever income total for Blue Cross.

## Direct Marketing

Our regular giving supporters contributed over £4.5 million through direct debit and standing orders, with a further £1.7 million coming from individual gifts. By gift aiding their donations our supporters contributed nearly £834,000 in additional funds.

## Retail and Shops

We achieved record sales in the festive season in 2014, with more than 13,000 orders through our Christmas catalogue. This was an increase of over 30 per cent and gave a total sales value of over £406,000. Sales through our online Christmas shop also rose by 19 per cent.

We opened four new shops in 2014, bringing our total to 49 by the end of the year. Early in 2015 we acquired five shops from another charity, and this will

help us meet our target of having 56 fully open and operational shops by the end of the year.

A partnership with National Veterinary Services (NVS) led to Blue Cross charity shops being supplied with 13,159 bags of stock in 2014, which has a potential retail value of £260,000.

#### Corporate Partners

Our relationship with Petplan, from which we receive 10 per cent commission income from new insurance policies and renewals for pets rehomed by us, generated over £180,000 for Blue Cross in 2014.

In addition to opening our rehoming and advice unit in Pets at Home's Swindon store, the charity Support Adoption For Pets, generously awarded us a grant of over £27,000 to build new cat chalets as part of our pet fostering scheme.

Mars Petcare pledged to support our dogs through its Feeding Brighter Futures scheme. From June 2014 to March 2016, Pedigree is feeding dogs at our rehoming centres at no charge to Blue Cross, saving our charity a total of £56,000 per annum.

#### Trusts and Foundations

Throughout 2014, many charitable trusts, foundations and charity funds donated in support of our work, including L E Andrews Charitable Trust, The Sir Peter O'Sullivan Charitable Trust, Petplan Charitable Trust and The Elise Pilkington Charitable Trust.

#### Philanthropy

Throughout the year we received extremely generous gifts from a number of individuals in support of specific projects and to buy vital pieces of equipment.

#### Community and Events

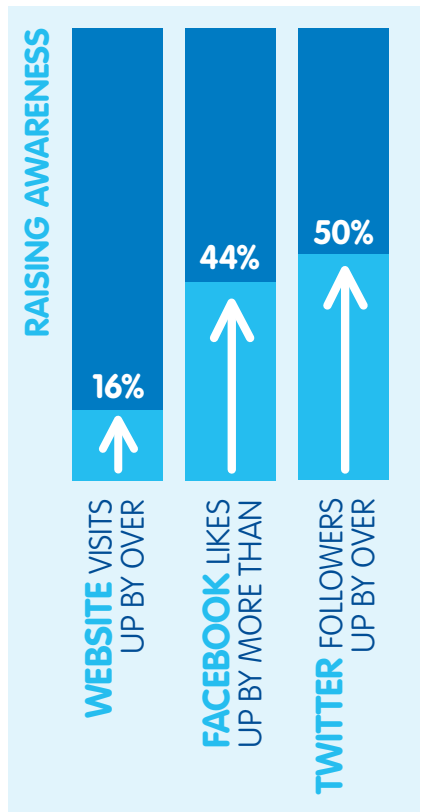
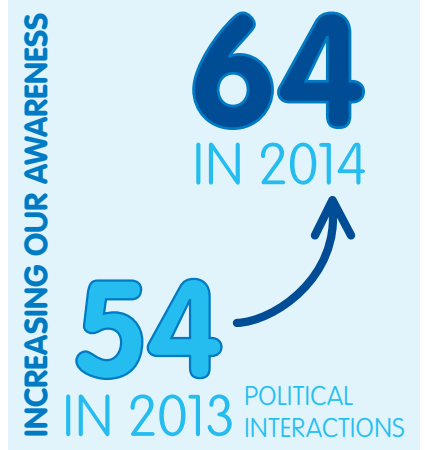
Intrepid fundraisers took on lots of different challenges and events throughout 2014, ranging from the London Marathon to Paws For Tea, raising £200,000 for Blue Cross.

#### Sponsorship

We launched pet sponsorship; a new way of fundraising that supports unwanted pets with nowhere else to turn. Supporters can sponsor a dog or cat at one of our rehoming centres for a monthly donation, and in return they receive an online certificate and monthly email updates from their pet. We deliberately developed our pet sponsorship in a way that keeps the costs as low as possible so that donations go to where they are most needed.

#### Raising awareness of Blue Cross

To help double the number of pets by 2020 we need to be better recognised and supported by the public. As well as finding new and innovative ways to improve and expand our services, we have invested in a marketing programme so we are seen by many more people and will become better known. In 2014 we became even more popular on social media, with Twitter followers growing by 11,789 - an increase of over 50 per cent - and Facebook by 55,425 likes - up more than 44 per cent on 2013. We climbed 10



places to 52nd in Third Sector's Charity Brand Index. Visits to our website grew by 16.75 per cent, so to cope with the increasing number of visitors we began producing a new, fully-responsive website which will go live in 2015.

We enjoyed some widespread media coverage, with our 'fashion pets' story, that attributed a 700 per cent increase in the number of huskies needing to be rehomed to the 'Game of Thrones'. This top story, featuring a litter of abandoned husky puppies at our Thirsk rehoming centre, made the pages of *Real People* magazine, *Daily Mail*, *Independent* and *Daily Telegraph*, *Guardian* online, and was broadcast on LBC and BBC Radio5 Live.



**BENJI, BROOKLYN AND BRANDON**  
When Benji's mum sadly died, our mum took him under her wing and looked after us all as one big happy family. Us cheeky kittens all have loving homes of our own now.

## Managing our charity

Blue Cross is a values-driven organisation. Our values are:

### Integrity

We act in an ethical, transparent and honourable way. We are proud and respectful of our charity and each other, and what we achieve for animal welfare. Our work is honest, authentic and trustworthy.

### Dynamic

We are ambitious and optimistic, striving for success. We are a learning organisation, open to new ideas and curious about ways to improve; we are flexible and brave to meet the ever changing needs of animal welfare. We keep a sense of fun in what we do.

### Responsible

We are proud of our professionalism, and hold ourselves accountable for the work we do. We take a pragmatic and considered approach and make decisions in an informed, reliable and transparent way. We challenge ourselves to be realistic about what we can achieve.

### Compassionate

We believe in showing respect and kindness and we aim to be supportive and caring in all that we do. We are tolerant of others, and show empathy, understanding and patience,

balanced with the need to be professional and accountable.

### Fair and reasonable

We aim to be consistent and treat everyone equally. We will be non-judgemental, showing others respect and understanding. We will treat situations that arise in a flexible and open-minded way. We will be realistic and have fair and appropriate systems of reward and recognition for our people.

### People and Development

We are strongly committed to developing the skills of our employees and volunteers and to ensuring that we are well managed and efficient as an organisation.

### Executive Team communication programme

Throughout 2014 our Interim Chief Executive Steve Swift, and permanent Chief Executive Sally de la Bedoyere, visited numerous sites and met as many members of the Blue Cross team as possible. They delivered monthly video updates to keep our people briefed and engaged, and created a closed email address so people could ask questions in confidence. The Executive Team visited sites outside of their directorates to encourage a greater understanding of how each arm of the charity functions and we set up the Listening Group to promote

communication and discussion between the Executive Team and our people.

### Senior Leadership Team

The newly formed Senior Leadership Team (SLT) attended a leadership programme to focus on raising self-awareness, looking at the future we want to create for Blue Cross, how we engage others in this future and ultimately, how we can deliver this vision. The programme has enabled senior managers to work more closely together, and also included workshops where the SLT is joined by the Executive Team to work on strategic projects.

