

**MAKE-A-WISH FOUNDATION® UK**  
**(Company Limited by Guarantee)**

**CONSOLIDATED REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2014**

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Charity Registration Number (England and Wales): 295672

Charity Registration Number (Scotland): SC037479

Company Number: 2031836

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**MAKE-A-WISH FOUNDATION UK  
REPORT AND FINANCIAL STATEMENTS  
YEAR ENDED 31 DECEMBER 2014**

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**MAKE-A-WISH FOUNDATION UK  
REPORT OF THE TRUSTEES  
YEAR ENDED 31 DECEMBER 2014**

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The Trustees, who are also directors and members of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity and the group for the year ended 31 December 2014. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

**REFERENCE AND ADMINISTRATIVE DETAILS**

Registered Company Number  
2031836 (England and Wales)

Registered Charity Numbers  
295672 (England and Wales)  
SC037479 (Scotland)

Principal & Registered Office  
329 - 331 London Road  
Camberley  
Surrey  
GU15 3HQ

Trustees

David Maloney	Chairman – retired 23 February 2015
Pippa Carte	
Ian Lathey	
Jim Cook	Appointed 16 June 2014
Tim Cook	
Susan Gent	
Zafar Khan	Appointed 22 September 2014
David Hockley	
John Orriss	
Graham Stapleton	
Per Harkjaer	Chairman – appointed 23 February 2015

Senior Management Team

Neil Jones	Chief Executive
Fiona Brydon	Head of Communications
Lynne Mackintosh	Director of Finance
Joanne Micklewright	Head of Wishgranting
Amanda Williams	Director of Fundraising

Company Secretary & Chief Executive  
N P Jones

**MAKE-A-WISH FOUNDATION UK  
REPORT OF THE TRUSTEES  
YEAR ENDED 31 DECEMBER 2014**

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Auditors

haysmacintyre  
26 Red Lion Square  
London  
WC1R 4AG

Solicitors

Penningtons  
Highfield  
Brighton Road  
Godalming  
Surrey GU7 1NS

Principal Bankers

National Westminster Bank Plc  
Ground Floor  
200 Fowler Avenue  
IQ Farnborough  
Farnborough  
Hampshire  
GU14 7JP

Investment Managers

Barclays Wealth  
1 Churchill Place  
Canary Wharf  
London  
E14 5HP

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing Document**

The charity was incorporated on 26th June 1986. It is controlled by its Memorandum and Articles of Association and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

### **Recruitment, Appointment and Induction of New Trustees**

The company's Articles of Association provide for a minimum of four and maximum of fifteen Trustees and where there is a requirement for new Trustees, these would be recruited and appointed by the Chairman and existing Trustees. The Chairman and Chief Executive are responsible for the induction of any new Trustees, which involves awareness of a Trustee's responsibilities, the history and philosophical approach of the charity, and meetings with senior staff members.

### **Organisational Structure**

The Trustees delegate the day-to-day running of the charity to the Chief Executive and he, in turn, works with senior managers across the organisation. In terms of decision-making, the Trustees' main contribution is at a strategic level, with the finances of the organisation given greater scrutiny by the Finance Committee and wishes formally ratified by the Wishgranting Committee, both sub-committees of the Trustees.

The Head Office is in Camberley, Surrey, where the great majority of employees are based: in addition, there are half a dozen home-based regional fundraising managers working remotely.

Make-A-Wish Foundation UK has a wholly-owned subsidiary, Make-A-Wish Promotions Limited which, in effect, is the trading division of the charity. All operating profits of Make-A-Wish Promotions are gifted to Make-A-Wish Foundation UK.

### **Make-A-Wish Foundation International**

Make-A-Wish Foundation UK is affiliated to Make-A-Wish Foundation International and, as such, is a member of the largest wishgranting network in the world: Make-A-Wish Foundations now cover forty five different countries across the globe. Make-A-Wish Foundation UK licenses the name Make-A-Wish and associated marks from Make-A-Wish Foundation International (MAWFI), which in turn licenses the name from Make-A-Wish Foundation of America (MAWFA). Both MAWFI and MAWFA are non-profit 501(c)(3) organisations in the United States.

### **Related Parties**

There are no related parties.

## **OBJECTIVES AND ACTIVITIES**

### **Objectives and Aims**

Make-A-Wish Foundation UK is a wishgranting charity that grants magical wishes to children and young people fighting life-threatening conditions. Knowing the extraordinary, life-changing difference that a wish can make, we believe that every seriously ill child deserves a Make-A-Wish wish. To enable us to grant as many magical wishes as possible, we carry out a programme of fundraising activities, the aim of which is to generate enough funds to meet current demand and maintain appropriate cash reserves to cover future foreseeable needs. Since we were established in 1986, we have granted nearly 9,300 wishes to UK children and hosted a further 1,121 children from sister organisations across the world, whose wish was to visit the UK.

