



The Christie  
Charitable Fund



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## Annual Report of the Trustees Consolidated Annual Accounts 2016/17

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# Foreword

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Welcome to our Annual Report for 2016/17. The Corporate Trustee presents The Christie Charitable Fund's Annual Report together with the Audited Financial Statements for the year ended 31st March 2017.

The Charity has a corporate trustee: The Christie NHS Foundation Trust governed by the law applicable to Trusts, principally the Trustee Act 2000 and the Charities Acts 2011. The NHS Trust Board devolved responsibility for the on-going management of funds to the Charitable Funds Committee which administers the funds on behalf of the corporate trustee.



# Our Trustees



The members of the NHS Trust Board who served during the financial year were:

Kathryn Riddle OBE DL	Chair of Charitable Funds Committee
Christine Outram	Chair of the Trust
Roger Spencer	Chief Executive
Joanne Fitzpatrick	Executive Director of Finance and Business Development
Jackie Bird	Executive Director of Nursing and Quality
Mr Anthony Blower	Executive Medical Director (until 31st October 2016)
Professor Chris Harrison	Executive Medical Director (Strategy)
Fiona Noden	Chief Operating Officer
Neil Large MBE	Non-Executive Director
Kieran Walsh	Non-Executive Director
Jane Maher	Non-Executive Director
Robert Ainsworth	Non-Executive Director
Tarun Kapur CBE	Non-Executive Director (Appointed 1st June 2016)
Wendy Makin	Executive Medical Director and Responsible office (Appointed 1st November 2016)

Joanne Fitzpatrick was the principal officer overseeing the day-to-day financial management and accounting during the year.

The accounting records and the day-to-day administration of the funds are dealt with by the charity section of the finance department of The Christie NHS Foundation Trust.

Non-Executive Directors (including the Chair) are appointed to the NHS Trust Board in accordance with the Trust's constitution and by the Council of Governors. Executive Directors are appointed through an open competition panel and following the

NHS Trust recruitment procedure. All trustees are required to meet the Fit and Proper Person Requirements 2014, a statutory requirement for all care providers registered with the Care Quality Commission to ensure the suitability of all directors and all those acting in an equivalent capacity. Trustees are also selected to provide a good mix of appropriate professional skills. New trustees are provided with an induction pack including the governing documents, the Charity strategy, the Charity Annual Report and Accounts and the Charity Commission's guidance on public benefit. As part of their induction programme, time is specifically

allocated to meet with the principal officer and the director of fundraising.

Trustees are required to disclose all relevant interests and withdraw from decisions where a conflict of interest arises. All related party transactions are disclosed in note 19 to the financial statements.

Senior charity managers are employed on the same terms and conditions as staff in the NHS (subject to Agenda for Change). Remuneration is reviewed annually and is increased in accordance with the nationally agreed increases for the respective pay scales.

# Who we are

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The Christie Charitable Fund is an independent registered charity (registered number 1049751) in accordance with the Charities Act 2011 and was entered on the register on 11th March 1996.

The Charity exists to raise funds and receive donations for the benefit of the patients of The Christie NHS Foundation Trust so that they can be offered access to leading treatments, outstanding care and the opportunity for the best outcomes.

The Christie charity raises money for a range of vital projects and initiatives focusing on four main areas: research, care and treatment, education and extra patient services. It delivers projects, equipment and improvements that are over and above what the NHS funds, enabling us to give our patients access to the best possible care, research and treatment possible. Without the support of our fantastic fundraisers we would not be able to give our patients and their families the level of care and support that we do.

The Christie NHS Foundation Trust treats more than 44,000 patients each year and has been delivering world-first breakthroughs for over 100 years. It has one of the world's largest radiotherapy departments and the UK's largest chemotherapy unit and brachytherapy service. It is ranked as one of the top 10 most technologically advanced cancer centres in the world outside North America and is the largest single site cancer centre in Europe. It was the first UK centre to be officially accredited as a comprehensive cancer centre.

The Christie has long been an innovator in clinical trials and research and without the pioneering work of the Trust, hospitals around the world would not be using breast cancer drugs such as Herceptin and Tamoxifen and more recently Ipilimumab for advanced melanoma as standard treatments today.