### Blue Cross Way Programme

This programme to encourage the development of our people's skills graduated 28 delegates in 2014, taking the total number of employees who have participated to 107. We also launched the Blue Cross Way Flexible Programme, which provides opportunities for all employees to attend a workshop throughout the year. These events have been incredibly successful with 126 delegates attending 16 events in the last six months of 2014.

### Customer experience training

We trained 569 employees on this key topic during 2014.



## BONNIE

I was put in a cardboard box and abandoned in a supermarket car park. It was really noisy and I was very scared and cold, but Blue Cross veterinary nurses warmed me up and the vet gave me a health check to make sure I was ok. Now I've got a loving home where I can munch on dandelions and binky to my heart's content.

## PLANS FOR THE FUTURE

We are very excited about what the future holds for Blue Cross. We plan to be helping 70,000 pets a year by 2020 – more than double the number we do now – and we want to have the capacity to help a million pets over 10 years. This is how we plan to do it:

- Faster, better ways of working
- Developing partnerships to increase access to our services
- Improving facilities
- Better workflows
- Better use of technology

We began seeing results of our Service Delivery Development Programme (SDDP) in 2013 and this continued throughout 2014. Here are just some of our plans for 2015 and beyond.

### Building new centres

We began building our new £3 million rehoming centre in Suffolk in December and plan to open the doors to pets in summer 2015. Relocating our outdated Felixstowe site to a new, easily accessible centre with modern facilities means we can provide a better quality of service to pets and people, and double the number of animals we help in the area.

Work to find replacement sites to relocate our Hertfordshire and Sussex sites is

ongoing and we hope to be able to replace these with new, modern centres in 2017 and 2018.

### Improving existing centres

We were given planning consent to carry out a £2 million refurbishment at our Bromsgrove rehoming centre and began work on this shortly afterwards.

Planning consent for a refurbishment of our Burford rehoming centre was approved and this will begin in late 2015, when we will also carry out work to improve our Victoria animal hospital.

In addition, we are expecting to be able to submit planning applications for refurbishments of our Thirsk and Lewknor centres.

### New ventures

Building and setting up new centres is costly, so we are working with other like-minded organisations to find new ways to reach out to pets who need us most.

Our scheme to partner with animal care colleges across the UK to rehome cats has proved very successful so far. Students look after the pets in purpose-built chalets, provided by Blue Cross, at the colleges and help to find them new homes. This gives students the chance to get valuable hands-on experience, and it means that unwanted cats in the area

can find new homes. We had partnered with eight colleges by the end of 2014 and have plans to team up with up to five more in 2015.



**"WE PLAN TO BE HELPING 70,000 PETS A YEAR BY 2020 – MORE THAN DOUBLE THE NUMBER WE DO NOW – AND WE WANT TO HAVE THE CAPACITY TO HELP A MILLION PETS OVER 10 YEARS."**

## FINANCIAL REVIEW

### Principal sources of income

Our principal sources of income were as follows:

	£'000
Donations and gifts	8,599
Legacies received	17,503
Investment income	926
Income from Blue Cross shops	3,432
Other activities for generating funds	1,089
Income from charitable activities	1,819
<b>Total income</b>	<b>33,368</b>

Support for the charity continues to grow, as reflected in the income figures above, with income from donations, gifts and shops showing year on year growth, while legacy income at £17.5 million still represents over 50 per cent of the total income received. During 2014, over 1,200 supporters told us they have left a gift to us in their Will. This brings our total to more than 12,500, an increase of over seven per cent, and demonstrates how our increasing awareness is leading to greater support.

The Gift Aid attributable to shops, £258,000, is included in the total for donations and gifts, and is not shown as part of the income from shops.

### Investment policy and performance

The value of the charity's investments has grown by £900,000. The performance of the portfolio has been satisfactory in the general market conditions of 2014 and within the agreed risk profile.

The investment portfolio is managed externally by the charity's Investment Managers on a discretionary basis, subject to appropriate policies and limits established by the Trustees within the investment and treasury management policy.

The Investment Sub Committee meets with the Investment Managers on a quarterly basis to review investments and ensure that they are in accordance with the investment and treasury management policy. All investments must be held in accordance with Blue Cross's ethical investment policy. Investments are allocated to four investment categories, namely: long term, restricted and endowment funds, medium term reserves, and cash.

The charity holds cash as part of its liquid reserves and ensures an appropriate balance between minimising risk of loss of cash holdings with maximising the return on those holdings. Treasury holdings are only permitted if they are in accordance with specific criteria which are laid out in the investment and treasury management policy.

### Accounting policies

The Trustees are responsible for selecting suitable accounting policies and applying them consistently. There have been no changes of accounting policies during the year.

### Planned expenditure

In 2012, Blue Cross carried out a strategic review of how and where we deliver our services and formulated a long term capital investment plan to support our ambitious plans for the future. The planned capital expenditure for both Veterinary and Rehoming Services is shown in Note 21 to the accounts.

### New finance system

During 2014 a project team, led by our Systems Accountant, implemented a new finance system. This project, the culmination of 18 months of work by our Systems Team, has enabled us to review and refine many of our processes and reduce the amount of manual handling of documentation. It also provided the opportunity to rationalise the chart of accounts to make future analysis of information more effective.

The new system and the changes to the processes will significantly improve internal controls as well as providing managers with quicker access to supporting documentation and reports. The successful implementation of this project is a testament to the skill and dedication of the team involved, which devoted many hours of patient work to make sure that what was delivered is appropriate for the organisation both now and through the next stages of its evolution.

### Reserves policy

The charity holds general reserves to support the organisation in countering short term financial risk while recognising the interaction between reserves and long term strategic objectives and capital plans.

The Board's policy is to maintain sufficient liquid reserves to counter the most significant short term financial risk to the organisation, which has been identified as a sudden fall in income. The appropriate benchmark has been determined as the ratio of liquid reserves to the amount required to cover the following expenditure:

- Six months' future budgeted expenditure which has been determined as being a sufficient timeframe to manage material cost reductions or fund emergency appeals while minimising the impact on our service delivery and core organisational capabilities
- All contracted capital expenditure
- All expenditure committed under leases through to their expiry

The Board reviews this measure annually and has decided that the minimum target ratio is 1.00. The Executive will provide justification for any material variation from this target and, where appropriate, take corrective action. At 31 December 2014, the organisation is operating at a ratio of 0.97 and therefore is just below the target figure but in line with expectations for the investment in the future that the organisation is making.



#### **BERNARD**

**My hip was terribly sore. The vet told me it was broken and I needed lots of bed rest. I love exploring, but to be honest I was grateful for a warm bed and good food as I hadn't had either in a while. I did enjoy getting lots of cuddles too. When I was well enough they found me a new home and I now spend my days on laps – my favourite place to be.**

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

As with any charity that is wholly dependent on voluntary income the principal risks and uncertainties for Blue Cross are centred on the continuity of the income stream. The income stream is the lifeblood that enables us to move closer to our vision of every pet enjoying a healthy life in a happy home.

Externally, the key risks relate to anything that might damage the reputation of Blue Cross and cause a loss of supporter confidence and result in reduced income.

Managing the reputation of Blue Cross is the responsibility of everyone associated with the organisation and we have continued to develop our customer experience training programme and monitor its progress on a monthly basis.

To mitigate the income risk the charity is diversifying its income streams to give greater resilience and reduce the reliance on traditional income sources. The development of our shop portfolio over the last few years is part of a long-term strategy to raise the profile of the organisation in more communities than have traditionally been achieved by

the rehoming centres and hospitals. Alongside raising our profile, the income received as the portfolio matures and set up costs are absorbed will reduce the reliance on legacy income, the timing of which is by its nature less predictable. While the long term aim is to continue to grow legacy income the intention is that it becomes a smaller percentage of total income.