### **Public Benefit**

The Trustees confirm that they have complied with the requirement in section seventeen of the Charities Act 2011, to have due regard to public benefit in determining the activities undertaken by the charity. As a charity, we are keen to emphasise the public benefit that we believe our work provides. Our wishes are available to any child or young person, aged 3-17, living in the UK, diagnosed as having a life-threatening condition and who has not previously received a wish from another wishgranting organisation. We are driven by our children's wishes and the needs and concerns of them and their families – hence in almost all cases, we meet the child and family in their home environment, to best establish the child's true wish. Whether that wish is to be a princess or a policeman for a day, own the latest computer equipment, meet a favourite celebrity or just enjoy a special holiday with their family, a wish-come-true brings so much to a child's life and provides memories for the family that last a lifetime: it can even provide a turning point in a child's recovery. The positive effects of a wish often go further than the wish child and their family - and can impact the child's neighbours and school, members of the local community, celebrities and even the employees of suppliers involved with granting the wish.

We undertake post-wish research on an ongoing basis with our families, to determine the impact of a Make-A-Wish wish: the results confirm the transformational effects that one of our wishes can have on the physical, emotional and psychological well-being of a seriously ill child. The results also give extremely high ratings for the quality of service received from Make-A-Wish.

### **Significant Activities**

The number of wishes we granted during the year fell slightly by 2.4%, to 872, whilst our total income increased by 16.2%, to £7,439,474. Although the fall in wishes granted was disappointing, it reflects the fallout from our decision at the end of 2013 to restrict international travel wishes to Europe: these issues have now been addressed and we feel much more confident about wishes returning to steady and significant growth. The income performance, on the other hand, was extremely encouraging and represents the ninth successive year in which voluntary and total income figures have increased: this is particularly pleasing in the context of continuing uncertainty in the wider economic climate. The higher-than-expected surplus, resulting from a

**MAKE-A-WISH FOUNDATION UK  
REPORT OF THE TRUSTEES  
YEAR ENDED 31 DECEMBER 2014**

combination of increased income and lower costs, will take our reserves closer to the level where we are able to return to granting wishes to Florida on a sustainable basis – something to which we remain firmly committed. Beyond that, we remain as resolute as ever in our vision that every child in the UK living with a life-threatening condition should be able to experience a Make-A-Wish wish.

<u>Year</u>	<u>Number of Wishes</u>	<u>Number of Wish Assists</u>	<u>Total Income</u>
2007	364	60	£4,162,787
2008	444	72	£5,018,993
2009	484	93	£5,219,777
2010	584	79	£5,513,419
2011	819	79	£6,177,338
2012	916	128	£6,294,834
2013	893	104	£6,400,442
2014	872	119	£7,439,474

### **Volunteers and Supporters**

In all of our activities, we are given great assistance by the efforts of 500 registered volunteers, and countless active supporters, without whom we would only be able to do a fraction of what we do. Our volunteers are often seen as the public face of the charity: raising money, attending events and making presentations on our behalf. But most important of all, it is our volunteers who visit almost all of our wish children and their families – at all times of the day, in all seasons and across every part of the UK – to understand a little more about the child and establish what their true wish really is.

We have also been fortunate in the substantial financial support provided by major corporate supporters, including Primark, Fairy, Marks & Spencer, and Flight Centre UK. Likewise, the committees which organise our Winter and Valentine's Balls are responsible for the biggest single fundraising events in the Make-A-Wish calendar: the energy and commitment of those committee members is exemplary. To them, and to all those who gave financial and in-kind assistance during the year, including the many celebrities who have supported our activities, we express our sincere gratitude.



## **STRATEGIC REPORT**

### **ACHIEVEMENT AND PERFORMANCE**

#### **Charitable Activities**

In 2014, Make-A-Wish's total income increased by 16.2%, to £7,439,474. We invested £1,996,800 in raising this income, and a further £13,969 on governance, resulting in a balance of £5,428,705 available to be spent in furtherance of our objectives. During the year £4,480,010 was actually spent on these charitable activities and the resulting surplus was added to the charity's reserves. Over the course of the year 69 pence of every pound spent by the charity was on charitable activities, compared to 73 pence for each of the previous two years: this decreased figure reflects both our further investment in fundraising capacity and the lower than anticipated spend on wishes.

At the outset of the year, we had budgeted for 1283 UK children to turn to Make-A-Wish and our aim was to grant 991 wishes. In reality, 1179 UK children were actually referred to us, a decrease of 17% on the previous year, and we granted 872 wishes, a fall of 2%, with the number of wishes in progress also lower than 2013, by 6%, to 507. Over the course of the year, however, we actually worked on 2,334 wishes in total, including those where we assist our sister organisations overseas, a decrease of 3% on 2013: this figure included 39 UK wishes which sadly had to be cancelled before they could be granted.

Having taken the decision last year to restrict international travel wishes to Europe, thereby stopping wishes to swim with dolphins or experience Disney in Florida, new referrals to Make-A-Wish decreased more than we had anticipated and we believe that was the main factor behind the fall in new children approaching Make-A-Wish. However, we are happy that we have now addressed this and are confident that referral numbers will return to a firm upward trend, as we develop new ways of working more closely with our main referral sources. In the meantime, the Trustees remain fully committed to reaching a position where we can confidently return to granting wishes to Florida.