The Christie charity supports the development of cancer prevention, treatment, research and education through investment in staff, equipment, facilities and other support services. We do this by making grants to The Christie NHS Foundation Trust, and, occasionally, to other related bodies. (The University of Manchester and 'The Christie at' sites).

We work hard to make sure that the money donated to the Charity is spent where the hospital needs it most and we produce a separate Impact Report which gives more detail about how charitable income is spent and the difference it has made to our patients and their families.



# Who we are

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## Principal Office

The principal office for the Charity is:

The Finance Department  
The Christie NHS Foundation Trust  
Wilmslow Road  
Withington  
Manchester M20 4BX

The fundraising office address is:

The Christie Charity  
2-4 Candleford Road  
Withington  
Manchester M20 3JH

## Principal Professional Advisers:

### Bankers

Barclays Bank plc  
7th Floor  
1 Marsden Street  
Manchester M2 1HW

### Solicitors

Addleshaw Goddard LLP  
100 Barbirolli Square  
Manchester M2 3AB

Hempsons  
16th Floor  
City Tower  
Piccadilly Plaza  
Manchester M1 4BT

### External Auditors

PWC  
101 Barbirolli Square  
Lower Mosley Street  
Manchester M2 3PW

### Investment Fund Manager

Castlefield Investments  
9th Floor  
111 Piccadilly  
Manchester M1 2HY



# Role of the Charitable Funds Committee

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Acting for the Corporate Trustee, the Charitable Funds Committee is responsible for the overall management of the Charitable Fund. The Committee is required to:

- Manage the affairs of The Christie Charitable Fund within the terms of its declaration of trust and appropriate legislation.
- Ensure funding decisions are appropriate, consistent with the Charity and Trust objectives and provide added value and benefit to patients and staff of the Trust, above those afforded by the exchequer funds.
- Implement, as appropriate, procedures and policies to ensure that accounting systems are robust, donations are received and accounted for as instructed and that expenditure is correctly recorded.
- Approve the Annual Report and financial statements and ensure that all relevant information is disclosed.
- Manage the investment of funds in accordance with the Trustee Act 2000, and, if necessary, appoint fund managers to act on its behalf.

The Charitable Funds Committee receives recommendations from the Trust Management Board regarding the priorities of the Trust. The Charity then considers these recommendations against the objectives of the Charity and the funds available. The committee meets at least four times per year, usually March, June, September and December.

Applications to the Charity for funding have to demonstrate that they meet the Charity's objectives and have to clearly show a 'success' criteria. This testing is built into the submitted business case. All applications must show quantifiable success measures, and must provide a date of when they will formally provide a written report and feed back to the trustees. Our research, education and operational divisions all provide annual updates to the Charitable Funds Committee on specific projects. Feedback to donors and supporters is also crucial, therefore successful applicants provide updates through a wide variety of opportunities including the Charity newsletter 'Successes', quarterly 'Spotlight' seminars attended by both staff and supporters, regular 'thank-you' events and our annual Impact Report.



# Grant Making Policy

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The use of our funds is restricted by the governing document which established the Charity to purposes connected with the Trust and grants are made from the Charity's unrestricted funds – these funds comprise three elements:

**The Cancer Appeal Fund** which is constituted of gifts received by the Charity where no particular preference as to its expenditure has been expressed by donors. Annually, applications are invited from any member of the Trust and also any patient group working within the Trust. Applications in excess of £25,000 must be recommended by the Trust Management Board to the Charitable Funds Committee, thus ensuring that the application falls within the strategic priorities of the Trust. The Charitable Funds Committee then considers the applications against the Charity's objectives, priorities and uncommitted funds available.

**The Cancer Research Fund** comprises donations and legacies received by the Charity where the donor has given a preference for the use of the donation to be for research purposes, but not specified to a designated research fund. Applications for support from this fund are, in the first instance, submitted to The Christie Research Strategy Group which assesses the quality of the proposed research, its correlation with existing research priorities and the availability of other research funding streams. Recommendations are then made to the Trust Management Board and, if approved, forwarded to the Charitable Funds Committee for consideration.

