



**Join The Christie  
against cancer**

**The Christie**  
Charitable Fund



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**Annual Report of the Trustees  
Consolidated Annual Accounts  
2017/18**

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# Foreword

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Welcome to our Annual Report for 2017/18. The Corporate Trustee presents The Christie Charitable Fund's Annual Report together with the Audited Financial Statements for the year ended 31st March 2018.

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
Chris Outram	Chair of the Trust
Roger Spencer	Chief Executive
Joanne Fitzpatrick	Executive Director of Finance and Business Development
Jackie Bird	Chief Nurse and Executive Director of Quality
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
Wendy Makin	Executive Medical Director and Responsible office

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. Details of remuneration funded through the Charity are disclosed in note 17 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

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 a pioneer 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

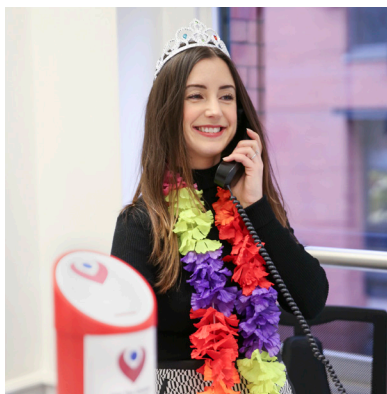
Grant Thornton UK LLP  
2 Broadfield Court  
Sheffield S8 0XF

### Investment Fund Manager

Castlefield Investments  
9th Floor  
111 Piccadilly  
Manchester M1 2HY



# Role of the Charitable Funds Committee



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, July, 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. These are built into the submitted business case. All must show quantifiable success measures. All must provide a date of when they will formally provide a report and feedback 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

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 is within the strategy and 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. All of these funds have terms of reference which outline how the funds should be used.



# 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 our supporters have raised an incredible £15.4million

In the last year there have been 1,050 community events, 9,393 sporting event participants, 1,300 corporate fundraisers, 261 legators and we had support from 57 trusts. Our 50,000 supporters have once again risen to the challenge and done us proud. We tightly manage our costs and this year we are able to say that 83p 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 providing the very best care and treatment for our patients. The charity provided £48,710 in the last year for the funding of a clinical fellow in young oncology.

The Christie will open its proton beam therapy centre in autumn this year. We will be the largest provider of paediatric radiation therapy in the UK. In preparation for this it is essential we develop this technology for the benefit of patients. The work of this post will educate the wider team (both clinical and physics) in the best approaches to use when treating a complex paediatric or teenage/young adult patient. This work will benefit all young oncology radiotherapy patients, in particular complex cases, by optimising the use of advanced technologies, including proton therapy.

Through donations to the Cancer Appeal Fund and from individual disease funds we have been able to invest £825,000 to fund the posts of nine new clinical research fellows to be appointed to the following disease groups: Breast, Gynaecological, Hepatopancreaticobiliary, Lung, Renal, Upper GI, Colorectal, Experimental Cancer Medicine Team and Haematology. Honorary consultant in medical oncology, Dr Mairéad McNamara and the Medical Oncology fellowship committee developed the business case for these posts. These clinical fellows will be involved in all aspects of clinical and translational research, turning basic science into medical practice and



meaningful health outcomes for our patients. This investment will allow a significant increase in research activity (and income) through involvement in patient care, patient recruitment onto clinical trials, protocol development, grant applications, manuscript writing and an increase in treatment choices available to patients. Long term, there will be benefits in terms of improved outcomes for patients through improved survival rates. These fellows will also engage and collaborate with The Christie Patient-Centred Research Group (CPCR) which will provide support and student supervision for projects that relate to patient-centred outcomes and experience.



# What we have achieved

***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 £107,000 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 £46,000 The Christie has the ability to offer scholarships to exceptional candidates from developing economies which helps to enhance the clinical service for our patients.

The Charity has an on-going commitment to support the professional workforce team which is key to ensuring all members of the workforce have access to the highest levels of education. This year, the Charity invested £219,019 in this team. In addition, the Charity has also made an on-going commitment to support the Kistoris Library and Education Centre this year, investing £154,409. The library supports both research and clinical services through access to books, journals and other publications, both physical and online. The Education Centre provides a centrally located, high quality learning zone for staff at The Christie and those visiting for education.



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

We invested in a state-of-the-art piece of equipment in interventional radiology. This technology enables Christie experts to deliver more targeted, more personalised and more advanced radiotherapy to our patients. The equipment is an advanced 3D intervention system and cost £600k. It uses high tech image guidance to allow us to carry out pinhole surgery to treat patients and relieve their side effects.

In the last three years our supporters successfully reached the target of £5.6 million allowing us to provide a dedicated research space in the proton beam therapy centre which will assist in the advancement of proton beam therapy. The final target was achieved in January 2018. The overall aim of the research is to bring better and more personalised treatments to patients selected for proton therapy. Because proton therapy is a new type of radiotherapy in the UK, this team will also play a key role in training the next generation of clinicians, scientists and engineers.