Internally there are two high level risks that have the potential to have a serious impact on the charity. Firstly there is the impact of any serious incident that results in the loss or cessation of sites and services. This risk is mitigated by good site and service design and sound management allied to good employee training and well developed operating procedures, which underpins the Service Delivery Development Plan.

The second risk is the impact of reduced motivation and morale of the workforce, both paid and volunteer. The charity continues to make significant investments in training its people with the explicit intention of providing an engaged, motivated and valued workforce. In 2014 we appointed an Internal Auditor and a Risk Manager so we can make sure our charity's risks are well controlled and that our operations work efficiently and effectively.

## REMUNERATION COMMITTEE REPORT

### Composition and role

The Remuneration Committee meets annually. Its members are the Chairman, three Trustees and the Chief Executive, who is not present when their performance and remuneration is discussed. No other executives attend the Committee.

The objectives of the Committee are to:

- review and recommend the remuneration of the Chief Executive and the Executive Team
- review and approve Blue Cross's overall pay policy
- conduct the Chief Executive's annual review and set their objectives for the forthcoming year
- review and approve any proposed termination payment proposals to be made

All recommendations made by the Committee must then be approved by the Board.

Blue Cross is committed to ensuring that its Executive Team and employees are paid fairly and in a way that attracts and recruits the right skills to have the greatest impact in delivering our charitable objectives.

In assessing remuneration levels the Committee considers the following factors:

- Inflation – keeping pay levels in line with movements in the cost of living
- Market forces – making sure pay levels are set so that they are compatible with the recruitment and retention objectives applicable to the role under consideration
- Merit increases – benchmarking such increases in terms of amount and justification ie performance and achievement and delivery against agreed objectives
- Increased responsibility – accommodating real changes in responsibility
- Affordability – ensuring Blue Cross has the financial resources to afford the proposed remuneration

The objective of this policy is to ensure that the Chief Executive, Executive Team and employees are provided with appropriate remuneration to encourage optimum performance and are rewarded in a fair and reasonable manner for their individual contributions to the overall success of Blue Cross.

Each year the Chief Executive and the Executive Team participate in performance appraisals, as part of the same feedback and appraisal scheme operated for all Blue Cross employees.

The remuneration of the Chief Executive and Executive Team is reviewed annually and a comparability review with proposals for each role for the forthcoming year is undertaken by an independent consultant. Blue Cross aims to pay the voluntary sector median salary for its senior executives. In 2014 the total Executive Team remuneration represented 98.7 per cent of the voluntary sector median for their specific roles.

The Committee also commissioned an independent review of pay levels by Deloitte LLP. This found that Blue Cross's Executive Team's remuneration was at



the median level for the animal welfare sector and six per cent above the median level for employees. In 2014 Blue Cross became the first animal welfare charity to adopt the Living Wage.

In approving pay levels for 2015, the Committee has recognised that the increases must be affordable so that Blue Cross has sufficient funds available for its key strategic priorities. For 2015 there will be no increase in pay levels for the Executive Team, an automatic 2.8 per cent increase in Living Wage and a one per cent increase for all other employees.

In framing the remuneration policy the Committee has fully considered the recommendations of the annual survey of the Association of Chief Executives of Voluntary Organisations (ACEVO) and the National Council of Voluntary Organisations (NCVO) report of April 2014 into charity senior executive pay and guidance for Trustees in setting remuneration.

## Remuneration of Executive Team

This comprises:

**1. Annual salary** – this is based on the voluntary sector median market pay levels, an annual independent survey of voluntary organisations and also reflects the individual's performance and experience in their specific role.

**2. Car Allowance** – an annual car allowance of £5,000 is provided.

### 3. Taxable benefits

#### a Pension

Blue Cross offers a pension arrangement for all employees and provides an employer's contribution of up to 10 per cent of salary matched by an employee contribution of up to five per cent

#### b Life Assurance

Blue Cross covers all employees for death in service at a level of four times salary

#### c Permanent Health

Blue Cross provides a scheme to enable employees to receive continuity of salary in the event of long term illness.

The above taxable benefits are available to all Blue Cross employees at exactly the same levels.

## GOVERNANCE AND MANAGEMENT

### GOVERNANCE

The organisation is a charitable company limited by guarantee, incorporated on 11 September 1940 and registered as a charity on 8 February 1965.

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. These Articles were reviewed in 2012 and updated in line with current legislation and the amended Articles were approved at an Extraordinary General Meeting on 14 November 2012.

Blue Cross is governed by a Board of Trustees, all of whom are Members of the charity. The Trustees meet a minimum of four times per year. The Articles of Association require a minimum of five Trustees and a maximum of 15. During the year the actual number of Trustees varied between 8 and 12, as shown on page 36.

New Members of the Board are co-opted by existing Trustees to maintain or augment the range of skills and experience appropriate to the needs and activities of the charity and subsequently proposed for election by the Members at the Annual General Meeting (AGM).

New Trustees are provided with appropriate Charity Commission guides, the Blue Cross Handbook, a copy of the Articles of Association, a full set of the charity's policies, the current strategic plan, the latest statutory accounts and an outline of their duties and responsibilities. New Trustees meet with the Chief Executive to undertake an induction process.

In addition to the main Board there are five committees which operate under the delegated authority of the full Board and advise or make recommendations to the

Board. These committees are:

- Audit Committee (AUDIT)
- Commercial and Retail Committee (COMCO)
- Finance and Support Committee (FISCO)
- Remuneration Committee (REMCO)
- Service Delivery Committee (SEDCO)

The Investment Sub Committee (ISC) is a sub-committee of Trustees and Executives that reports direct to FISCO and meets four times a year.

Membership of these committees and sub-committee at 31 December 2014 is shown below:

**Amy Clarke**

COMCO, FISCO (appointed 11/12/14)

**Professor Anthony Forster**

FHEA FRSA AcSS : AUDIT (Chairman), SEDCO

**Dr Tim Hutton**

MRCVS: AUDIT, SEDCO

**Tim Porter**

FCA: COMCO, FISCO (Chairman), ISC (Chairman), REMCO (Chairman)

**Andy Prebble**

COMCO (Chairman), FISCO, ISC, REMCO

**The Hon Henrietta Roper-Curzon**

COMCO, FISCO, REMCO

**Rt Rev David Rosedale**

AUDIT, FISCO (appointed 11/12/14)

**Colonel Neil C Smith**

MRCVS: AUDIT, SEDCO (Chairman)

**Dr Jeremy Stewart**

MRCVS: COMCO, SEDCO (appointed 11/12/14)

**Stephen Swift:**

COMCO, SEDCO (resigned 03/02/14, reappointed 11/12/14)

**Dr David Watt**

PhD FRICS: AUDIT, FISCO

As Chairman of the Board of Trustees, Zair Berry is an ex-officio Member of all committees. All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

## STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The Trustees are required to prepare the annual report and financial statements for each financial year in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. The Trustees are also required to prepare financial statements which give a true and fair view of the state of affairs of Blue Cross and the incoming resources and application of resources, including the net income or expenditure of the charity for the year. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice 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 Blue Cross will continue in operation

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

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

Each of the Trustees confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. Each of the Trustees also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all relevant audit information and that this information has been communicated to the auditors.

## RISK AND CONTROL FRAMEWORK

The system of internal control seeks to identify and prioritise the risks to Blue Cross's aims and objectives, to evaluate their likelihood of occurrence and potential impact, and to manage them efficiently and effectively. This identification and assessment of key risks is determined by reference to our corporate plans to ensure that our risk management processes are focussed on the areas of greatest impact and importance.

Responsibility for risk management lies with the Executive Team. Through a structured approach, the Executive Team regularly reviews our internal processes and controls to ensure that they are appropriate and give assurance that the organisation is being efficiently and effectively managed as it develops. This review is assisted by the work of our internal auditor and the comments made by our external auditors in their management letters and other reports. The results of these reviews and appropriate recommendations are regularly reported to and discussed by the Board and the Audit Committee.

## DAY TO DAY MANAGEMENT

The Trustees delegate responsibility for the day to day management of the charity to the Chief Executive and the Executive Team who also attend Board and Committee meetings as required. The Executive Team reports to the Board on the performance of their respective directorates against the strategic plan set out by the Trustees and on financial and operational trends measured against the annually approved budget. Key performance indicators are in place to facilitate this process.

Members of the Executive Team at 31 December 2014 were as follows:

**Chief Executive**

Sally de la Bedoyere (appointed 05/11/14)

**Director of Business Assurance**

Richard Hollands

**Director of External Affairs**

Steve Goody

**Director of Finance and Resources**

Huw Davies

**Director of Income Generation**

Mark Evans

**Director of People and Development**

Rachel Briggs

**Director of Service Delivery**

Kerstin Alford

## MEMBERSHIP

On 31 December 2014 there were 58 Members of Blue Cross entitled to vote at the AGM. Admission to Membership requires approval of the Trustees.

## EQUALITY AND DIVERSITY STATEMENT

We are a values-led organisation. We aim to ensure that these values, encompassing equality and diversity, are at the heart of all we do in both the services we provide, and as an employer.

We recognise that people who provide and use our services come from diverse backgrounds, with varying experiences and needs.

We believe in equality for all, and that every person has the right to be treated fairly and with dignity and respect regardless of gender, disability, ethnicity, religion and belief, gender reassignment, orientation, age, pregnancy or maternity, or marriage and civil partnerships.

We embrace the different skills and experiences our employees bring to work, and we will treat people without prejudice based on their individual merit.

We will work towards four broad objectives that we consider to encompass best practice:

- to develop and deliver our services to ensure they are inclusive and accessible to all
- to ensure diversity is embedded within the values of Blue Cross and viewed by all as integral to what we do
- to commit to a zero tolerance approach to discrimination and/or harassment
- to equip our people to deliver customer excellence in the services we provide

## AUDITORS

BDO LLP acted as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 26 March 2015 and are signed on their behalf by



**Zair Berry**  
Chairman

# INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES AND MEMBERS OF BLUE CROSS

We have audited the financial statements of Blue Cross for the year ended 31 December 2014 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company 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 charity's Trustees and Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's Trustees and Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees and members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, 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.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm)

#### 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 company's affairs as at 31 December 2014 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
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)
- the information given in the Trustees' Annual Report is consistent with the financial statements

#### 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.

#### 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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or

the parent charitable company's financial statements are not in agreement with the accounting records or 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.



#### **Don Bawtree**

Senior Statutory Auditor  
for and on behalf of BDO LLP, Statutory Auditor  
Gatwick  
United Kingdom

Date: 1 April 2015

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED  
31 DECEMBER 2014

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2014

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2014 Total £'000	2013 Total £'000
<b>Incoming resources</b>					
<b>Incoming resources from generated funds</b>					
Voluntary Income					
Donations and gifts		8,148	451	8,599	8,124
Legacies received	1c	14,312	3,191	17,503	14,329
Activities for generating funds					
Raffle and sponsorship		470	3	473	585
Income from Blue Cross shops		3,432	–	3,432	2,939
Income from trading subsidiaries	6	616	–	616	428
Investment income	3	926	–	926	951
<b>Incoming resources from charitable activities</b>					
Clinical		1,004	1	1,005	1,194
Rehoming		702	38	740	867
Rehabilitation		73	1	74	76
<b>Total incoming resources</b>		<b>29,683</b>	<b>3,685</b>	<b>33,368</b>	<b>29,493</b>
<b>Resources Expended</b>					
<b>Cost of generating funds</b>					
Costs of generating voluntary income		6,153	–	6,153	5,951
Costs of Blue Cross shops		4,865	–	4,865	4,178
Investment management costs		132	–	132	135
<b>Charitable activities</b>					
Clinical		8,520	1,338	9,858	9,207
Rehoming		5,688	2,102	7,790	7,243
Rehabilitation		1,729	45	1,774	1,688
Raising awareness		2,898	–	2,898	2,094
Advice and support		899	–	899	858
<b>Governance Costs</b>		<b>316</b>	<b>–</b>	<b>316</b>	<b>217</b>
<b>Total resources expended</b>	7	<b>31,200</b>	<b>3,485</b>	<b>34,685</b>	<b>31,571</b>
<b>Net (outgoing)/incoming resources before transfers</b>					
		(1,517)	200	(1,317)	(2,078)
Transfers between funds	16	427	(427)	–	–
<b>Net (outgoing) resources before other recognised gains and losses</b>					
		(1,090)	(227)	(1,317)	(2,078)
Realised gains/(losses) on investment assets		(159)	–	(159)	301
<b>Net (expenditure) for the year</b>		<b>(1,249)</b>	<b>(227)</b>	<b>(1,476)</b>	<b>(1,777)</b>
Unrealised gains on investment assets	11	652	–	652	2,530
<b>Net movement in funds</b>		<b>(597)</b>	<b>(227)</b>	<b>(824)</b>	<b>753</b>
<b>Reconciliation of funds</b>					
Funds brought forward					
at 1 January 2014		63,714	2,108	65,822	65,069
<b>Funds carried forward at 31 December 2014</b>	15	<b>63,117</b>	<b>1,881</b>	<b>64,998</b>	<b>65,822</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements. The notes on page 24 to 35 form part of these accounts.

# BALANCE SHEET

FOR THE YEAR ENDED  
31 DECEMBER 2014

## Balance Sheet

For the year ended 31 December 2014

	Note	The Group		The Charity	
		2014 £'000	2013 £'000	2014 £'000	2013 £'000
<b>Fixed assets</b>					
Tangible assets	10	18,730	18,166	18,724	18,144
Investments	11	32,409	31,530	32,409	31,530
		51,139	49,696	51,133	49,674
<b>Current assets</b>					
Stocks	12	149	147	123	126
Debtors	13	9,102	6,986	9,312	7,642
Short-term deposits		–	7,500	–	7,500
Cash at bank and in hand		7,457	3,860	7,210	3,297
		16,708	18,493	16,645	18,565
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	14	(2,849)	(2,367)	(2,780)	(2,328)
<b>Net current assets</b>		13,859	16,126	13,865	16,237
<b>Net assets</b>	15	64,998	65,822	64,998	65,911
Restricted funds	16	1,881	2,108	1,881	2,108
Unrestricted funds	16	63,117	63,714	63,117	63,803
<b>Total funds</b>		64,998	65,822	64,998	65,911

Approved by the Trustees on 26 March 2015 and signed on their behalf by



**Zair Berry FCA**

Chairman  
Board of Trustees



**Tim Porter FCA**

Chairman  
Finance and Support Committee

Company Number 363197

The notes on pages 24 to 35 form part of these accounts.



# CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED  
31 DECEMBER 2014

## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

	2014 £'000	2013 £'000
Net cash (outflow) from operating activities	(2,381)	(1,260)
Investment income	926	951
Capital expenditure	(2,062)	(1,216)
Net movement in investment funds	(386)	(1,447)
(Decrease) in cash	(3,903)	(2,972)

### Reconciliation of operating deficit to net cash (outflow) from operating activities

Net (outgoing) resources for the year	(1,317)	(2,078)
Depreciation	1,413	1,273
(Increase) in stocks	(2)	(23)
(Increase)/decrease in debtors	(2,116)	367
Increase in creditors	482	152
Loss on disposal of fixed assets	85	–
Investment income	(926)	(951)
Net cash (outflow) from operating activities	(2,381)	(1,260)

### Analysis of cash flows for headings netted in the cash flow statement

#### Investment income

Investment income received & receivable	873	784
Interest received & receivable	53	167
	926	951

#### Capital expenditure

Purchase of tangible fixed assets	(2,062)	(1,216)
	(2,062)	(1,216)

#### Investment funds

Purchase of investments	(6,084)	(5,890)
Sale of investments	5,698	4,443
Net movement on investment funds	(386)	(1,447)

	At 1 Jan 2014 £'000	Movement £'000	At 31 Dec 2014 £'000
<b>Analysis of movements in net funds</b>			
Net cash:			
Cash held by investment managers	200	358	558
Short term deposits	7,500	(7,500)	–
Cash in hand	3,660	3,239	6,899
	11,360	(3,903)	7,457

The notes on pages 24 to 35 form part of these accounts.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014

## 1 ACCOUNTING POLICIES

A summary of principal accounting policies, all of which have been applied consistently throughout the year and the preceding year, is set out below:

### a Basis of Accounting

The financial statements have been 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 – Accounting and Reporting by Charities (SORP 2005), applicable accounting standards, the Companies Act 2006, and the Charities and Trustee Investment (Scotland) Act 2005.

The financial statements consolidate the results of the Charity and its wholly-owned subsidiaries Blue Cross Trading Company Limited and Blue Cross (D&B) Company Limited on a line by line basis. Transactions and balances between the Charity and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the organisations are disclosed in the notes. Detailed profit and loss accounts of Blue Cross Trading Company Limited and Blue Cross (D&B) Company Limited are disclosed in note 6.

A separate statement of financial activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by paragraph 397 of SORP 2005.

### b Income

Specific policies for certain types of income are as follows:

- Donations and gifts are recognised on a cash received basis
- Raffle income is recognised when the cash is received and sponsorship income is accounted for when receivable
- Income from Blue Cross shops includes the sale of donated goods through shops and the income is recognised when the goods are sold and the cash received
- Income from trading subsidiaries is represented by the commission receivable, excluding VAT on goods sold during the year. This includes sales from “Blue Cow”
- Investment income is accounted for when receivable
- Veterinary, rehoming and rehabilitation income is accounted for when receivable
- The policy for legacy income is shown in note 1c below

### c Legacies

Incoming resources are included gross in the Statement of Financial Activities when the charity is entitled to the income at the date of notification, provided that sufficient information has been received to value the charity’s entitlement with virtual certainty. Pecuniary legacies are recognised as receivable once probate has been granted and notification has been received. Residuary legacies are recognised as receivable once probate has been granted and they can be valued. Legacies are included at 90 per cent of the estimated value to reflect the inherent uncertainty that exists where a substantial proportion of the estimated income is represented by property and other investments whose value is subject to market fluctuations until realised.

Blue Cross is also entitled to receive income from approximately another 120 estates, which are subject to life tenancies, trust funds and which mainly comprise shares in properties and investments. As Blue Cross interest is reversionary, income from these estates is not recognised at this stage.

Blue Cross maintains a legacy pipeline system, which in addition to including the above includes further estimated legacy values that do not meet the recognition criteria, and which therefore have not been included in these accounts.

#### d Tangible Fixed Assets

Tangible fixed assets represent freehold land and buildings, motor vehicles and equipment. All fixed assets purchased for more than £5,000 and with an expected life of more than one year are included at cost and depreciated on the bases outlined below. Freehold land and buildings are stated at cost.

#### e Depreciation

The Board has set depreciation rates that are prudent and realistic and use the following rates, all on a straight line basis, to reduce by annual instalments the cost of the tangible assets over their estimated useful lives. The land element of buildings is not depreciated.

Freehold buildings – hospitals and administration	50 years
Freehold buildings – rehoming centres	25 years
Leasehold improvements	5 years
Equipment	4 years
Motor vehicles	3 years
Computers	4 years

#### f Listed Investments

Investments held as fixed assets are revalued at mid-market value at the balance sheet date, except for investments in subsidiaries which are valued at cost. The gain or loss for the period is taken to the Statement of Financial Activities.

#### g Stocks

Stocks are valued at the lower of cost and net realisable value. Full provision is made for slow moving and obsolete items.

#### h Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.

#### i Expenditure

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all costs relating to that category. Where costs cannot be directly attributed to an activity or function they have been allocated on a basis of head count, along with a fair proportion of overhead costs.

Costs of generating funds relate to those costs incurred in seeking voluntary donations or as incurred in publicising or marketing the charity. All investment management charges and the costs associated with the trading company, Blue Cross Trading Company Limited, are also included.

Charitable activities are all costs incurred in meeting the core objectives of the charity.

Governance costs are the costs associated with the governance arrangements of the charity. This includes internal and external audit fees and other costs that have arisen from constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Irrecoverable VAT is included in relevant expense categories.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014  
continued

### 1 ACCOUNTING POLICIES (CONTINUED)

#### i Expenditure (continued)

The support cost of management and administration of the Charity, comprising the salary and overhead costs of the central function, is apportioned to charitable activities on the basis of an estimate of employee time attributable to each activity as follows:

	2014 %	2013 %
Cost of generating funds	8.14	8.53
Service Delivery:		
Clinical	29.19	28.46
Rehoming	31.63	33.08
Rehabilitation	8.11	7.42
Raising awareness	3.35	3.76
Blue Cross shops	16.30	15.64
Advice and support	2.65	2.78
Governance Costs	0.63	0.33
	100.00	100.00

#### j Pensions

The Charity contributes to a 'money purchase' pension scheme for salaried employees. Payments made to the scheme and charged in the accounts comprise current contributions. Pension contributions are charged to the statement of financial activities as incurred. The pension cost charge represents contributions payable under the terms of the employees' contracts. The Charity has no pension liabilities other than for the payment of those contributions.

#### k Funds

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

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

### 2 NET OUTGOING RESOURCES FOR THE YEAR

	2014 £'000	2013 £'000
The net outgoing resources for the year is stated after charging:		
Depreciation	1,413	1,273
External auditor's remuneration:		
Audit	29	26
Other services	5	4
Operating Lease Rentals	1,422	1,167

### 3 INCOME FROM INVESTMENTS

	2014 £'000	2013 £'000
Investment income received & receivable	873	784
Interest received & receivable	53	167
	926	951

## 4 BLUE CROSS TRADING COMPANY LIMITED

Blue Cross Trading Company Limited is a wholly owned subsidiary which primarily generates its income through commission on the sales of gifts and Christmas cards by mail order. Turnover also includes sales at the Charity's rehoming centres and income generated by the "Blue Cow" milkshake operation which is run through an outlet in Stratford Upon Avon and at a number of events throughout the UK. Net taxable profits are transferred to Blue Cross by way of gift. A summary of the trading results is shown in note 6.