**Designated (Earmarked) Funds** contain donations where a particular part of the hospital or activity was nominated by the donor at the time their donation was made. Whilst their nomination is not binding on the trustee, the designated funds reflect these nominations. The designated funds are overseen by fund holders who can make recommendations on how to spend the money within their designated area. Fund holders have a delegated responsibility to approve up to £25,000. Expenditure above this level requires recommendation from the Trust Management Board to the Charitable Funds Committee.



# Our Objects

In accordance with the Declaration of Trust dated 8th December 1995 the Charitable Fund's objects are as follows:

***"The trustees shall hold the trust fund upon trust to apply the income, and at their discretion so far as may be permissible, the capital for any charitable purpose or purposes in connection with The Christie NHS Foundation Trust which will further the investigation of the causes of cancer and the prevention, treatment, cure and defeat of cancer in all its forms."***

The purpose of the Fund is therefore to support the development of cancer prevention, treatment, research and education through:

- Improving the patient and carer experience
- Facilitating high quality research programmes
- Encouraging and supporting innovation in the development of services
- Promoting and supporting the training and personal development of staff

The Charity achieves its purpose by funding expenditure on:

- **Equipment** – high technology, modern equipment to support research and/or to provide higher quality diagnoses and better treatment outcomes than before
- **Staff** – specialists who care for patients or undertake new pioneering roles
- **Innovation** – pioneering research projects that can lead to clinical trials of new treatments
- **Education** – training and developing the cancer researchers and specialists of the future will ensure that patients get the best possible care and treatment
- **Research** – support for the research infrastructure to provide the best facilities for cancer researchers

The Christie NHS Foundation Trust Board reviews the Charity Commission's general guidance on public benefit when establishing the terms of reference for the Charitable Funds Committee. This has also been reviewed alongside the Charity's strategy by the Charitable Funds Committee and is considered each year when setting and reviewing the guidelines for fund holders, who are authorised to spend charitable funds. The trustees have had regard to the Charity Commission's guidance on public benefit.



# What we have achieved

This year we have raised a £14.4million and we would like to say a huge thank you to all our wonderful supporters and fundraisers.

We are very fortunate to have more than 50,000 supporters with 6,600 giving a regular gift. There were 613 events held by the community, 7250 people took part in sporting events, and we had 1198 donations from local businesses. 204 people left us gifts in their wills and 58 trusts chose to donate their funds to us.

We tightly manage our costs and this year we are able to say that 82p in every pound raised will go directly to benefit patients and their families. By raising this money and through careful management of our existing funds, The Christie Charitable Fund has been able to commit funds to The Christie NHS Foundation Trust in line with the Charity's aims and objectives and the following provides an insight into some of these activities:

## ***To commit funds to provide patient services and care beyond that which would be affordable under NHS tariffs***

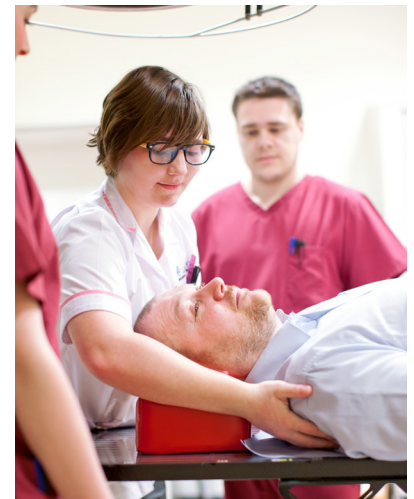
The Charity is committed to ensuring our patients receive the very best care and treatment. Over £38k has been spent on a clinical nurse specialist within the Lymphoma

nursing group. This post has been provide to enhance the level of care and support given to our patients and will improve the Lymphoma service offered enabling teams to respond to the changing needs of patients and to pilot new and innovative ideas to continuously improve and enhance patient experience. There are 220 new lymphoma diagnoses per annum with an expected increase in the near future. This role will be funded on a two year trial period.

## ***To ensure that Christie patients are served by the highest calibre staff by committing funds to enhance the education and development of Christie staff and develop The Christie as a place of learning***

The Charity invests in the development of staff, both clinical and non-clinical, beyond what is provided through Health Education England, enabling staff to further develop their skills and knowledge. In this year, over £31,000 was invested in educational courses, and in addition some educational bursaries and scholarships were funded by the Charity, helping to shape the talent of the future.

The establishment of a prestigious School of Oncology International Scholarship Programme has



enhanced the reputation of The Christie internationally and led to new relationships with clinicians and organisations from around the world. By investing over £88,000 The Christie has the ability to offer scholarships to exceptional candidates from developing economies which helps to enhance the clinical service for our patients.

## ***To invest in the capital programme and enhance the hospital environment***

In April 2017 the new Integrated Procedures Unit (IPU) opened. The charity contributed £4,824,880 towards this new centre. The development was much needed as demand for day-case medical procedures is increasing. Before the IPU opened the day-case medical procedures were quite fragmented across the hospital site. This was having an adverse impact on treatment interventions such as minor surgery/plastics, endoscopy, interventional radiology, line insertion and pain clinic. Now we are able to house all these in demand services into a purpose built treatment facility improving patients' experience. We will be able to double our capacity for image guided procedures reducing waiting times for insertions such as stents, feeding tubes and venous access devices. In addition we can now offer new minimally invasive



# What we have achieved

cancer treatments like tumour ablation and tumour embolisation.

Through this development we also have an opportunity to build in capacity to support our research aspirations as part of our collaboration in the MCRC (Manchester Cancer Research Centre) partnership. Our joint aim is to develop an integrated personalised medicine approach for patients. However this will mean an increase in biomarker analysis, repeat tumour biopsies and tissue sampling for laboratory research in the MCRC building. The IPU development therefore will enable us to build in capacity to support this additional activity that will allow us to deliver research that has life-changing potential for cancer patients.

The Charity has committed to invest £5.6million in developing a dedicated research space within the Proton Beam Therapy centre. This will enable the team to undertake significant clinical, radiobiological and technical research. In this financial year, over £1.8m was spent on the project, which when completed in 2018 will improve the targeting of PBT to ensure improved outcomes for patients with difficult-to-treat tumours.

In addition, the charity invested £1m in bringing a revolutionary MR linac to The Christie. Integrated with a Magnetic Resonance Imaging (MRI) system, the linear accelerator is designed for real-time, image-guided tumour tracking. This unrivalled tracking will allow radiologists to deliver stronger doses of radiation, giving our patients the best chance of beating cancer.



The inbuilt camera will guide our clinical oncologists directly to the tumour while they administer radiotherapy on the very same machine – with millimetre accuracy. This real-time tracking will enable us to target the tumour – not just the organ involved – and spare healthy tissue. Incredibly, this image-guided treatment will also allow us to adapt the beam ‘coordinates’ and ‘hit’ the tumour even if it moves during treatment.

The LINAC’s integrated MR scanner will give clinicians the clearest images of tumours to date. This unbeatable clarity will allow real-time, image-guided tumour tracking to ensure radiation is as targeted, and as concentrated, as possible. Its functional imaging will also help clinical teams assess the patient’s response to treatment, along with changes in their metabolism following radiation.

£1.1m was invested in a 3T MRI Scanner. The power of a magnetic field is expressed in Tesla units. MRI scanners found in hospitals usually have 1.5-Tesla. Magnetic Resonance Imaging (MRI) is a major diagnostic tool in the management of patients with cancer to help diagnose and to determine disease progression and response to treatment. Radiologists testing new scanners in clinical settings have reported that 3-Tesla machines can do anything a standard 1.5-Tesla can, and do it faster and

better with added benefits for patients.

## ***To invest funds to improve the quality and quantity of clinical research***

The National Institute for Health Research Clinical Research Facility at The Christie is a large, high quality, dedicated clinical research environment where patients can participate in complex, high intensity, early phase clinical trials. Through partnerships with the Manchester Cancer Research Centre and Manchester Academic Health Science Centre, The Christie brings together one of the biggest concentrations of expertise, ambition and resources in the world, to help create a future without cancer. As an international leader in research and development over 600 clinical trials may be taking place at any one time allowing patients access to the very latest ground-breaking treatments.

In 2016/17 the Charity spent over £1.7million towards research, supporting early-phase clinical trials along with a number of posts as part of the academic investment plan, supporting the MCRC. This is an unprecedented global recruitment drive to bring up to 20 of the world’s leading cancer experts and their teams to Manchester. The Charity provides pump-prime funding to enable these plans to be realised.