The Charity also invested £36,340 to provide a DEXA rotating arm. DEXA scanning is used for screening osteoporosis and monitoring the effectiveness of treatment. Radiotherapy, chemotherapy and hormonal manipulation treatments render patients at risk of osteoporosis, and a DEXA scan assessment of bone

density should be part of their routine care. DEXA scanning is also recommended in all patients on glucocorticoid treatment, which is an important component of the management of lymphomas and haematological malignancies.

Without the arm, in order to complete the DEXA scan the patient must be turned on the DEXA table multiple times which can be impossible due to immobility or can cause unnecessary pain and distress to the patient. The rotating c-arm prevents patients moving multiple times therefore removing this issue and any associated risks to the patient. By reducing patient movement, not only is the quality of the scan improved, but it also reduces inaccuracies in reporting and the necessity for repeat scans.

We also provided new bladder scanners in the newly built integrated procedures unit. These will be used to assess the amount of urine in a patient's bladder and are especially beneficial for patients who have a low urine output as the scanner can assess whether or not there is residual urine in the bladder. This was an investment of £16,000. Without access to a scanner, the patient would need to have a urethral catheter inserted. Because the bladder scanner offers a high degree of accuracy, then this aids the medical team in decision making and offers the option of using a non-invasive medical procedure which is a much more comfortable option for patients

# What we have achieved

## *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 (MCRC) 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 650 clinical trials may be taking place at any one time allowing patients access to the very latest ground breaking treatments.



In 2017/18 the Charity spent a little over £2 million overall 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 and will be contributing more in the future due to the rebuild of the fire damaged Paterson building.

One example of how the Charity funds research is through a post related to Surgical Oncology-related Research (SORR). SORR is underpinned by clinical surgical services across four disease groups, which deliver high quality specialised surgical treatment for

patients with cancer whilst working within a multi-disciplinary specialist cancer framework. In the last year the Charity has contributed £53,320 towards the continuation of the SORR research project manager for a further three years. This post improves data management between the Manchester Cancer Research Centre Biobank and specific disease related research groups

Brain tumours are the biggest cancer killer in childhood and young adulthood, yet brain tumour research accounts for only 2.5% of research spending from major funders. The Charity has funded a research assistant in the last year as part of a growing team which will support lab based paediatric cancer research. The overall investment for this team will be £200,000 with £30,000 being released at this stage as the team is put together



## What we have achieved

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### ***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.

We provide Wig vouchers which enable patients to access a service away from the clinical setting and helps to alleviate the concerns they may have about managing their hair loss. The Charity provides £20,000 every year which enables 200 patients to be provided with wigs.

The garden in the hospital is appreciated by patients and is an area to relax and enjoy fresh air when the weather is favourable. By providing £29,000 every year to this service, the charity ensures that the garden remains replenished and well maintained.

The Charity funds our CALM service which is for patients who are acutely distressed by the challenges of complex treatments. The service provides therapists with specialist skills who are able to help patients who struggle with scans, mask fittings, needle insertion, nausea, pain, anxiety and biopsies. In the last year the service has supported 1,526 patients. The Charity has provided £83,000 to provide this invaluable service.

In total the Charity has spent £10.6 million 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.

# 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 - £15.4 million** **Money spent - £16 million**

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 - £15.4 million**

The statement of financial activities shows the total income for the year was £15.4 million.

The target for the year was £14.4 million, so this is a significant overachievement of over £1 million.

The chart below shows our three main sources of income:

Gifts generated from active fundraising raised £8.3 million.

We are grateful to our fundraisers who funded particular clinical projects or pieces of equipment.

The Charity fundraising team provides guidance, assistance and encouragement to all groups of supporters and organises 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.

The Christie charity has a complaints procedure that all staff are trained to follow and implement. Complaint numbers are presented to the charity trustees on a quarterly basis at the charitable funds committee. Our complaint information is also fed through to the Fundraising Regulator ensuring we are behaving in a fully honest and transparent manner. In the last year we had 14 complaints that were deemed to be minor.

We protect vulnerable people by ensuring that all staff have relevant safeguarding training and fully adhere to general data protection regulations. We do not carry out door to door fundraising and we do not employ street 'chuggers' or telemarketing agencies.

We fully adhere to the Fundraising Code of Practice.

## **Incoming Resources 2017/18**



# How we have funded our work

## Money spent: Expenditure - £16 million

The statement of financial activities shows the total expenditure for the year was £16 million.

The table below details our expenditure:

### Expenditure 2017/18

	£m	£m
<b>Cost of Raising Funds</b>		<b>2.653</b>
<b>Charitable Activities</b>		
Clinical care	0.303	
Research	2.097	
Purchase of new equipment	0.185	
New buildings, refurbishment and major projects	2.910	
Other (including staff and patient welfare)	5.143	
<b>Sub-total expenditure on charitable activities</b>		<b>10.638</b>
Increase / (decrease) in grant awards		2.721
<b>Total expenditure on charitable activities</b>		<b>13.359</b>
<b>Total expenditure</b>		<b>16.012</b>

The Charity continues its commitment to research maintaining its expenditure at £2.1 million. This is spent across a wide variety of projects supporting a varied range of specialist research staff.

Expenditure in year on new buildings of £2.9 million has contributed towards the outpatients department, 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.

As in prior years, the Charity operated a subsidiary trading company for the purpose of income generation. In 2017/18 its turnover was £20,000 and £3,000 surplus was gifted to the Charity. The Charitable Funds Committee agreed that the trading company ceased operating from 30th September 2017; the company is now formally dissolved. This decision to dissolve the trading company was largely based on the significant administrative resources required to operate, in comparison to the low level of returns generated.



# 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.

The 'On site charity partner agreement' has now been in place for over a year and has enabled us to remove any confusion around what other partner charities are able to do and not do on site.

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. The Office for National Statistics has just produced its biennial population projections, which include projected deaths to 2049/50. The figures show a significant uplift on their previous death projections produced in 2015. There are now predicted to be 5% more deaths over the next five years. The increase means that charitable bequests should be 2% higher than was predicted in the summer of 2017. 'Legacy Foresight' is anticipating 640,000 charitable bequests from 2017 to 2021, worth a total of £15.6bn to UK Charities. Our 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.



As members of the Fundraising Regulators self-regulatory scheme we are able to give our supporters confidence that we are complying with its principles. The main principles are to commit to high standards, be honest, open, clear and respectful and to be accountable, fair and reasonable.

## GDPR (General Data Protection Regulations)

New GDPR came into effect on 25th May 2018. The Charity have met the regulations, with some changes affecting the Charity moving forward. The charity has chosen to go for full opt in consent for email marketing and has utilised the legitimate interest clause for direct mailings which will follow the opt out consent route. Whilst the Charity is in the process of obtaining as many opt in email consents from supporters as possible, it is unlikely that we will receive this consent for all our supporters. Ultimately this will mean that our event marketing costs are likely to increase from 2018.



## 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 £22.8 million at 31st March 2018. This leaves uncommitted reserves of £28.9 million as at 31st March 2018. 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 December 2017 and is due for review in December 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 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 2018/19 we aim to raise £14.9 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 the Academic Investment plan which commenced in 2013. We are now in the second tranche of this investment.

The Charity needs to raise just over £160,000 to cover the cost of refurbishing the empty haematology ward and for the purchase of 24-hour infusion devices and other medical equipment.

The project aims to improve the patient experience by enabling more haematology patients to receive treatment (chemotherapy, stem cell

transplant and supportive care) at home or in a home-like environment. We plan to achieve this by developing an ambulatory care service through the use of 24 hour infusion devices, as well as establishing a dedicated team of staff to monitor and review patients.

Approximately £100,000 of this will cover the equipment and furniture costs and the balance is for the building work associated with refurbishing the vacated department. We estimate that 250 haematology patients will be treated by the ambulatory service each year

The Charity also aims to raise £8 million for a capital project to redevelop our Outpatients Department. The build has already commenced. The design has focused on ensuring the optimal patient experience through the provision of a calm, well-organised environment all centred on the patient.

There will be two large capital appeals considered in 2019. They are the development of a third Christie centre in Macclesfield and the rebuild and enhancement of the Paterson building which was damaged in a fire. This will

be a new and improved research centre funded by The Christie, The University of Manchester and Cancer Research UK.

The Charity intends to explore the benefits of investing its cash balances into property. Any property investment will be in the best interest of the Charity, per Charity Commission guidance, and will be used by the Charity or to generate income for the Charity.

We will continue to fund complementary therapy services. Through all the stages of a patient's cancer treatment, complementary services are available not just to them, but also their carers. All complementary therapy services are funded by the Charity. Complementary services include massages, aromatherapy, acupuncture, reflexology, a wig service and an information service.

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



# Charity sector governance and partnerships



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 to 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 we are lucky to have over 50,000 supporters who raise funds to provide our patients with the best care and treatment possible. Without these supporters we would be unable to provide such a first class service giving our patients the best possible outcomes.

However small or large, we value each and every donation and know what a truly remarkable difference it can make to our patients. A donation of just £1 could pay for a mini canvas and easel for the patient art room. Our drop-in art sessions help to minimise the stress of living with cancer and give patients something positive to focus on instead of their cancer for a while. A larger donation of £7,000 would enable us to buy a new bladder scanner. The scanner gives the medical team the option of using a non-invasive medical procedure to check the amount of urine in the bladder which is much more comfortable for patients. £168,000 could fund pilot studies to identify biomarkers to predict which patients will benefit from having radiotherapy and immunotherapy in combination. The success of the studies will lead to further translational research so that more patients will benefit from personalised treatment in the future.

We know that our donors want to support areas of the hospital they have a particular affinity with, and so unlike many other charities, we offer the opportunity to choose where your 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.

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 giving us their time, treasure or talent. In return, the trustees promise to ensure that they are spending all the donations as cost effectively as possible.

We truly appreciate your on-going support, commitment and dedication that allows us to ensure that we always remain true to our primary goal which is, and always will be, that patients receive the very best care, from the most talented and compassionate staff, with the latest technology that allows specialists to develop treatments that increase life expectancy and quality of life for patients.

Signed:

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

Date:

