

**Annual Members' Meeting  
Thursday 11 September 2025**

**Attendees – 31 (in person), 16 (virtual)**

**Presenting: Joe Rafferty (JR), Chair**

**Roger Spencer (RS), Chief Executive Officer**

**Minutes: Louise Westcott (LW), Company Secretary**

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<b>1</b>	<b>Welcome &amp; introduction</b>	
	<p>JR introduced himself as the Chair of the Trust and welcomed our members, governors, staff and volunteers to the meeting. This is our Annual Members meeting where we will be looking at the work and achievements of the Trust in 2024/25.</p> <p>The Christie has responded in its usual committed and determined way to ensure the best possible cancer care. We have seen innovation and developments happen in the way we treat patients, as well as big steps taken towards our mission of providing world beating care, research and education. People and patients are at the centre of all this, and JR thanked everyone for their support.</p> <p>JR noted that the achievements in 2024/25 the annual report and accounts are also available to access on our website <a href="#">Annual report and auditor's report - 2024/25</a></p>	
<b>2</b>	<b>Report from the Chairman</b>	
<b>2.1</b>	<b>Minutes</b>	
	<p>JR noted that the minutes for the previous annual members meeting from 27 September 2024 have been available on the website prior to today's meeting. No corrections have been received so these were accepted as an accurate record.</p>	
<b>2.2</b>	<b>Governor elections &amp; thanks</b>	
	<p>JR noted that he is very pleased to announce the results of the governor elections. Mike Molete for the Manchester constituency and Gemma Jones for the Registered Nurses staff constituency were both re-elected for a second term.</p> <p>Lee Showman was elected to the Bury constituency, Anthony O'Connor to the Manchester constituency, Susan Mee to the Oldham constituency, Andrea Hunt to the Trafford constituency and Abiola Fatimilehin to the Registered Medical Practitioners staff constituency.</p> <p>Unfortunately, we did not fill 4 of our public constituencies and will look to fill these seats going forward.</p> <p>JR congratulated our existing governors on being re-elected and extended a very warm welcome to our new governors.</p> <p>On behalf of the Trust and the Council of Governors JR thanked our outgoing governors:</p> <p>Councillor Eddie Moores - completed 9 years as partner governor for GMCA and as a member of the Membership and Community Engagement Committee. We look forward to welcoming Councillor Mishal Saeed as our new partner governor for GMCA.</p> <p>Marcella Turner – also completed 9 years as partner governor for Can Survive UK and</p>	



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	<p>as a member of the Membership and Community Engagement Committee. We look forward to welcoming Kirit Patel as our new partner governor for Can Survive UK.</p> <p>Dr Kantappa Gajanan – completed 3 years as staff governor for Registered Medical Practitioners and as a member of the Nominations Committee.</p> <p>Linda Seddon – completed 3 years as public governor for Trafford and as a member of the Development and Sustainability Committee.</p> <p>Paula Turner - completed 6 years as public governor for Manchester and as a member and chair of the Patient Safety and Experience Committee.</p> <p>JR thanked our outgoing governors very much for their involvement and hoped that they keep in touch.</p>	
<b>2.3</b>	<b>Appointment of Directors</b>	
	<p>JR updated the meeting on appointments and changes to the Board of Directors in 2023/24. During 2024/25, there were the following changes to the Board of Directors:</p> <ul style="list-style-type: none"> <li>• Kieran Walshe, left the Board of Directors in June 2024 after 9 years.</li> <li>• Robert Ainsworth, left the Board of Directors in September 2024 after 8 ½ years.</li> <li>• Sarah Corcoran was appointed in June 2024.</li> <li>• Roy Dudley-Southern was appointed in September 2024.</li> <li>• Victoria Sharples was appointed as chief nurse and executive director of quality in May 2024.</li> <li>• Theresa Plaiter, interim Executive Chief Nurse and Director of Quality left the Board of Directors in September 2024.</li> </ul> <p>Further details about all the members of the Board of Directors are available on our website.</p> <p>JR confirmed that during 2024/25 the Nominations Committee recommended to the Council of Governors the reappointment of Grenville Page and Alveena Malik for a further 1 year. These extensions were agreed by the council of governors.</p> <p>JR noted that there have been some changes this year and these will be reported to the next meeting.</p>	
<b>2.4</b>	<b>Amendments to trust constitution</b>	
	JR noted that there were no updates made to the Trust Constitution during 2024/25.	
<b>3</b>	<b>Report from the council of governors</b>	
<b>3.1</b>	<p>JR noted that he is presenting the summary of the work of the Council of Governors and its committees in 2024/25. He thanked the Council of Governors for its continued commitment to carry on supporting the Trust.</p> <p>Amongst other things the council has reviewed the appraisals of the non-executive directors including the chairman and heard detail of the refreshed strategy of the Trust.</p> <p>Much of the work of the council is done through their committees:</p> <p>The Membership &amp; Community Engagement Committee has developed and been working to the Membership Strategy 2023-26, this continues the work of the previous strategy with the focus on increasing engagement and representation in the membership. At the end of the year 2024/25 our total membership was 12,764 members (this is including staff and volunteers).</p> <p>The Patient Safety &amp; Experience Committee reviewed issues relating to patient safety, clinical effectiveness and patient experience. The ‘talking to patients’ initiative that has been so successful over the years and gives the governors direct engagement with patients, carers and frontline staff, continues to be popular and successful.</p> <p>The Development &amp; Sustainability Committee has been involved with the annual planning process in its changed form and has worked on reviewing progress against</p>	