# What we have achieved



One of the projects the charity is funding is the 'Patient Centered Research Project'. We have funded 3 research fellows to carry out this work. This research goes beyond the testing of new drugs. Working with clinical colleagues throughout the hospital, our new Christie Patient Centered Research (CPCR) team will carry out research that aims to better understand - and improve support for - the personal, social, emotional and care delivery aspects of cancer. Enhancing our understanding of the patient experience will help us to develop innovative new techniques that will improve everyday patient care, quality of life and ultimately patient outcomes.

There will be three areas of focus. They are the prevention and early detection of cancer – developing new ways to help more people prevent cancer or be diagnosed earlier, helping patients to live and cope with the symptoms of cancer, and any side effects of their treatment and examining the experiences of older people with cancer, and identifying those who need extra support and individual care (e.g. older patients suffering with dementia).

The charity has also been funding a project called TARGET which concentrates on molecular diagnostics. Molecular profiling allows clinical researchers to look at each patient's tumour through a biopsy or blood sample and to then study the genetic make-up of the tumour as well as any unique biomarkers, which in cancer can indicate the progress of disease and how well it responds to treatment. This information is then used to create better, more targeted therapies for patients - and

so it's a real step change in how we can diagnose and treat cancers going forward. The TARGET project is specifically for patients whose cancer has returned after initial therapy and we are trying to find novel treatments that might work for them. The project focuses on the benefits of using blood samples, rather than biopsies, in the hope that we can show they're a better method for profiling tumours.

Certainly, the benefits for patients are clear as a simple blood test is much less invasive than having to undergo a surgical or needle biopsy. Having regular blood tests will allow us to monitor how patients are doing throughout the course of their treatment. Changes picked up from the blood test might indicate that the tumour is behaving aggressively or rather slowly or is likely to respond or not likely to respond to treatment.

We have expanded the molecular profiling project from 100 to 300 patients whose cancer falls into one of the disease groups listed below. These cancer types were chosen specifically because they have been shown to give off more fragments of DNA from the tumour in circulating blood. They are colorectal, lung, melanoma, breast and prostate.

The TARGET project is just the start of the journey into molecular

profiling here at The Christie. In the future, we want to become a major molecular diagnostics centre whereby everybody who walks through the doors of The Christie will have their tumour profiled. This will help to determine which trial therapy or perhaps standard therapy with modified (tailored) dose would be the most beneficial treatment for them. Drug companies are waiting for us to start doing this as they are already developing drugs for specific gene mutations which require the patient's tumour to be profiled before they can be used. We hope that a routine screening process will become a reality in just a few years' time.

## ***To improve the quality of the patient journey and hospital environment***

The Christie prides itself in ensuring patients are at the heart of everything it does and that's why the Charity is committed to continually improving the patient experience. One of the ways this is done is through the delivery of a range of complementary therapies.

The Christie offers a range of award-winning complementary therapies free of charge to patients and their carers. These include massage, aromatherapy, hypnotherapy, acupuncture and reflexology to help patients through cancer



## What we have achieved

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treatment and to minimise the stress of living with cancer. Therapy sessions also help patients who wish to stop smoking or reduce their alcohol intake before commencing chemotherapy treatment.

The complementary therapy service continues to be in demand with an increasing number of patients benefitting from the therapies each year.

Another way the Charity supports patients is through the provision of art therapy. This activity allows patients to express thoughts and feelings they may find difficult to put into words. It also helps patients relax and provides a positive distraction. The art room at The Christie offers drop-in sessions with a trained art tutor and the sessions are tailored to suit each patient's needs and abilities. The Charity has provided £19,000 this year to fund this invaluable support service.

Our Teenage and Young Adult Unit (TYA) includes a fully equipped music room and facilitates twice weekly music sessions with a trained music therapist. Patients can take part in group sessions, learn to play an instrument or make a recording if they wish.

In total the Charity has spent £14.7m on grants to The Christie NHS Foundation Trust and The University of Manchester during this financial year. All funding is made in accordance with charity law, our constitution and the wishes and directions of our valuable donors. (£5.9m relates to commitments that were incurred between 2016/17).



# How we have funded our work

The following figures are taken from the full financial statements which carry an unqualified audit report. This part of the trustees' annual report comments on key features of those accounts. In this section we firstly explain how we raised the money and then how we spent it.