## **FINANCIAL REVIEW**

### **Reserves Policy**

At the balance sheet date, the total reserves were £4,225,797, all of which can be used in line with objects of charity. This figure has already taken into account our commitment towards wishes approved but not yet granted, where we make a full provision for all anticipated costs still to be incurred: for 2014, this amounted to 507 wishes totalling £1,406,473 (2013: 542 wishes, £1,590,775).

Extending this principle further means that we have an Applications Fund and a Support Fund, to ensure that we are able to meet our commitments to those children who have been referred to the charity but who have not yet reached the stage of having a wish approved. We never want to be in a position where we are unable to grant wishes to children who turn to Make-A-Wish, due to lack of funding. Consistent with previous years, the Trustees also have a Fixed Assets Fund (including the charity's operational headquarters in Camberley) and have transferred the funds tied up in the charity's fixed assets to this designated reserve. This year, we have also created a designated fund, for funds raised through our relationship with Primark. Taken together, these measures mean that the balance classified as general reserves at 31 December 2014 was £849,508 (2013 £395,353).

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Applications Fund	631,687	792,246
Support Fund	1,346,864	1,483,819
Asset Fund	540,863	509,507
Designated Wish Fund	856,874	-
General Reserves	849,509	395,353
Total Reserves	<u>£4,225,797</u>	<u>£3,180,925</u>

The general reserves are required by the charity to meet its objectives of granting further wishes and to provide working capital to enable it to progress to completion its long-term development objectives, to protect its current activities and to allow the Trustees to meet their responsibilities and ensure that the charity continues on a going concern basis. The Trustees constantly examine the needs, risks, challenges and prospects faced by the charity and consider these reserves commensurate with the Foundation's requirements for the foreseeable future.

### **Principal Funding Sources**

Make-A-Wish has a broad funding base, attracting support from a wide range of sources, including: corporate supporters (large and small), individual donors (giving on either an ad hoc basis or in a more regular, committed way), fundraising events, individual and group challenge

activities, community and volunteer fundraising groups and recycling schemes. The Trustees recognise the importance of developing and maintaining a variety of sources of revenue, thus providing continued stability of income in the future, and maintaining this breadth and variety of income source will remain a key component of our long term fundraising strategy.

### **Investment Policy and Performance**

In 2011, in line with the charity's treasury management strategy, the Trustees took the decision to protect the value of a significant amount of the reserves by investing in a relatively liquid portfolio which is managed by Barclays Wealth, a division of Barclays. They are instructed to invest to maximise long term growth within the constraints of a low risk investment portfolio.

The Trustees approved an Investment Policy in February 2014, which set out revised investment parameters in line with the Charity's cash management requirements and confirmed the governance structure that provides transparency over the investments and their levels of financial return.

Investment performance is monitored regularly and reported quarterly to the Trustees. During 2014 the portfolio moved to a portfolio which is managed through active managers and index tracking investments: the revised portfolio has returned 2.3% since acquisition (annualised 5.1%). Investments redeemed during 2014 returned 14.3% since acquisition and before fees (13.5% after fees): the net annualised return was 4.5%.

### **FUTURE DEVELOPMENTS**

#### **2015 and Beyond**

Although we failed to achieve our target of granting nearly 1,000 wishes last year and registered a small decline on 2013, we believe that in 2015 we will return to steady growth in new referrals and that the milestone of 1,000 wishes should be achieved in the near future. To assist with this, we are starting a new programme of engagement with children's ward, hospices and other major sources of referrals. As previously stated, it is our intention to widen the choice of travel destinations available to our children on a sustainable basis, as soon as it is prudent to do so – although this will probably not be in 2015. In the year, we will devote resources to reviewing the "journey" leading up to a wish and the quality of its delivery, to ensure that we are maximising their positive impact on the wish child.

As ever, the Trustees believe that every child living with a life-threatening condition deserves to have their magical Make-A-Wish wish granted. In this context, we reaffirm our confidence in a long term strategy of continued strong growth in income, as well as wishes, which is intended to increase the number of wishes we grant by 33% over the next three years and further thereafter. As the UK's leading wishgranting charity, and with our focus on delivering truly magical wishes, we believe we are uniquely placed to bring hope and excitement into the lives of seriously ill children.

In early 2015, David Maloney retired after more than six years as Chair: we're grateful for his expertise and commitment and for the ways in which he worked to significantly strengthen the charity's governance. He is succeeded by Per Harkjaer, who joins the board having had a long and successful career with FMCG companies, principally in the food & drink sector.

In 2015, we will also be losing our Chief Executive, Neil Jones, who has decided to seek new challenges, after more than ten years at the helm of Make-A-Wish. The Trustees would like to place on record their sincere gratitude for Neil's dedication, passion and leadership over that time, a period during which Make-A-Wish's achievements have been many and its fortunes transformed. We look forward to his successor, Jason Suckley, taking the charity on to even greater heights.

## **PRINCIPAL RISKS & UNCERTAINTIES**

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. A risk register is maintained and formally reviewed by the Trustees annually and more frequently on an informal basis.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees, who are also directors of the charitable company, are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

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

**MAKE-A-WISH FOUNDATION UK  
REPORT OF THE TRUSTEES  
YEAR ENDED 31 DECEMBER 2014**

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The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and group enabling them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the directors is aware at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## **AUDITORS**

The auditors, haysmacintyre, will be proposed for reappointment at the next Annual General Meeting.

The Trustees report incorporates the Strategic Report, which has been approved and authorised for issue by the Board.

## **ON BEHALF OF THE BOARD:**



D Hockley – Trustee

Date: 23/3/15

**MAKE-A-WISH FOUNDATION UK**  
**INDEPENDENT AUDITORS REPORT TO THE MEMBERS AND TRUSTEES OF MAKE-A-WISH**  
**FOUNDATION UK**  
**YEAR ENDED 31 DECEMBER 2014**

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We have audited the financial statements of Make-A-Wish Foundation UK for the year ended 31 December 2014 which comprises the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the group 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 and to the charitable company's Trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 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 Trustees' Responsibilities Statement set out on page 11, 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 Trustee 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 Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

**Opinion on Financial Statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2014 and of the group's and charitable company'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;



**MAKE-A-WISH FOUNDATION UK**  
**INDEPENDENT AUDITORS REPORT TO THE MEMBERS AND TRUSTEES OF MAKE-A-WISH**  
**FOUNDATION UK**  
**YEAR ENDED 31 DECEMBER 2014**

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- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

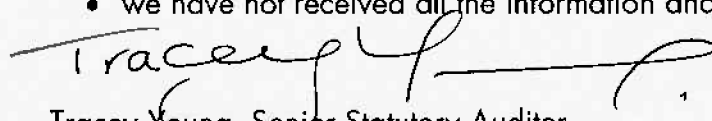
**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Report of the Trustees incorporating the 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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the parent charitable company and group have 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 consolidated 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.

  
Tracey Young, Senior Statutory Auditor  
For and on behalf of haysmacintyre, Statutory Auditors

26 Red Lion Square  
London  
WC1R 4AG

Date: 23/3/15

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

**MAKE-A-WISH FOUNDATION UK**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND**  
**EXPENDITURE ACCOUNT**  
**YEAR ENDED 31 DECEMBER 2014**

		<b>Unrestricted Funds</b>	
		<b>2014</b>	<b>2013</b>
		<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>
	<b>Notes</b>		
<b>INCOME AND EXPENDITURE</b>			
<b>INCOMING RESOURCES</b>			
<i><b>Incoming resources from generated funds</b></i>			
Voluntary income	2	3,900,948	3,849,032
Activities for generating funds	3	3,479,010	2,488,285
Activities from charitable activities	4	25,486	22,436
Investment income	5	34,030	40,689
<b>Total incoming resources</b>		<b>7,439,474</b>	<b>6,400,442</b>
<b>RESOURCES EXPENDED</b>			
<i><b>Costs of generating funds</b></i>			
Costs of generating voluntary income	6	1,996,800	1,873,219
<i><b>Charitable Activities</b></i>			
Wishgranting expenses	7	3,391,812	3,892,216
Wishgranting support costs		976,461	1,283,745
Other		111,737	-
<b>Governance</b>	8	13,969	12,590
<b>Total resources expended</b>		<b>6,490,779</b>	<b>7,061,770</b>
<b>Net incoming/(outgoing) resources</b>	9	948,695	(661,328)
Net gains/ (losses) on investments	13	66,177	(78,044)
Gain on revaluation of fixed assets for charity's own use	12	30,000	-
<b>Net movement in funds</b>	19	<b>1,044,872</b>	<b>(739,372)</b>
<b>Total funds brought forward</b>		<b>3,180,925</b>	<b>3,920,297</b>
<b>Total funds carried forward</b>		<b>£4,225,797</b>	<b>£3,180,925</b>

All transactions are derived from continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

Except for gains/(losses) on investments and the gain on the revaluation of fixed assets there is no difference from the results above and the historical cost position.

The notes on pages 19 to 32 form part of these accounts.



		Group		Charity	
	Notes	2014 £	2013 £	2014 £	2013 £
<b>FIXED ASSETS</b>					
Tangible assets	12	540,863	509,507	540,863	509,507
Investments	13	893,345	1,574,808	893,345	1,574,809
		<u>1,434,208</u>	<u>2,084,315</u>	<u>1,434,208</u>	<u>2,084,316</u>
<b>CURRENT ASSETS</b>					
Stocks	15	58,363	43,521	58,363	43,521
Debtors	16	2,106,699	1,335,191	2,063,094	1,280,555
Cash at bank and in hand		2,637,848	1,797,770	2,617,244	1,794,023
		<u>4,802,910</u>	<u>3,176,482</u>	<u>4,738,701</u>	<u>3,118,099</u>
<b>CREDITORS: amounts falling due within one year</b>					
	17	<u>(2,011,321)</u>	<u>(2,079,872)</u>	<u>(1,947,112)</u>	<u>(2,021,490)</u>
<b>NET CURRENT ASSETS</b>		<u>£2,791,589</u>	<u>£1,096,610</u>	<u>£2,791,589</u>	<u>£1,096,609</u>
<b>NET ASSETS</b>		<u>£4,225,797</u>	<u>£3,180,925</u>	<u>£4,225,797</u>	<u>£3,180,925</u>
<b>FUNDS</b>					
<b>Unrestricted funds</b>					
General funds		849,509	395,353	849,509	395,353
<i>Designated funds</i>					
Fixed asset fund		540,863	509,507	540,863	509,507
Support fund		1,346,864	1,483,819	1,346,864	1,483,819
Applications fund		631,687	792,246	631,687	792,246
Designated wish fund		856,874	-	856,874	-
<b>TOTAL FUNDS</b>		<u>£4,225,797</u>	<u>£3,180,925</u>	<u>£4,225,797</u>	<u>£3,180,925</u>

The financial statements were approved and authorised for issue by the Board of the Trustees on 23 March 2015 and were signed below on its behalf by:

  
Trustee – David Hockley

The notes on pages 19 to 32 form part of these accounts.

**MAKE-A-WISH FOUNDATION UK  
GROUP CASH FLOW STATEMENT  
YEAR ENDED 31 DECEMBER 2014**

	Notes	2014 £	2013 £
Net cash outflow from operating activities	a	130,947	(580,337)
<b>Returns on investment and Servicing of finance</b>			
Interest and investment income received		34,030	40,689
Interest paid		-	-
		<u>34,030</u>	<u>40,689</u>
<b>Capital Expenditure</b>			
Purchase of fixed assets		(72,539)	(25,379)
Purchase of Investments		(988,414)	-
Sale of investments		<u>1,736,054</u>	<u>116</u>
		675,101	(25,263)
<b>Increase/(Decrease) in net funds</b>	b	<u>£840,078</u>	<u>(£564,911)</u>

**NOTES TO THE CASH FLOW STATEMENT**

a.	<b>Reconciliation of net incoming resources to the net cash outflow from operating activities</b>	<b>2014 £</b>	<b>2013 £</b>		
	Net Incoming resources	948,695	(661,328)		
	Depreciation charges	71,183	72,773		
	Interest and investment income receivable	(34,030)	(40,689)		
	(Increase)/decrease in debtors	(771,508)	143,303		
	(Increase) in stock	(14,842)	(9,760)		
	(Decrease) in creditors	(68,551)	(84,636)		
	Net cash inflow/(outflow) from operating activities	<u>£130,947</u>	<u>(£580,337)</u>		
b.	<b>Analysis of net funds</b>				
	<b>At 1 January 2014 £</b>	<b>Cashflow £</b>	<b>Other £</b>	<b>At 31 December 2014 £</b>	
	Cash and deposits	1,797,770	840,078	-	2,637,848
	<u>£1,797,770</u>	<u>£840,078</u>	<u>£ -</u>	<u>£2,637,848</u>	

**MAKE-A-WISH FOUNDATION UK  
GROUP CASH FLOW STATEMENT  
YEAR ENDED 31 DECEMBER 2014**

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<b>c. Reconciliation of net cash outflow to movement in net funds</b>	<b>2014 £</b>	<b>2013 £</b>
Increase/(Decrease) in cash in the year	840,078	(564,911)
Net funds at 1 January	<u>1,797,770</u>	<u>2,362,681</u>
Net funds at 31 December	<u>£2,637,848</u>	<u>£1,797,770</u>

## **1 ACCOUNTING POLICIES**

### **Basis of Preparing the Financial Statements**

The group financial statements consolidate the financial statements of the parent company and its subsidiary undertakings for the year ended 31 December 2014.

In the charitable company's financial statements, investments in subsidiary undertakings are stated at cost.

### **Charitable Company Statement of Financial Activities**

A separate Statement of Financial Activities, dealing with the results of the charitable company, has not been presented as permitted by Section 408 of the Companies Act 2006. A surplus of income over expenditure for the year of £1,044,872 (2013 deficit: £739,372) has been dealt with in the financial statements of the charitable company.

### **Accounting Convention**

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets, the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities issued in March 2005 and any subsequent amendments or variation to this statement.

### **Incoming Resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

### **Voluntary Income**

Income is accounted for on a cash received basis. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

### **Activities for Generating Funds**

Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes. The subsidiary income represents net invoiced sales of services, excluding value added tax and is included in the profit and loss account as it is earned.

### **Investment Income**

Investment income reflects the amount receivable for the year.

### **Resources Expended**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

### **Irrecoverable Value Added Tax (VAT)**

Expenditure on which there is irrecoverable VAT is shown within each relevant cost category gross of VAT.

### **Cost of Generating Funds**

These costs are incurred in relation to the fundraising events which are organised throughout the United Kingdom. As well as the direct costs associated with each event, costs are included in relation to staff members who are engaged directly in fundraising events, publicity campaigns to generate income and an appropriate proportion of their use of shared facilities and central services.

### **Charitable Activities**

Liabilities for wishgranting expenses are recognised as resources expended as soon as there is a specific commitment creating an obligation and an expectation that a wish will be fulfilled. The liabilities at the balance sheet date are included as creditors due within one year.

### **Gifts in Kind**

The Foundation receives the benefit of work carried out by volunteers, the value of which is not included in these accounts. GIK income represents various goods/services donated free of charge. The income is included when it can be reliably valued.

### **Cost of Administration**

These costs are allocated to cost of generating funds and charitable activities on the basis of an appropriate apportionment of resources and activities.

### **Governance Costs**

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

### **Leases**

Payments under operating leases are charged to the Statement of Financial Activities on a straight line basis over the life of the lease.

### **Tangible Fixed Assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost of freehold buildings
Improvements to property	- 25% on cost
Office equipment	- 33% on cost
Computer equipment	- 25% on cost
Computer software	- 33% on cost

Computer equipment and software are combined for reporting.

Tangible fixed assets bought by the company have been capitalised at the minimum amount of £100 for individual assets. Assets donated during the year have been capitalised at their estimated purchase cost.

Freehold properties are stated at valuation. Valuations are carried out periodically by external valuers on the basis of existing use value as required by FRS 15 Tangible Fixed Assets.

### **Foreign Exchange**

Foreign currency transactions for income and resources expended are accounted for at an average weekly exchange rate at the point of recognition in the accounts. Any difference at the date of payment is treated as an exchange gain/loss.

### **Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

### **Investments**

Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

### **Fund Accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. The designated funds represents funds earmarked for specific reasons as decided by the Trustees. Further explanation of the nature and purpose of the each fund is included in the notes to the financial statements.

### **Pensions**

The company operates a defined contribution pension scheme. Contributions payable for the year are charged in the Statement of Financial Activities.

## **2 VOLUNTARY INCOME**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Donations	2,470,555	2,504,822
Legacies	603,735	343,835
Donations in Kind	826,658	1,000,375
	<u>£3,900,948</u>	<u>£3,849,032</u>

## **3 ACTIVITIES FOR GENERATING FUNDS**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Fundraising events	2,133,026	2,081,006
Shop income	43,149	28,794
Subsidiary's income	1,302,835	378,485
	<u>£3,479,010</u>	<u>£2,488,285</u>

## **4 ACTIVITIES FROM CHARITABLE ACTIVITIES**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Fees from international affiliates	<u>£25,486</u>	<u>£22,436</u>

## **5 INVESTMENT INCOME**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Dividends	19,792	26,348
Deposit account interest	14,238	14,341
	<u>£34,030</u>	<u>£40,689</u>



**6 COSTS OF GENERATING VOLUNTARY INCOME**

	<b>2014</b>	<b>2013</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Direct fundraising costs	826,847	947,727
Agency & professional fees	6,715	17,551
Postage and stationery	37,012	24,935
Merchandise	17,057	16,696
Staff & related costs	913,598	705,852
Staffing costs	30,067	32,878
Subscriptions	10,644	10,948
Telephone	9,141	6,348
Travelling	34,937	19,235
Sundry expenses	1,554	743
Website costs	9,598	5,292
Office costs	88,712	72,169
Legal & professional	784	888
Finance costs	10,134	10,957
Bad debts	-	1000
	<u>£1,996,800</u>	<u>£1,873,219</u>

## **7 CHARITABLE ACTIVITIES COSTS**

			<b>2014 Total £</b>	<b>2013 Total £</b>
<b>Group and Charity</b>				
<b>Wishgranting expenses</b>				
Travel			757,212	1,062,780
Accommodation			1,090,821	777,800
Spending allowance and direct costs			358,170	345,937
Insurance			115,522	193,531
Wish items and sundries			473,879	472,008
Movement in provision for wishes in progress			(184,302)	84,965
			<u>2,611,302</u>	<u>2,937,021</u>
<b>Donations in Kind</b>				
Travel			97,907	75,049
Accommodation			551,424	778,716
Wish items and sundries			131,179	101,430
			<u>780,510</u>	<u>955,195</u>
			<u>£3,391,812</u>	<u>£3,892,216</u>
	<b>Staff and related costs £</b>	<b>Other direct costs £</b>	<b>2014 Total £</b>	<b>2013 Total £</b>
<b>Wishgranting support costs</b>				
International registration fee	-	80,038	80,038	84,899
Administration costs	-	7,281	7,281	8,077
Finance	-	9,309	9,309	6,973
Office costs	674,437	205,396	879,833	1,183,796
	<u>£674,437</u>	<u>£302,024</u>	<u>£976,461</u>	<u>£1,283,745</u>
			<b>2014 Total £</b>	<b>2013 Total £</b>
<b>Other</b>				
Payments to affiliates			<u>£111,737</u>	<u>£-</u>

**8 GOVERNANCE**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Accountancy fees	2,459	1,460
Auditors' remuneration	11,510	11,130
	<u>£13,969</u>	<u>£12,590</u>

**9 NET INCOMING/(OUTGOING) RESOURCES**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Net incoming/ (outgoing) resources are stated after charging:		
Auditors' remuneration	£11,510	£11,130
Depreciation – owned assets	<u>£71,183</u>	<u>£72,773</u>

**10 TRUSTEES' REMUNERATION, BENEFITS AND EXPENSES**

There were no Trustees' remuneration or other benefits for the year ended 31 December 2014 nor for the year ended 31 December 2013.

During the year £nil was reimbursed to the Trustees (2013: £Nil).

## **11 STAFF COSTS**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Salaries	1,378,133	1,396,990
Social security costs	134,284	140,607
Pension costs	75,462	75,343
	<u>£1,587,879</u>	<u>£1,612,940</u>

The number of higher paid staff whose taxable emoluments fell into higher salary bands was:

	<b>2014</b>	<b>2013</b>
	<b>Number</b>	<b>Number</b>
£70,001 to £80,000	2	2
£80,001 to £90,000	<u>1</u>	<u>1</u>

Total pension payments for higher paid employees were £13,858 paid into 3 employees (2013: £12,763 paid to 3 employees).

The average number of employees, in terms of full time equivalents, and analysed by activity:

	<b>2014</b>	<b>2013</b>
	<b>Number</b>	<b>Number</b>
Wishgranting and Communications	19.2	19.0
Administration	8.6	8.4
Fundraising & Volunteer management	19.0	21.1
	<u>46.8</u>	<u>48.5</u>

**MAKE-A-WISH FOUNDATION UK**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2014**

**12 TANGIBLE FIXED ASSETS**

	Freehold Property £	Improve- ment To Property £	Office Equipment £	Computer Equipment £	Total £
<b>Group</b>					
<b>Cost or valuation</b>					
At 1 January 2014	470,000	58,126	77,301	263,284	868,711
Revaluation	30,000	-	-	-	30,000
Additions	-	-	7,525	65,014	72,539
Disposals	-	-	(38,514)	(80,842)	(119,356)
<b>At 31 December 2014</b>	<b>500,000</b>	<b>58,126</b>	<b>46,312</b>	<b>247,456</b>	<b>851,894</b>
<b>Accumulated depreciation</b>					
At 1 January 2014	37,600	53,271	75,233	193,100	359,204
Depreciation charge for year	10,000	4,371	3,338	53,474	71,183
Disposals	-	-	(38,514)	(80,842)	(119,356)
<b>At 31 December 2014</b>	<b>47,600</b>	<b>57,642</b>	<b>40,057</b>	<b>165,732</b>	<b>311,031</b>
<b>Net book value</b>					
At 31 December 2014	<u>£452,400</u>	<u>£484</u>	<u>£6,255</u>	<u>£81,724</u>	<u>£540,863</u>
At 31 December 2013	<u>£432,400</u>	<u>£4,855</u>	<u>£2,068</u>	<u>£70,184</u>	<u>£509,507</u>
<b>Charity</b>					
<b>Cost or valuation</b>					
At 1 January 2014	470,000	58,126	77,301	263,284	868,711
Revaluation	30,000	-	-	-	30,000
Additions	-	-	7,525	65,014	72,539
Disposals	-	-	(38,514)	(80,842)	(119,356)
<b>At 31 December 2014</b>	<b>500,000</b>	<b>58,126</b>	<b>46,312</b>	<b>247,456</b>	<b>851,894</b>
<b>Accumulated depreciation</b>					
At 1 January 2014	37,600	53,271	75,233	193,100	359,204
Depreciation charge for year	10,000	4,371	3,338	53,474	71,183
Disposals	-	-	(38,514)	(80,842)	(119,356)
<b>At 31 December 2014</b>	<b>47,600</b>	<b>57,642</b>	<b>40,057</b>	<b>165,732</b>	<b>311,031</b>
<b>Net book value</b>					
At 31 December 2014	<u>£452,400</u>	<u>£484</u>	<u>£6,255</u>	<u>£81,724</u>	<u>£540,863</u>
At 31 December 2013	<u>£432,400</u>	<u>£4,855</u>	<u>£2,068</u>	<u>£70,184</u>	<u>£509,507</u>

Land and buildings were revalued on 16 February 2015 by Vail Williams on existing use basis by Sus Lopez-Garcia BSc(Hons) MRICS.

### **13 FIXED ASSET INVESTMENTS**

#### **Charity Only**

The charity holds the entire £1 share capital of its trading subsidiary, Make-A-Wish Promotions Limited.

	<b>2014 Total £</b>	<b>2013 Total £</b>
<b>Group and Charity</b>		
<b>Market Value</b>		
At 1 January 2014	1,574,808	1,652,885
Additions at cost	988,414	-
Disposals at market value	(1,736,054)	(33)
Realised gain on investments	127,839	-
Unrealised loss on investments	(61,662)	(78,044)
At 31 December 2014	<u>£893,345</u>	<u>£1,574,808</u>
<b>Historical cost</b>		
At 31 December 2014	<u>£876,342</u>	<u>£1,496,772</u>
<b>Charity only</b>		
Shares in group subsidiary	<u>1</u>	<u>1</u>

**Individual investments which represent over 5% of the portfolio market value are as follows:**

PIMCO Gbl Invest Grade Credit Fd - Shs Institutional Cl.	69,847	8%
Barclays Funds SICAV - Barclays Weekly Hedge	63,506	7%
iShares III PLC - iShares UK Gilts 0-5yr UCITS ETF	51,107	6%
iShares S&P 500 UCITS EFT	55,308	6%

During 2014 the portfolio was reviewed and moved to a portfolio which is managed through active managers and index tracking investments: the revised portfolio has returned 2.3% since acquisition (annualised 5.1%). Investments redeemed during 2014 returned 14.3% since acquisition and before fees (13.5% after fees): the net annualised return was 4.5%.