## 5 BLUE CROSS (D&B) COMPANY LIMITED

The Charity has set up a wholly owned subsidiary incorporated in the UK, whose main activity is to undertake the design and building of the charity's hospitals and rehoming centres in the most cost effective manner for the benefit of the charity. Its turnover is derived from invoicing the charity at cost for each major capital project as the costs are incurred. Any net profits would be transferred to Blue Cross by way of gift. A summary of the trading results is shown in note 6.

## 6 SUBSIDIARY COMPANIES RESULTS

A summary of the trading results for Blue Cross Trading Company Limited and Blue Cross (D&B) Company Limited are shown below:

Profit and Loss Account	Blue Cross Trading Company Limited		Blue Cross (D&B) Company Limited	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
Turnover	616	428	–	–
Cost of Sales	(236)	(249)	–	–
Operating profit	380	179	–	–
Administrative Expenses	(122)	(146)	–	–
Profit on ordinary activities	258	33	–	–
Tax on profit on ordinary activities	(23)	3	–	–
Profit on ordinary activities after taxation	235	36	–	–
Gifted to Blue Cross	(146)	–	–	–
Retained (loss) brought forward	(89)	(125)	–	–
Retained profit/(loss) carried forward	–	(89)	–	–
<b>Total assets</b>	<b>331</b>	<b>629</b>	<b>–</b>	<b>–</b>
<b>Total liabilities</b>	<b>(331)</b>	<b>(718)</b>	<b>–</b>	<b>–</b>
<b>Total funds</b>	<b>–</b>	<b>(89)</b>	<b>–</b>	<b>–</b>

Total gross income for the parent entity during the year was £32,752,000 (2013 - £29,065,000).

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014  
continued

## 7 TOTAL RESOURCES EXPENDED

	Generating voluntary income £'000	Blue Cross Shops £'000	Clinical £'000	Rehoming £'000	Rehabilitation £'000	Raising Awareness £'000	Advice and support £'000	Governance £'000	Support costs £'000	Group 2014 Total £'000	Group 2013 Total £'000
Employee costs (note 8)	1,564	1,814	6,129	3,893	909	770	499	91	2,527	18,196	16,312
Other employee costs	46	44	118	74	23	23	11	38	310	687	570
Service delivery	–	–	1,266	877	203	–	–	–	1	2,347	2,651
PR and marketing	2,352	39	1	16	1	1,705	167	71	42	4,394	4,805
Trading costs	381	–	–	–	–	–	–	–	–	381	394
Appeal costs	1,327	–	–	–	–	6	1	–	–	1,334	336
Transportation costs	31	134	114	196	78	26	33	13	162	787	770
Administration	31	71	50	74	12	21	19	4	91	373	431
Grants	–	–	46	55	6	–	–	–	–	107	72
Property	4	1,443	323	580	57	11	11	–	298	2,727	2,594
Equipment and IT	11	65	111	100	13	8	1	28	745	1,082	895
Legal and professional	65	63	3	86	–	133	3	35	479	867	520
Depreciation	–	244	–	–	–	–	–	–	1,159	1,403	1,221
<b>Total</b>	<b>5,812</b>	<b>3,917</b>	<b>8,161</b>	<b>5,951</b>	<b>1,302</b>	<b>2,703</b>	<b>745</b>	<b>280</b>	<b>5,814</b>	<b>34,685</b>	<b>31,571</b>
Support costs reallocation	473	948	1,697	1,839	472	195	154	36	(5,814)	–	–
<b>Total</b>	<b>6,285</b>	<b>4,865</b>	<b>9,858</b>	<b>7,790</b>	<b>1,774</b>	<b>2,898</b>	<b>899</b>	<b>316</b>	<b>–</b>	<b>34,685</b>	<b>31,571</b>

## 8 EMPLOYEE COSTS

	2014 Group £'000	2013 Group £'000
Wages and salaries	15,396	14,081
Social security costs	1,387	1,271
Pension contributions	980	563
	17,763	15,915
Other employee costs	433	397
	18,196	16,312

The average weekly number of employees engaged in the activities of the Charity during the year, shown as number of employees and full time equivalents, was:

	2014 Group Average	2013 Group Average	2014 Group FTE	2013 Group FTE
Generating voluntary income	56	52	51	46
Raising awareness	22	21	21	20
Blue Cross shops	159	154	102	84
Clinical	220	215	182	153
Rehoming	223	211	197	178
Rehabilitation	58	55	51	40
Advice and support	19	18	16	15
Governance	4	3	4	2
	761	729	624	538

The number of employees whose emoluments (including benefits in kind) were in excess of £60,000 for the year were:

	2014 Group Number	2013 Group Number
£60,001 – £70,000	5	4
£70,001 – £80,000	2	3
£80,001 – £90,000	3	–
£90,001 – £100,000	1	2
£110,001 – £120,000	1*	1**

(\* denotes Interim Chief Executive, \*\* denotes Chief Executive).

Contributions made in the year for the provision of money purchase pension schemes totalled £76,229 for these twelve employees (2013 - £56,186 for ten employees).

One former employee, included in the above banding, received a payment of £42,994 in respect of contractual obligations under their contract of employment. No compensation for loss of employment has been paid.

In accordance with the Memorandum of Association of Blue Cross, the Trustees received no remuneration for their services during the year.

Travelling and subsistence expenses were reimbursed to four Trustees and amounted to £1,876 (2013 - 8 Trustees £4,311).

Trustee Indemnity Insurance was provided in the year at a total cost of £2,417 to the Charity (2013 - £2,019).

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014  
continued

## 9 TAXATION

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Blue Cross Trading Company Limited makes qualifying donations of taxable profits to Blue Cross. There was a corporation tax liability of £23,000 for the current year.

## 10 TANGIBLE FIXED ASSETS

Group	Freehold Land & Buildings £'000	Leasehold improvement £'000	Equipment £'000	Motor Vehicles £'000	Computers £'000	WIP £'000	Total £'000
<b>Cost</b>							
At 1 January 2014	27,025	1,037	676	94	788	180	29,800
Additions	135	243	183	58	344	1,099	2,062
Disposals	(29)	(5)	–	(6)	(64)	(46)	(150)
<b>At 31 December 2014</b>	<b>27,131</b>	<b>1,275</b>	<b>859</b>	<b>146</b>	<b>1,068</b>	<b>1,233</b>	<b>31,712</b>
<b>Depreciation</b>							
At 1 January 2014	10,370	391	419	94	360	–	11,634
Charge for the year	833	240	123	9	208	–	1,413
Disposals	–	–	–	(6)	(59)	–	(65)
<b>At 31 December 2014</b>	<b>11,203</b>	<b>631</b>	<b>542</b>	<b>97</b>	<b>509</b>	<b>–</b>	<b>12,982</b>
<b>Net Book Value</b>							
At 31 December 2014	15,928	644	317	49	559	1,233	18,730
<b>Net Book Value</b>							
At 31 December 2013	16,655	646	257	–	428	180	18,166
Charity	Freehold Land & Buildings £'000	Leasehold improvement £'000	Equipment £'000	Motor Vehicles £'000	Computers £'000	WIP £'000	Total £'000
<b>Cost</b>							
At 1 January 2014	27,025	1,037	609	94	788	180	29,733
Additions	135	243	184	58	344	1,099	2,063
Disposals	(29)	(5)	–	(6)	(64)	(46)	(150)
<b>At 31 December 2014</b>	<b>27,131</b>	<b>1,275</b>	<b>793</b>	<b>146</b>	<b>1,068</b>	<b>1,233</b>	<b>31,646</b>
<b>Depreciation</b>							
At 1 January 2014	10,370	391	374	94	360	–	11,589
Charge for the year	833	240	108	9	208	–	1,398
Disposals	–	–	–	(6)	(59)	–	(65)
<b>At 31 December 2014</b>	<b>11,203</b>	<b>631</b>	<b>482</b>	<b>97</b>	<b>509</b>	<b>–</b>	<b>12,922</b>
<b>Net Book Value</b>							
At 31 December 2014	15,928	644	311	49	559	1,233	18,724
<b>Net Book Value</b>							
At 31 December 2013	16,655	646	235	–	428	180	18,144