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	<p>the Trust Strategy. This committee has also provided governor input to major capital programme developments including the now completed Paterson site redevelopment, as well as receiving updates on the changed financial planning process.</p> <p>Nominations Committee has made recommendations for appointments and the extension of non-executives terms and appointed a new chair.</p> <p>The council of governors as a whole had a busy and productive year. Meetings have been very well attended both in person and virtually.</p> <p>JR handed over to Roger Spencer, The Christie Chief Executive to provide more information about the Annual Report and Accounts 2024/25.</p>	
<b>4</b>	<b>Report of the Chief Executive</b>	
<b>4.1</b>	<b>Annual report &amp; accounts &amp; future</b>	
	<p>RS introduced the summary of the Annual Report &amp; Accounts for the year 2024/25.</p> <p><b>Annual report and accounts 2024/25 &amp; forward planning information</b></p> <p>RS noted that we are passionately committed to improving the outcomes and experiences for cancer patients. In 2024/25 our team has delivered an outstanding set of results. RS updated first on the key elements of the delivery of the Trusts requirements:</p> <p><b>Quality Standards</b></p> <p>In 2024/25, The Christie continued to perform very well against our required quality standards including our safety measures such as extremely low infection rates, and carried on monitoring our waiting time targets to ensure that our patients continued to be seen as quickly as possible. We also worked across the system in Greater Manchester to prioritise cancer patients where there are still some long waits because of the ongoing impact of the pandemic. But most importantly we have received excellent feedback from our patients throughout the year giving us excellent outcome and experience results. You will hear more about this shortly.</p> <p><b>In terms of our Financial Performance</b> the Trust continues to have a strong grip on managing the finances during this challenging time. For 2024/25, we made a consolidated surplus of £15.0 m (this includes The Christie Pharmacy (a subsidiary company of the Trust) &amp; the Trust).</p> <p>In 2024/25 the Trust has been paid under the national Aligned Payment and Incentive payment model. This payment regime comprises fixed and variable elements, with all activity that forms part of the Elective Recovery Fund, chemotherapy deliveries, outpatient diagnostic imaging, nuclear medicine and most high-cost drugs and devices now paid on a variable basis. NHS commissioners and NHS England have invested £50.0m more in patient treatments than in the previous year.</p> <p>We have invested £17.3m on new assets including:</p> <ul style="list-style-type: none"> <li>• Completion of conversion of previous administrative space into 2 new additional wards</li> <li>• The continuation of a multi-year replacement programme of our fleet of linear accelerators</li> <li>• New information technology</li> <li>• Estates maintenance to ensure effective patient care</li> </ul> <p><b>Auditors Opinion</b></p> <p>We have been given a clean bill of health by our auditors who set out in their report that our accounts are a true representation, and we pass the required efficient effective and economic tests.</p> <p><b>Regulators Assessment</b></p> <p>We have complied with the required standards as well as achieving a rating of 2 in the</p>	



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	<p>NHS Oversight Framework which assesses performance across;</p> <ul style="list-style-type: none"> <li>• quality of care</li> <li>• finance and use of resources</li> <li>• operational performance</li> <li>• strategic change</li> <li>• leadership and improvement capability</li> </ul>	
	RS noted that we have just been ranked 3 <sup>rd</sup> in the new ratings assessment for quarter 1 2025/26 in the 'Acute & Specialist trust' type. This means we can carry on with plans to deliver more developments of new treatments & facilities.	
	Short film with feedback from patients & staff shown.	
<b>5</b>	<b>Questions</b>	
	<p>Question about how the scoring works in the new assessment framework – the lower the segment the better (1 is best). Each element that we are assessed against is scored and many of the scores are relative to what everyone else has achieved, others are absolute – if you achieve the target you get a 1.</p> <p>Question on how we compare internationally – comparison is difficult as centres provide different services. We rely on assessments such as the Organisation of European Cancer Institutes (OECI) who have just reaccredited us as an exemplary comprehensive cancer centre.</p> <p>Newsweek have done an assessment for US centres, and we are ranked 23<sup>rd</sup> internationally in this assessment.</p> <p>Focus / challenge for year ahead – NHS is in a very challenged position. We are doing what we can to support the system and respond to the growing demand and advance treatments at the same time. Our brilliant staff are rising to the challenge. Looking at about 7% increase in demand each year.</p> <p>What are the other higher ranking global cancer centres doing that we can aspire to. We continue to learn from them but it is difficult to compare as we are in the NHS and serve our total population.</p> <p>What are long term plans for the Pat Seed department (CT scanning). RS noted that we have approved plans to build a new Advanced Scanning &amp; Imaging centre on Wilmslow Road that we are going to deliver in the next 2 to 3 years. This will provide the latest facilities and equipment.</p> <p>Are there any plans for another radiotherapy centre like Oldham, Salford &amp; Macclesfield. We are looking at what we may be able to provide going forward, we are looking at plans for a new hospital in Crewe (Leighton Hospital) that could present an opportunity.</p> <p>What have we spent against the surplus we generated last year. We made a £15m surplus, our turnover is roughly £500m. We were given £50m more in 24/25 than the previous year. We spent £17m on capital developments.</p> <p>Many thanks for the interesting questions.</p>	
<b>6</b>	<p><b>SACT (systemic anti-cancer treatment) in Motion at The Christie</b></p> <p>Presented by Caroline Rogers, Head of SACT Services and Gemma Jones, Lead Nurse for SACT</p>	
	<p>Gemma and Caroline introduced themselves.</p> <p>We treat around 400 patients every day, and do around 9000 blood tests a week.</p> <p>8 to 10% increase in demand year on year – this reflects new drug approvals, increased incidence of cancer and patient living longer with cancer.</p> <p>We manage relationships across a huge network of providers and collaborate with</p>	



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	<p>multiple organisations. We don't manage all staff so we guide staff to deliver the care and treatment.</p> <p>We promote a shift in culture in these other organisations.</p> <p>'Getting started' sessions are offered and undertaken for all patients starting on system treatment, this has been really well received.</p> <p>Launched ePROMs for SACT assessments – this is a way that patients can electronically record their reactions to treatment that can trigger interventions where needed.</p> <p>Day before deliveries of drugs have improved a prompt start each day across the multiple sites.</p> <p>In terms of sustainability, we are moving to electric cars for staff travelling around our network.</p> <p>This is a busy &amp; growing service, multiple sites makes the service complicated. We are looking to try and increase equality of delivery in a more efficient way whilst providing a safe service for our patients.</p>	
7	<p>JR thanked everyone for attending and for the support given.</p> <p>Meeting closed.</p>	