## **Money received - £14.4m** **Money spent - £8.8m**

The strength of the Charity continues to lie in public fundraising, which sees proportionately larger numbers of donations of smaller amounts of money, and as such we value each and every one of our donors. A significant proportion of income continues to be received from legacies, which is testament to our approach to fundraising, which is focused on building strong long-term relationships with our supporters.

## **Money received: Incoming resources - £14.4m**

The statement of financial activities shows the total income for the year was £14.4million.

The target for the year was £14.3million, so this is an overachievement of £100k.

The chart below shows our three main sources of income:

Gifts generated from active fundraising raised £7.8million. We had 613 community events across the North West. 7250 individuals took part in sporting challenges covering everything from fire walks, bike rides, runs and sky dives. We received 1198 corporate donations this year and were chosen by 71 local businesses to be their charity of the year.

Legacies totalled £6.1 million. This year we received 204 gifts in wills.

58 charitable trusts awarded us donations and we are grateful to these organisations that have funded particular clinical projects or pieces of equipment.

The Charity fundraising team provide guidance, assistance and encouragement to all groups of supporters and organise a wide range of Christie branded fundraising events and activities.

An annual fundraising plan is presented to and approved by the Charitable Funds Committee, and the performance against this plan is monitored on a quarterly basis. The future forecasting model is reviewed on an annual basis as part of the planning process.

## **Incoming resources 2016/17**



# How we have funded our work

## Money spent: Expenditure - £8.8m

The statement of financial activities shows the total expenditure for the year was £8.8million.

The table below details our expenditure:

### Expenditure 2016/17

	£m	£m
<b>Cost of Raising Funds</b>		2.609
Charitable Activities		
Clinical care	0.214	
Research	1.742	
Purchase of new equipments	3.345	
New buildings, refurbishment and major projects	6.766	
Other (including staff and patient welfare)	2.665	
Sub-total expenditure on charitable activities		14.732
Increase / (decrease) in grant awards		(5.908)
Total expenditure on charitable activities		8.824
<b>Total expenditure</b>		

The charity maintains its commitment to research maintaining its expenditure at £1.7million. This is spent across a wide variety of projects supporting a varied range of specialist research staff.

Expenditure in year on new buildings of £6.7million has contributed towards the Integrated Procedures Unit, the Proton Beam Therapy research space and various pieces of equipment.

During the year the Charity continued to support a wide range of charitable activities benefitting patients, carers and staff.

The Charity operates a subsidiary trading company for the purpose of income generation for the Charity. In 2016/17 its turnover was £36,000 and £13,000 surplus was gifted to the Charity.

# Risk management

The major risks for the charity have been identified and considered. They have been reviewed and systems established to mitigate those risks. The most significant risks are:

## Local partnerships and competition

The Trust's strategy involves working in partnership with a range of national charities which affords the organisation obvious financial and reputational benefits. However, it does present a substantial risk to the charity's positioning and existing market share, as these competitor charities increase their fundraising efforts in the local community to support their projects and consequently raise their profile in the North West. Increasingly these charities look to fundraise on site, expand their branding opportunities, promote their support and bring their own supporters and staff on site. To remove confusion for donors and patients and to protect our market share, the organisation does not allow our partners to actively fundraise on site which has been outlined in the new 'On site charity partner agreement policy' which was approved by the management board in September 2016. However, it is appropriate for these partners to have their contribution recognised

appropriately and proportionately and this is managed through the corporate development division.

## Legacy gifts

The largest proportion of charity income comes from legacies and on average is around £5.7 million per year. Legacies continue to be our most cost-effective income stream but also continue to be our most volatile and unpredictable source of income. Nationally the sharp increase in deaths in winter 2014/15 is driving a rise in legacy income this last year as the residual bequests start to pay out. It is very difficult to see what the fallout from Brexit will be and the prevailing economic uncertainty is likely to dampen growth over the next five years. We are also seeing more and more wills being contested by family members which mean it is taking longer for some to be resolved. To mitigate this a robust fundraising strategy is in place and is reviewed annually which ensures the charity focus is on developing active fundraising so as not to rely on any one particular income stream. Income and expenditure is monitored in total and is compared with the approved plan on a quarterly basis to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

## Reputational risk

The reputation of The Christie charity is based primarily on its relationship with the supporters, and also on the care, research and education provided by the hospital. To protect our reputation we have a proactive marketing and communications plan, and media coverage is monitored daily.