## 11 FIXED ASSET INVESTMENTS

	Group and Charity 2014 £'000	Group and Charity 2013 £'000
Market value at 1 January 2014	31,530	27,240
Disposals at brought forward market value	(5,857)	(4,130)
Acquisitions at cost	6,084	5,890
Unrealised gains on revaluation	652	2,530
Market value at 31 December 2014	32,409	31,530

The above investments consist of:

	UK	Non-UK	2014 £'000	2013 £'000
Fixed Interest securities	6,982	1,292	8,274	8,805
Other listed shares and securities	12,375	11,760	24,135	22,725
	19,357	13,052	32,409	31,530
Historical cost as at 31 December 2014			27,213	26,715

## 12 STOCKS

	Group 2014 £'000	Group 2013 £'000	Charity 2014 £'000	Charity 2013 £'000
Veterinary drugs for charitable purposes	123	126	123	126
Goods for resale	26	21	–	–
	149	147	123	126

## 13 DEBTORS

	Group 2014 £'000	Group 2013 £'000	Charity 2014 £'000	Charity 2013 £'000
Income tax recoverable	147	300	146	300
Trade debtors	36	16	9	6
Amounts owed by group undertakings	–	–	263	680
Legacy debtors	7,593	5,421	7,593	5,421
Other debtors	53	57	53	57
Prepayments and accrued income	1,193	1,092	1,168	1,078
Loan to The Irish Blue Cross	80	100	80	100
	9,102	6,986	9,312	7,642

At the balance sheet date a loan of £80,000 (2013 - £100,000) was outstanding to The Irish Blue Cross, a registered Charity in Ireland. The loan is interest free and repayment is due by 2019. The grant given to The Irish Blue Cross shown in note 17 is used to offset loan repayments.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014  
continued

### 14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2014 £'000	Group 2013 £'000	Charity 2014 £'000	Charity 2013 £'000
Trade creditors	1,620	1,001	1,603	984
Social security and other taxes	381	333	358	331
Other creditors	201	176	182	165
Accruals	647	857	637	848
	2,849	2,367	2,780	2,328

### 15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £'000	Unrestricted £'000	Total funds £'000
Tangible fixed assets	–	18,730	18,730
Investments	204	32,205	32,409
Net current assets	1,677	12,182	13,859
Net assets at the end of the year	1,881	63,117	64,998

### 16 MOVEMENT IN FUNDS

#### Purposes of restricted funds

The principal restricted funds are those held in respect of the following funds. These funds are specifically for use at the centres named below.

	At 1 January 2014 £'000	Incoming resources £'000	Outgoing resources £'000	Gains and transfers £'000	At 31 December 2014 £'000
<b>Restricted funds:</b>					
With balances above £250k:					
Bromsgrove Adoption Centre	633	27	–	(188)	472
Burford (Or There's Ghillie)	772	–	–	–	772
Other Restricted Funds	703	3,658	(3,485)	(239)	637
<b>Total restricted funds</b>	<b>2,108</b>	<b>3,685</b>	<b>(3,485)</b>	<b>(427)</b>	<b>1,881</b>
Unrestricted funds	63,714	29,683	(31,200)	920	63,117
<b>Total funds</b>	<b>65,822</b>	<b>33,368</b>	<b>(34,685)</b>	<b>493</b>	<b>64,998</b>

## 17 RELATED PARTIES, SUBSIDIARY CHARITIES AND WELFARE ASSOCIATES

### Related parties

The Irish Blue Cross

	2014 £'000	2013 £'000
Grant in the year	20	20

The Irish Blue Cross provides veterinary care in the city of Dublin and an equine welfare service for race meetings and other events in Ireland.

The following Trustees of The Irish Blue Cross are also Trustees or employees of Blue Cross:

**Kerstin Alford**

**Zair Berry**

FCA

**Kim Hamilton**

(resigned 16/01/14)

**The Hon Henrietta Roper-Curzon**

(appointed 20/06/14)

**Colonel Neil C Smith**

MRCVS

**Stephen Swift**

(appointed 20/06/14)

### Subsidiary Charities

The following charities are classified as subsidiary charities on the Charity Commission's Register and are included in the accounts. In accordance with the provisions of the Charities Acts regarding small charities, the Charity aims to utilise any small funds held by its subsidiary charities.

- The War Horses Fund
- Annie Gordon Fund
- London Institute Mrs Morgan's Fund
- Bertie Copinger Prichard Fund (Captive and Performing Animals Fund)
- Mary Margaret Baroness Seaforth of Brahan (Sister Mabel's Free Dispensary for Sick Animals)
- Edith Alice Bromley-Bourne Fund
- Rosie May Hare Winton Fund
- Amy Alice Baldwin Fund
- Louisa Snow Fund
- Lucy Anne Fraser Oldfield Fund
- MIS Hounsell Fund

### WELFARE ASSOCIATES

Blue Cross has supported the following charities by giving them grants to assist in the execution of their work:

Charity name	Amount of grant 2014	Amount of grant 2013
The Mayflower Sanctuary	£20,000	£20,000
Pet Fostering Service Scotland (PFSS)	–	£25,000

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2014  
continued

### CONNECTED CHARITY

Blue Cross is a member of Assisi Animal Charities Foundation which is a registered charity incorporated as a company limited by guarantee and not having a share capital. Blue Cross's liability as a member is restricted to £10. Assisi co-ordinates and promotes payroll giving to benefit the work of five animal charities, including Blue Cross, on a scale that would not be economic for the charities to carry out on an individual basis.

## 18 PENSION COSTS

The Charity contributes to a 'money purchase' pension scheme for salaried employees. Payments made to the scheme and charged in the accounts comprise current contributions. These contributions payable by the Charity amounted to £980,336 (2013 - £563,254). All contributions were paid in the year.

## 19 LEGACIES

At the year-end the Charity was aware that it was a beneficiary of an estimated 168 (2013 - 274) estates where, either it was not certain that the legacy would be received, or the value could not be reliably measured. The current estimate of the total amount concerned is £1.5m (2013 - £5.4m).

## 20 COMPANY STATUS

Blue Cross is a registered charity constituted as a company limited by guarantee, and does not have share capital. The liability of each member is limited to £1.

## 21 COMMITMENTS

Details of commitments at the accounting date are as follows:

	2014 £'000	2013 £'000
Contracted for but not provided for:		
Bromsgrove Cattery Project	1,239	–
Suffolk Project	2,678	–
Victoria Autoclaves	–	94
Hammersmith Works	–	17
Finance Systems	–	250
IT Infrastructure Projects	–	–
	3,917	361

The commitments contracted for but not provided represent the contract values, less payments made for building projects in progress.

	2014 £'000	2013 £'000
Expenditure planned over next 5 years but not contracted for:		
Clinical	4,303	10,887
Rehoming	25,920	18,900
Blue Cross shops	20	140
Infrastructure	2,897	2,563
Total Planned Expenditure	33,140	32,490

## 22 CONTINGENT LIABILITIES

Blue Cross, on occasion, is required to give indemnities to the Executors of estates where Blue Cross is a beneficiary. The Charity does not expect these indemnities to crystallise before expiry and aims to ensure that such indemnities are limited to the value of Blue Cross's share of the legacy, have the earliest possible expiry date, and are not given on a joint and several basis. The total value of indemnities given, but not provided in the accounts, outstanding at 31 December 2014 is £898,121 (2013 - £599,166).

## 23 OTHER FINANCIAL COMMITMENTS

At 31 December 2014 Blue Cross was committed to making the following payments under operating leases in the year to 31 December 2015:

	2014 £'000	2013 £'000
Operating leases which expire:		
Within 1 year	88	27
Within 2 to 5 years	591	474
More than 5 years	731	653
	1,410	1,154

## REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED  
31 DECEMBER 2014

### Company number:

363197

### Charity number in England and Wales:

224392

### Charity number in Scotland:

SC040154

### Registered office:

Shilton Road  
Burford  
Oxfordshire  
OX18 4PF

### Patron

#### His Grace the Duke of Westminster

KG CB CVO OBE TD CD DL

### Honorary Members

#### The Rt Hon Earl Cadogan

DL

#### Dr Andrew Edney

MRCVS

#### The Lord Kirkham

CVO

#### The Lord Sheppard of Didgemere

KCVO Kt (died 25/03/15)

#### WJB Sneath

#### Sir John Spurling

KCVO OBE

#### RT Vyner

CBE

### Ambassador

#### A Langton

### Trustees

Trustees, who are also directors under company law and who served during the year and up to the date of this report were as follows:

#### Zair Berry

FCA (Chairman)

#### The Hon Henrietta Roper-Curzon

(Vice Chairman)

#### Amy Clarke

(appointed 11/12/14)

#### Tom Corran

(resigned 25/09/14)

#### Professor Anthony Forster

FHEA FRSA AcSS

#### Dr Tim Hutton

MRCVS

#### Tim Porter

FCA

#### Andrew Prebble

#### Rt Rev David Rossdale

(appointed 11/12/14)

#### Colonel Neil C Smith

MRCVS

#### Dr Jeremy Stewart

MRCVS (appointed 11/12/14)

#### Stephen Swift

(resigned 03/02/14; reappointed 11/12/14)

#### Dr David Watt

PhD FRICS

### Chief Executive Officer

#### Sally de la Bedoyere

(appointed 05/11/14)

#### Stephen Swift

(appointed 03/02/14; resigned 04/11/14)

#### Kim Hamilton

(resigned 16/01/14)

### Bankers

National Westminster Bank Plc

141 Ebury Street

London

SW1W 9QP

### Solicitors

Bircham Dyson Bell LLP

50 Broadway

Westminster

London

SW1H 0BL

Wilson Solicitors LLP

Alexandra House

St Johns Street

Salisbury

SP1 2SB

### External auditors

BDO LLP

2<sup>nd</sup> Floor, 2 City Place

Beehive Ring Road

Gatwick

West Sussex

RH6 0PA

### Investment managers

Rathbone Investment Management

Limited

1 Curzon Street

London

W1J 5FB

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- 1 VICTORIA
- 2 HAMMERSMITH
- 3 MERTON
- 4 GRIMSBY

## BLUE CROSS REHOMING CENTRES

- 1 BROMSGROVE
- 2 BURFORD
- 3 CAMBRIDGE
- 4 FELIXSTOWE
- 5 HERTFORDSHIRE
- 6 LEWKOR
- 7 NORTHAM
- 8 ROLLESTON
- 9 SOUTHAMPTON
- 10 SUFFOLK
- 11 THIRSK
- 12 TIVERTON
- 13 TORBAY

## BLUE CROSS CLINICS



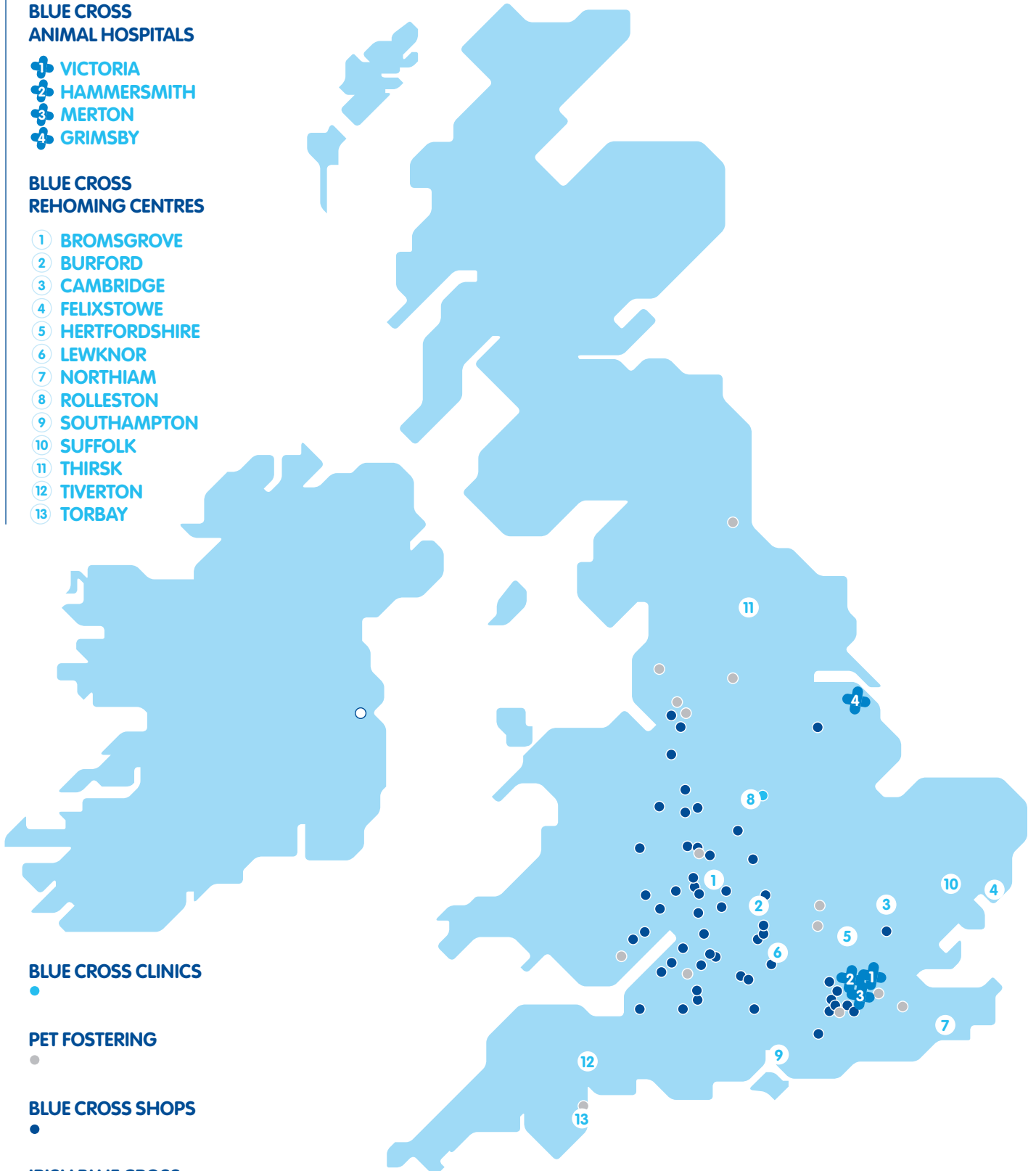
## PET FOSTERING



## BLUE CROSS SHOPS



## IRISH BLUE CROSS





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