## **14 RESULTS FROM TRADING ACTIVITIES OF SUBSIDIARIES**

The charity has two wholly owned trading subsidiaries, Make-A-Wish Promotions Limited (Promotions) and Make-A-Wish Limited, both of which are incorporated in Great Britain.

Promotions undertake collection of old clothing and commercial sponsorship from a range of corporate partnerships. A summary of the results of Promotions is shown below.

Make-A-Wish Limited is dormant.

Audited financial statements have been filed with the Registrar of Companies.

<b>Make-A-Wish Promotions Limited</b>	<b>2014 £</b>	<b>2013 £</b>
<b>Summary Profit and Loss Account</b>		
Turnover	1,302,835	378,485
Cost of sales	-	-
<b>Total gross profit</b>	1,302,835	378,485
Administrative expenses	(2,994)	(3,184)
<b>Operating profit for the year</b>	1,299,841	375,301
Gift Aid payment to parent company	(1,299,841)	(375,301)
Tax	-	-
<b>Retained profit for the year</b>	£-	£-
	<b>2014 £</b>	<b>2013 £</b>
The assets and liabilities:		
Current assets	1,225,942	312,026
Current liabilities	(1,225,941)	(312,025)
<b>Total net assets</b>	£1	£1
<b>Aggregate share capital and reserves</b>	£1	£1



## 15 STOCKS

	<b>Group and Charity</b>	
	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Finished goods	<u>£58,363</u>	<u>£43,521</u>

## 16 DEBTORS

	<b>Group</b>		<b>Charity</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	374,415	474,429	51,904	176,151
Prepayments and accrued income	1,732,284	860,762	849,458	850,762
Amounts owed by group undertakings	-	-	1,161,732	253,642
	<u>£2,106,699</u>	<u>£1,335,191</u>	<u>£2,063,094</u>	<u>£1,280,555</u>

## 17 CREDITORS: amounts falling due within one year

	<b>Group</b>		<b>Charity</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	123,788	211,231	122,516	211,231
Social security and other taxes	97,720	92,826	38,047	37,153
Committed wishes	1,406,473	1,590,775	1,406,473	1,590,775
Other creditors and accrued expenses	257,229	128,272	253,965	125,563
Deferred Income	126,111	56,768	126,111	56,768
	<u>£2,011,321</u>	<u>£2,079,872</u>	<u>£1,947,112</u>	<u>£2,021,490</u>

Deferred income represents fundraising income in relation to future events. Income is fully released in the following financial year when the event takes place.

At 31 December 2014 the committed wishes creditor represented 507 wishes at an average remaining cost of £2,774 (2013: 542 at an average costs of £2,935).

## **18 OPERATING LEASE**

As at 31 December the group had annual commitments under operating leases as set out below:

	<b>Equipment</b>	
	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
< 1 years	-	-
2 - 5 Years	4,728	-
> 5 years	-	4,728
	<u>£4,728</u>	<u>£4,728</u>

## **19 MOVEMENT IN FUNDS**

	<b>Balance 1 January 2014 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Gains + Transfers £</b>	<b>Balance 31 December 2014 £</b>
<b>Unrestricted funds</b>					
General fund	395,353	7,439,474	(6,490,779)	(494,539)	849,509
<b>Designated funds</b>					
Fixed Asset fund	509,507	-	-	31,356	540,863
Support fund	1,483,819	-	-	(136,955)	1,346,864
Applications fund	792,246	-	-	(160,559)	631,687
Designated Wish Fund	-	-	-	856,874	856,874
Total Designated	<u>2,785,572</u>	<u>-</u>	<u>-</u>	<u>590,716</u>	<u>3,376,288</u>
Total funds	<u>£3,180,925</u>	<u>£7,439,474</u>	<u>(£6,490,779)</u>	<u>£96,177</u>	<u>£4,225,797</u>

Fixed Asset Fund - reflects the net book value of assets not available for immediate conversion to cash.

Support Fund - reflects the cost of carrying out those wishes and applications in progress over one year.

Applications Fund - provides a reserve for applications received based on the conversion to wishes percentage at the average cost of wishes in progress at the end of that financial year.

Designated Wish Fund – provides for funds raised in 2014 to grant wishes in 2015.

## **20 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS**

Fund balances at 31 December 2014 are represented by:

	<b>Designated Funds £</b>	<b>General Funds £</b>	<b>Total Funds £</b>
Tangible fixed assets	540,863	-	540,863
Investments		893,345	893,345
Current assets	4,241,898	561,012	4,802,910
Current liabilities	(1,406,473)	(604,848)	(2,011,321)
<b>Total net assets</b>	<b>£3,376,288</b>	<b>£849,509</b>	<b>4,225,797</b>

## **21 RELATED PARTY DISCLOSURES**

At the year-end £1,161,732 was due from Make-A-Wish Promotions Limited (2013: £253,642).

## **22 COMPANY LIMITED BY GUARANTEE**

The company does not have share capital and it is limited by guarantee. In the event of the company being wound up, the maximum amount each member is liable to contribute is £1. There were 10 guarantor members at the balance sheet dated 31 December 2014 (2013: 8).