In addition the charity has an ethical policy which protects the charity from becoming involved with unsuitable partners and provides assurances to our potential supporters that we are operating in an ethical manner. This is available on the Christie charity website.

## 'Opting-in'

There is still much uncertainty about the exact changes in laws for permission-based marketing. Some work is required to bring us in line with current legislation, and further changes will be needed ahead of laws that will come into force in 2018. Initial estimates across the industry suggest that switching to opt-in only marketing without any preparation could reduce income by 20 to 45% annually. Regardless of what is ultimately legal, The Christie's reputation and support could be seriously damaged if we are perceived to act incorrectly, with little distinction in the community's mind between the Trust and charity. We are assessing the best way to proceed in order to manage the uncertainty with the law and its interpretation.

## National Proton Beam Therapy Appeal

The partnership for the national proton campaign offers a unique opportunity for The Christie NHS Foundation Trust to work collaboratively with University College London Hospital NHS Foundation Trust to jointly raise £20m. This is to enable both center's to offer a planned and complete treatment package that streamlines the patient



# Risk management

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experience with a focus on children, to be the best that it can be.

While this collaboration offers opportunities to engage new ultra-high net worth individuals, trusts and foundations and a limited number of corporates across the UK, there is an element of risk to The Christie charity as we already have in place a mature proton beam research campaign which has been running for almost three years and has raised over £3m to date.

The objective is to offer a clear distinction between both campaigns, there should be no overlap when approaching individuals or organisations, thus ensuring there is no confusion over which project they are supporting.

Without these checks and balances being in place current Christie charity relationships are at risk and must be protected to ensure they are not in any way compromised. This is already

a complex ask, messages are at risk of being mixed to a finite pool of supporters, consideration must be given to simplifying this complex subject for the benefit of The Christie charity and the national proton campaign.



# Reserves Policy

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The reserves policy has the objective of reserving sufficient funds to cover the known commitments of the Charity. The commitments comprise of all schemes approved by the Charitable Funds Committee. The Charity does not commit to recurrent schemes. Some schemes may request funding for more than three years, however the Charity can only approve a commitment for three years expenditure, recognising that it will be asked to approve a further sum in the future, noting that this is without obligation. Where schemes run for more than three years they will be reviewed annually to allow a rolling three year commitment to be approved.

A progress report is provided as required. Until the annual review date, provision will be made to ensure sufficient funds are available to support a positive decision should further support be affirmed. The reserves policy requires that commitments are backed by liquid resources. The policy therefore protects the spending plans of the charity against both falls in fundraising income and investment values.

The commitments are reflected as creditors within the financial statements (noted in more detail as grant awards in the notes to the financial statements) and stand at £20.1million at 31st March 2017. This leaves uncommitted reserves of £29.4million as at 31st March 2017. However, a proportion of the uncommitted funds are made up of earmarked funds which although not formally committed in an accounting sense have been designated for particular purposes within the Trust. The Charity reviews its levels of committed and uncommitted reserves on a quarterly basis.



# Financial management

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Under the Trustees Act 2000, the trustees are required to have a written investment policy. They are also required to be able to demonstrate that this policy is reviewed periodically, to ensure that charitable funds are being managed in the best interest of all connected parties. This responsibility is included in the terms of reference of the Charitable Funds Committee.

The Charity's cash management and investment strategies are intended to maintain the appropriate levels of long and short-term investments to ensure the on-going liquidity of the Charity, whilst maintaining a competitive rate of interest. The Charity will always ensure a fair balance of risk and return is achieved.

The Charity investment, cash and reserves policy was last reviewed by the Charitable Funds Committee in March 2017 and is due for review in January 2018. The reserves policy has the objective of reserving sufficient funds to cover the known commitments of the Charity.

The Trust appoints independent auditors to complete an annual audit of the Charity accounts. These are compiled in line with the Charity SORP (statement of recommended practice) and are submitted to the Charitable Funds Committee for approval before they are submitted to the Charity Commission.



# Why we need continuous support – our future plans

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Whilst we have achieved a considerable amount thanks to the support of our loyal and committed donors, the Charity continues to have exciting and ambitious plans for the future. Work will continue to ensure our patients and their families receive the best care and treatment and that The Christie remains at the forefront of research advancements.

In 2017/18 we aim to raise £14.3 million which will help us to continue our vital work.

We will continue to bring more of the world's leading cancer experts and their teams to Manchester as part of our academic investment plan, focusing particularly on the six identified themes:- lung cancer, radiation therapy, haematological oncology, women's cancer, melanoma and personalised/stratified cancer therapy.

We also plan to bring more state-of-the-art and innovative equipment to the Trust, including a revolutionary interventional radiology scanner. This piece of equipment will enable Christie experts to deliver more targeted, more personalised and more advanced radiology for our patients. The equipment is an advanced 3D intervention system and will cost approx. £600k. It uses high tech image guidance to allow us to carry out pinhole surgery to treat patients and relieve their side effects.

The construction of the proton beam therapy centre will continue into next year and the Charity will continue to raise the last £2m to contribute to the capital cost of the appeal and fully equipping the research space.

We will continue to fund the complementary therapy which supports patients and carers through all stages of their cancer treatment.

Going through cancer treatment is hard enough, but losing your hair can cause added trauma. Wigs are provided on prescription by the NHS, however our charity provides additional funds so that patients can choose a better quality wig if they wish, which a stylist will cut and make uniquely personal to each patient. The charity will continue to fund this essential service.

As well as these specific projects the Charity will continue to support schemes that meet the overarching objectives.



# Charity sector governance and partnerships

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The Charity is regulated by the Charity Commission and is a member of the Fundraising Regulator, the self-regulatory scheme for fundraising in the UK. By being a member of the Fundraising Regulator the board have committed its principles which are;

- We are committed to high standards
- We are honest and open
- We are clear
- We are respectful
- We are fair and reasonable
- We are accountable

In addition the Christie charity is one of over 250 NHS linked charities in England and Wales who are eligible to join the Association of the NHS Charities. As a member charity we have the opportunity to benchmark our fundraising activity with our peers, discuss matters of common concern and exchange information and experiences and to participate in conferences and seminars which offer support and education for our staff and trustees.

We utilise other publications in the third sector to benchmark ourselves including Fundratios, documentation from the Institute of Fundraising and the Charity Commission.

# A big thank you

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Here at The Christie charity we are extremely grateful for all gifts, whatever the size. We know the incredible impact that each and every donation makes to our patients, and we never underestimate the effect of even the smallest contribution. Much of our success is based on many smaller donations that come together to enable us to achieve so much.

You may be surprised to know that just £1 could pay for an aromatherapy stick that will help our patients and their families cope with some of the side effects of treatment such as anxiety, pain, stress and tiredness. A larger donation of £5,000 would allow two of our patients to undergo full molecular profiling which enables our experts to look at each person's cancer tumour and study the unique genetic characteristics to ensure a targeted treatment is created. £600,000 could buy a state of the art machine that would allow our specialist staff to road-map a patient's entire body with incredibly accurate 3D images and carry out extremely precise pinhole surgery.

We know that our donors want to support areas of the hospital that they have a particular affinity with, and so unlike many other charities, we offer the opportunity to choose specifically where a donation goes – whether that be a specific piece of equipment, supportive services, a new building or indeed a certain disease group or consultant's work. However small or large, we value each and every donation and know what a truly remarkable difference it can make to our patients. It is vital to ensuring The Christie continues to offer patients the very best treatment and care and so once again we thank you for your support.

The Christie charity only exists because of the fantastic support from all of our amazing fundraisers. The trustees really value everything that our supporters do for the charity, whether it's raising funds of giving up your time to volunteer. In return the trustees promise to ensure that they are spending all the donations as cost effectively as possible.

As a charity, our objective is to support and enhance the work of the Trust, and this would not be possible without the ongoing commitment and dedication of all our supporters. It is this continued passion, loyalty and enthusiasm that has made 2016/17 another wonderful year. It means that we are able to continue in our aim to improve the care, treatment and outcomes for patients.

But we can never be complacent and we appreciate your ongoing support as we couldn't continue our work without your help.

Signed:

Name: Kathryn Riddle (Chair of the Charitable Funds Committee)

Date: