

Annual Report and Financial Statements 2020/21



Clinical Psychologist Dr Emma Porter, who runs the CHAMP pain management service for children (see p10) with Play Specialist Kate Hodgkiss in the Oak Centre for Children and Young People



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Cover image: Superintendent Radiographer, Louise D'Costa, with a new mobile paediatric X-ray machine

Some of the photographs in this report were taken prior to the COVID-19 pandemic and may not reflect current social distancing and PPE guidelines.

Introduction

A letter from our Chairman and Managing Director

Over the past year, the COVID-19 pandemic has had a considerable impact on the charity sector as a whole, and The Royal Marsden Cancer Charity has been no exception. With so many of our events being either cancelled or postponed, we have adapted, innovated and maximised every opportunity to continue to support the work of The Royal Marsden.

Our loyal supporters have truly risen to the challenge and found imaginative ways to fundraise from their own homes and fully embraced our new virtual events, as well as virtual versions of our traditional events. We are very grateful to every single person who has supported us, in what has been one of the most challenging years for all of us.

We are delighted to say that, thanks to our supporters' unwavering dedication, The Royal Marsden Cancer Charity raised £30.9 million from donations and gifts in Wills this year, exceeding our target by £3.3 million. We have also provided a total of £39.1 million in grants to the hospital. The achievement of our revised goal not only helped the staff and patients during the pandemic but will continue to make a vital difference to patient treatment and care for years to come.

Looking back on this last financial year, in March 2020 we were one of the first hospital charities to launch a COVID-19 emergency appeal. The appeal reached its target of £2 million, which funded psychological support for staff affected by the pandemic, digital support such as iPads and Wifi boosters to help patients stay in touch with loved ones, and research into the impact of COVID-19 on cancer treatment and care. This research will inform practice and benefit cancer patients not just at The Royal Marsden, but across the UK and around the world.

Other highlights this year include seeing the first patients treated on the new Charity-funded CyberKnife radiotherapy machine at The Royal Marsden in Sutton, committing a further £5 million to research over the next two years, and reaching the £65 million mark in our appeal for The Royal Marsden's new treatment and research facility, the Oak Cancer Centre.

In October we welcomed The Royal Marsden's President, HRH The Duke of Cambridge, to the hospital to officially break ground for the new treatment and research facility the Oak Cancer Centre, and to launch the public phase of the fundraising appeal. Due to be completed in late 2022, the centre will house over 400 researchers under one roof, in spaces designed to encourage collaboration and accelerate the development of new treatments for people with cancer.

The Charity also continued to fund imaging equipment to ensure patients can receive the fastest and most accurate diagnosis. In December, a new MRI 3T scanner was installed at The Royal Marsden in Sutton. Two further machines will be upgraded in 2021, creating a brand-new imaging facility providing the very best diagnostic and treatment options for patients. We also funded a new mobile x-ray machine which can provide fast, reliable and high quality imaging from the comfort of children's hospital beds. This new equipment means children in isolation, or who are too unwell to leave their bed, can have the scans they need.

As we look ahead, the impact of COVID-19 will continue to be felt by all of us, personally and professionally. We are however confident that, thanks to our committed and loyal supporters, we will continue to support the world-leading work of The Royal Marsden, while it recovers from the pandemic and forges ahead, to continue saving and improving the lives of everyone affected by cancer.



Charles Alexander

Charles Alexander
Chairman
The Royal Marsden Cancer Charity



Antonia Dalmahoy

Antonia Dalmahoy
Managing Director
The Royal Marsden Cancer Charity



HRH The Duke of Cambridge at the groundbreaking ceremony for the Oak Cancer Centre

Objectives

The Royal Marsden NHS Foundation Trust

In 1851, Dr William Marsden founded The Royal Marsden with a vision to create a pioneering cancer hospital, dedicated to not only the treatment and care of people with cancer but also research into the underlying causes of the disease. This vision continues through to the present day.

Together with its academic partner, The Institute of Cancer Research (ICR), The Royal Marsden is the largest and most comprehensive cancer centre in Europe. It is a centre of excellence with an international reputation for groundbreaking research and pioneering the latest in cancer treatments and technologies, as well as specialising in cancer diagnosis and education.



Researchers in the Ralph Lauren Centre for Breast Cancer Research

The Royal Marsden Cancer Charity

The Royal Marsden Cancer Charity exists solely to support the work of The Royal Marsden. Thanks to our supporters, we continue to be there for everyone who needs us. We ensure the nurses, doctors and research teams can provide the very best care and develop life-saving treatments, which are used across the UK and around the world. From funding state-of-the-art equipment and groundbreaking research to creating modern patient environments, we will never stop looking for ways to improve the lives of cancer patients.

Charitable purpose

The Royal Marsden Cancer Charity’s legal purpose is to raise funds that enable The Royal Marsden NHS Foundation Trust of London and Surrey to carry out life-changing work in cancer research, diagnosis, treatment and care.

The Charity supports both capital and ongoing projects that are in line with the hospital’s ambitious vision and business strategy, and that will enhance the provision of care to patients. Our charitable objectives focus on, but are not limited to, providing:

1. The relief of sickness related to cancer at the hospital
2. The promotion of clinical and other useful research at or in connection with the hospital
3. The advancement of education at or in connection with the hospital
4. The provision of accommodation, amenities and recreational facilities for the benefit of patients, carers, staff and students at the hospital, and the provision of comforts for such patients.

We apply these objectives to grants for funding work and equipment at The Royal Marsden, at the Trustees’ discretion, under the four pillars of:

Research: Support life-saving research – including leading on the development of new treatments and funding clinical trials that give patients at the hospital, across the UK and around the world access to the latest breakthrough drugs.

Equipment: Invest in state-of-the-art equipment – from the most advanced robotic surgery machines, to the latest scanners and diagnostic technology to ensure the very best imaging of patients resulting in more personalised treatment.

Patient environments: Fund modern patient environments – allowing the hospital to build new facilities and refurbish existing ones, so that patients are cared for in the most welcoming, dignified and peaceful environments.

Treatment and care: Enable The Royal Marsden to offer patients world-leading treatment and care – delivering tailored and personalised treatment, which cares for the whole person, not just their illness.

Public benefit

The Royal Marsden, as an NHS Foundation Trust, provides free healthcare at the point of delivery for members of the general public seeking cancer treatment. The overarching ambition of the hospital continues to be the provision of the best cancer treatment and care available, supported by the highest-quality research, to improve outcomes for people with cancer everywhere.

Each year, The Royal Marsden sees more than 55,000 patients at its two hospitals in Chelsea and Sutton. Together with the ICR, it is the only National Institute for Health Research (NIHR) Biomedical Research Centre (BRC) in the UK dedicated solely to cancer. The specific remit of the BRC is to facilitate rapid and effective translation of scientific findings into improved therapies that are ultimately tested in large-scale national and international trials and subsequently influence clinical practice.

The Charity’s support is vital in keeping the hospital at the forefront of its field, so it can provide the best possible service to its patients. We invest in new equipment and facilities to increase the hospital’s capacity and vastly improve environments for patients and their families. We also fund groundbreaking research with the aim of achieving and publishing successful results and practices to influence work at the hospital and in the wider medical world.

Fundamentally, our public benefit is to enable more patients at The Royal Marsden and around the world to have quicker access to treatment, and to enable the development of more effective therapies. The Trustees believe they have complied with their duty regarding the Charity Commission’s guidance on public benefit.

Wider reach

The research, staff, and equipment supported by The Royal Marsden Cancer Charity benefits patients not just at The Royal Marsden, but those diagnosed with cancer across the UK and around the world. It enables advancements in research through collaboration and information sharing, which improves treatment and care for patients.

During the first wave of the COVID-19 pandemic, researchers at The Royal Marsden launched several studies to investigate the impact of COVID-19 on cancer treatment and care. Funds from the emergency appeal, including donations from long-term supporters of the Charity, The Lady Garden Foundation and the Henry Oldfield Trust, made this research possible. Professor David Cunningham, Consultant Medical Oncologist and Director of the NIHR Biomedical Research Centre, said: “We are uniquely placed to look at COVID-19 in a cancer setting. Our teams worked at pace to establish studies with a focus on immediate impact through to longer-term understanding of this novel virus. Thanks to funding from The Royal Marsden Cancer Charity and the NIHR BRC, we hope this research will have a national and international impact.”

The CAPTURE study, for example, led by Dr Samra Turajlic, Consultant Medical Oncologist at The Royal Marsden, which has detected a wide range of antibody levels and COVID-19-specific T-cells in cancer patients. The study has also identified that patients with blood cancers have specific defects that affect their immune response, which could make them more vulnerable to COVID-19. More than 500 vaccinated patients, including 100 with blood cancers, have been enrolled so far.

The OCTAPUS-AI study, led by Dr Richard Lee, is analysing over 900 cancer patient scans using artificial intelligence to help determine whether changes in the lung are due to COVID-19, another infection or a side effect of cancer treatment.

The hospital’s second CyberKnife radiotherapy machine began treating patients this year. This pioneering piece of equipment can deliver radiation to patients with pinpoint accuracy, meaning less healthy tissue is damaged during treatment and fewer treatment sessions are needed. CyberKnife has been central to international research, including the PACE-B trial. The trial is led by Royal Marsden Medical Director and Charity Trustee, Professor Nicholas van As, and is an international multi-centre trial available across the UK, Ireland and Canada. Results have shown that a much shorter course of higher-dose radiotherapy does not increase short-term side effects compared with the current standard of care. The next phase of the trial, PACE C, which is funded by the Charity through generous support from gifts in Wills, will compare patients receiving SBRT and an anti-hormone therapy, with those receiving this therapy alongside other forms of radiotherapy.

As The Royal Marsden is a specialist referral centre for a number of very rare types of cancer, the hospital has large enough cohorts of patients to conduct meaningful research to benefit patients with these rare cancers throughout the UK. With central nervous system (CNS) lymphoma, this has now been made possible thanks to gifts in Wills left to The Royal Marsden Cancer Charity. Professor Ian Chau is using Charity funding to revolutionise treatment for this type of cancer for patients across the country, from looking for genetic mutations which can be targeted with drugs, to using special types of PET and CT scans that can detect active cancer versus scar tissue.

Grant-making

Grants are only made to The Royal Marsden NHS Foundation Trust and not to any other organisation or individual. Because many of The Royal Marsden’s clinicians work closely with the ICR and have joint appointments, grants made to staff or projects at The Royal Marsden can also have an impact on the ICR’s work.

In order for the Charity to support a project, bids for funding must demonstrate that it meets at least one of the following objectives:

- Investigates the causes of cancer and the prevention, treatment, cure and defeat of cancer in all its forms
- Relieves sickness of patients, who are or have been treated at the hospital, suffering from cancer or its effects
- Enhances the quality of patient care
- Improves patient confidence in the care provided
- Stimulates and supports innovation
- Supports growth and development by extending the expertise at The Royal Marsden so more patients benefit from it
- Advances scientific and medical education in topics related to cancer
- Attracts, retains and develops staff of the highest calibre
- Relieves sickness at the hospital by promoting the efficient performance of staff.

All ongoing funded projects are reviewed at least twice a year to ensure they are fulfilling the original award criteria and continue to have a significant positive impact on the patients of The Royal Marsden. The total cost of making grants, including support costs, is disclosed on the face of the consolidated statement of financial activities, and an analysis is disclosed in note 6 to our financial statements on page 46.

Charitable Special Purpose Funds

These funds are donated to the Charity for specific purposes within its charitable objectives but have a restrictive application. For example, the Charity may receive funds from a donor who has specified that the money should be applied to a particular type of research or a particular ward or department.

The Trustees have delegated the day-to-day management of each individual fund to a named fund-holder. This is likely to be a senior clinician, researcher or nurse who is in a position to oversee the management of the fund. They will have levels of expenditure agreed in accordance with the directions set out by the Trustees in the Charity’s Special Purpose Fund Guidelines policy.

Fund-holders are accountable to the Trustees for the use of funds under their management.

The total of the actual funds spent on each main category of charitable activity, including support costs, is disclosed on the face of the consolidated statement of financial activities, and an analysis is disclosed in notes 7, 8 and 9 of our financial statements on page 47.

Social investment

The Charity has made a concessionary loan of £226,000 to The Royal Marsden NHS Foundation Trust to be used to finance loans to hospital staff for travel season tickets and bicycle purchases. The Trust is responsible for the administration of these loans and any defaults, tax liabilities and other costs relating to them. The Charity’s loan to the Trust is interest free; however, the amount and terms of the loan are reviewed prior to renewal.

Our fundraising practices

At The Royal Marsden Cancer Charity we want to ensure our supporters are treated fairly and with respect. We adhere to best practice across all our fundraising activities and continually look for ways to improve and ensure we address challenges and adopt new regulations effectively.

The Charity and external fundraisers complied with all fundraising standards as far as the Charity is aware in 2020/21.

Our fundraising approach

Our supporters make a huge difference by ensuring The Royal Marsden can develop life-saving treatments for cancer patients across the UK and beyond. In return, we make a promise to our supporters.

We are committed to the highest standards

We are registered with the Fundraising Regulator and are proud to champion the principles of honesty, accountability and transparency when fundraising.

We will be clear, honest and open

We will keep you up to date with our work and finances so you can see how your money is spent and the difference you are making. But you are in control. If you ever want to change the way we communicate with you, please just let us know.

We will treat you, and your privacy, with respect

Your details are safe with us. We will never sell your information to third parties or share your details with any other charities for their own purposes.

We are fair and reasonable

We treat our patients, supporters and the general public fairly, showing sensitivity and consideration.

We are accountable and responsible

We value your feedback. If you're unhappy with anything, please get in touch and let us know.

Working with third-party fundraisers

We have processes in place with external groups and fundraisers, who raise funds on our behalf, to ensure they follow the accepted fundraising standards. Monitoring and control of fundraising activities is vital to ensure that our supporters are treated fairly and with respect. Members of our Charity team liaise regularly with our supporters and fundraisers about their activities and practices.

In 2020/21 we did not use any external organisations to carry out telephone or face-to-face fundraising on our behalf and no professional fundraiser or commercial participator carried out any fundraising activities for the Charity.

Complaints

We try to make sure that supporting The Royal Marsden Cancer Charity is a great experience. However, sometimes people may disagree with some of our actions so we provide a fair complaints procedure which is clear, easy to use and published on our website.

We'll always make sure that:

- Complaints are acknowledged speedily and recorded
- Complaints are heard and investigated effectively
- Complaints are dealt with in an appropriate, fair and timely manner
- We learn from complaints.

We commit to supporters that we will get back to them within one working day and will respond in full within 10 working days. If supporters are not satisfied with our response they can contact the Fundraising Regulator for advice.

Complaints and supporter feedback are an important source of information about the impact of our work on our supporters and members of the public, providing us with insight and lessons for future fundraising activities. In the year to 31 March 2020, we received 30 complaints. These were all resolved satisfactorily within the timetable set out in our Complaints Policy.

Supporter data

Our supporters' wishes are of the upmost importance to us and we are committed to protecting both their privacy and their data. As a part of this, we will continue to ensure that our supporters have a choice about how we communicate with them. This includes both the type of communications we send and the channel through which we send them. By considering our supporters first and foremost within all fundraising communications, we believe we will achieve a greater level of engagement in the long term.

Protecting people

The Royal Marsden Cancer Charity takes careful steps to ensure that we protect vulnerable people and other members of the public from behaviour that may be seen as unreasonable. In line with the Fundraising Code of Practice and Institute of Fundraising guidance Treating Donors Fairly – Fundraising with People in Vulnerable Circumstances, the Charity has a clear Fundraising and Vulnerable Circumstances Policy in place. This is a key part of the induction and training process for all staff and is reviewed regularly. Managers are responsible for ensuring that their teams are aware of this Policy and understand the information within it.



A mother and daughter team taking on a lockdown canoe race in their back garden

Our volunteers

The Royal Marsden Cancer Charity is very grateful to have the support of volunteers, who help ensure the smooth running of our events and activities.

In the face of the COVID-19 pandemic, our volunteers have continued to go above and beyond to support the Charity and the hospital. Over the past year, our volunteers have taken on and quickly adapted to new roles to assist patients and staff. Organised by the Charity, volunteers have helped to deliver essential medications to vulnerable patients isolating at home, have distributed donations to staff including over 56,000 meals and tens of thousands of pounds worth of perishable and non-perishable items donated to the Charity. Others continued to help spread the word about the Charity by attending events and presenting to meetings online with community groups such as Rotary Clubs.

Shirley Carpenter, one of our volunteers, said: “I have been volunteering at The Royal Marsden Cancer Charity since October 2004. I had lost a close friend of mine the previous year who had been treated at The Royal Marsden, and wanted to use my spare time in a meaningful way. Volunteering with the Charity seemed like the obvious choice. This past year, it hasn’t been possible for me to perform my usual roles with the Fundraising Team such as working on the new Charity hub in the hospital, or the Celebrate a Life or Banham Marsden March events. Instead I joined the COVID-19 volunteering team to support activities around the hospital. I have particularly enjoyed looking after patients and taking them to their appointments. It was lovely to be able to be there for them when visiting was suspended so that they were not on their own. I always come away from a shift feeling that I have added some value, and that the time I give each week is greatly appreciated. It is definitely worth it.”

“I’d like to say a huge thank you to every Royal Marsden Cancer Charity volunteer, whatever their role, for the difference they’ve made to the patients and staff at The Royal Marsden this year. We really couldn’t have achieved what we have this year without them and are extremely grateful for their unwavering support.”

Antonia Dalmahoy
Managing Director
The Royal Marsden Cancer Charity

Measuring success

The Royal Marsden provides update reports to the Charity on all the areas of work funded through Charity grants at Trustee meetings.

Each report details the key achievements of the Charity funded projects against the objectives set for them and outlines the next steps for each project. Most importantly, the reports explain how the Charity’s money is benefiting patients at The Royal Marsden, across the UK and around the world.

Our strategic priorities

This year marked the final year of the Charity’s three-year strategy which ran from 2018/19 to 2020/21. We continued with our plan to deliver sustainable growth by focusing on the following six strategic priorities:

1. We will continue to attract the best possible people and retain them through excellent management and development, and the creation of an ambitious and positive organisational culture
2. We will increase the number of supporters giving to the Charity across all areas of fundraising, maximising the value of their support
3. We will establish The Royal Marsden Cancer Charity as the charity of choice for patients, their friends and family, and staff of The Royal Marsden, ensuring they know who we are, what we do and why they should support us
4. We will successfully inspire new donors to support the Oak Cancer Centre, ensuring we are on track to meet our appeal target, and put in place clear plans to retain their support beyond the life of the appeal
5. We will ensure that our supporters feel valued and have a clear understanding of the difference they make, strengthening their commitment to the Charity
6. We will build and develop excellent systems and processes that support our ambitious targets.



Consultant Physician in Respiratory Medicine and Champion for Early Cancer Diagnosis, Dr Richard Lee

Activities, achievements and performance in 2020/21

In this section, we review the progress we made towards achieving our 2020/21 objectives, detailing how we performed against each of these objectives.

All the fundraising and charitable activities we undertook supported at least one of our four pillars of work: research, equipment, treatment and care, or patient environments. Our governance activities focused on helping the Charity to grow its income and increase its fundraising activity so that we will be able to fund even more projects in the future.

We are extremely proud to report that in 2020/21 we raised £30.9 million, which was £3.3 million ahead of forecast. We were able to give the hospital £39 million, and were also able to revise our expenditure budget to be able to retain our staff without using the Government furlough funding, resulting in a 2020/21 cost income ratio of 16%.

Our supporters have found inventive ways to fundraise even in lockdown, with supporters completing canoe races in their back gardens, marathons on balconies and sit-up challenges in living rooms. Our virtual Celebrate a Life service raised almost £113,000, more than the in-person event ever has, and a range of new virtual events such as Facebook fundraisers and the Marsden Marathon raised over £800,000.

Our major donors and corporate partners have continued to be extraordinarily generous, supporting our COVID-19 emergency appeal and helping propel us closer to our £70 million Oak Cancer Centre target, despite everything happening in the world around us.

Charity staff have been largely working remotely throughout 2020/21 in response to government guidance, with a skeleton staff on site to keep the offices open for supporters, on a limited basis.

We predict the impact of coronavirus on fundraising activities and donations will continue into the 2021/22 financial year, particularly around mass participation events, and this is explained further in the 'Plans going forward' section.

You will find a more detailed analysis of our income and expenditure in the 'Financial review' section on pages 20-26.



Stars on the Celebrate a Life Christmas tree

Fundraising activities and achievements

Aims and objectives	Achievements and performance
Continue to fundraise for the Oak Cancer Centre, realising pledged income, securing additional, in-year income and supporting the board to effectively fundraise for the appeal	By the end of 2020/21 we had raised £65 million for the Oak Cancer Centre appeal. This progress was made despite pausing the appeal for the first half of the year in order to focus on our COVID-19 emergency appeal. A major highlight was Wolfson Foundation's decision to grant £2 million towards the project.
Fundraise for hospital priority projects, working collaboratively with the hospital to develop cases for support for new grants	Throughout 2020/21 we worked closely with the hospital to ensure the successful delivery of the first year of the new Grants Strategy. Cases for support were developed and presented to Trustees and as a result, three grants totalling almost £11 million were awarded to the hospital for state-of-the-art medical equipment and for future priorities in clinical cancer research.
Launch and successfully deliver the start of the Oak Cancer Centre public fundraising appeal, implementing an effective marketing and communications plan to engage supporters and staff in the appeal	HRH The Duke of Cambridge launched the public phase of The Royal Marsden Cancer Charity's appeal at a ceremony to mark the start of the building work, in October 2020. Over a two-year period, the public appeal will aim to raise the final millions needed to build the Oak Cancer Centre. The event and launch of the appeal received national, local and fundraising media coverage. A social media campaign to support the launch of the public appeal also reached over one million people. Despite the pandemic, by the end of the year we had already raised £1 million towards our public appeal target.
Continue to raise awareness of legacy giving, including the Free Will Service, through social media, advertising and in hospital promotion, to increase our number of legacy supporters	We continued to promote gifts in Wills and the Free Will Service via paid social, digital display and press advertising – although we paused this at the height of the pandemic when this activity felt inappropriate. Our new pledger numbers are up 8% from last year and we have an 84% inclusion rate for new pledges through the Free Will Service.
Further develop our welcome programme for new supporters which deepens their engagement with the Charity, and shows how their support makes a difference	We further developed our impact communications and, in response to the challenges of COVID-19, moved our programme online to ensure we were reaching as many supporters as possible with stories of how their donations make a difference to people affected by cancer.
Prepare for the implementation of a new finance system next financial year which will improve both our budgeting and reporting processes.	Working remotely during the COVID-19 pandemic presented challenges to the finance system project, but during 2020/21 the design and build phases were successfully completed and the system went live on 1st April 2021.

Charitable activities and achievements

Aims and objectives	Achievements and performance
Research	
We aim to ensure that The Royal Marsden remains at the forefront of translational cancer research so its work extends, improves and saves more lives at The Royal Marsden, across the UK and beyond.	In 2017, we committed a five year, £15-million grant to the hospital to support translational research, essential facilities and equipment and funding of flagship research projects. In September 2020, we committed an additional £4.6m over the next two years to boost the 2017 grant. The additional funding will support the development of an Early Diagnosis Hub and a dedicated Centre for Cancer Biotherapeutics. It will also fund the establishment of an Artificial Intelligence (AI) Hub for Imaging and a Perioperative and Surgical Research Unit.
We will continue to fund clinical trials and research posts at The Royal Marsden including in the area of paediatric cancer and the impact of COVID-19 on cancer treatment support, ensuring support for innovative research and clinical projects.	<p>The world-leading Oak Paediatric and Adolescent Drug Development Unit (OPDDU), which is generously funded by supporters of The Royal Marsden Cancer Charity including Oak Foundation, continues to find new and improved drugs to treat children and young people with cancer.</p> <p>This year, the team opened a new multi-arm, international study called ESMART. The trial tests the benefits of several new drugs and treatments that were previously unavailable for children and young people with solid tumours who had relapsed.</p> <p>The OPDDU team also expanded its research programme by creating a new post for a two-year sarcoma fellowship, made possible thanks to funding from Royal Marsden Cancer Charity supporter's George and the Giant Pledge.</p> <p>During the first wave of the COVID-19 pandemic, thanks to funding from The Royal Marsden Cancer Charity and the NIHR BRC, researchers at The Royal Marsden launched several studies to investigate the impact of COVID-19 on cancer treatment and care.</p> <p>The CAPTURE study, led by Dr Samra Turajlic, Consultant Medical Oncologist at The Royal Marsden, has detected a wide range of antibody levels and COVID-19-specific T-cells in cancer patients. These levels were generally comparable to those found in people who do not have cancer. However, the potential impact of cancer type on patients' immune response must still be considered for further analysis. For example, the study has identified that patients with blood cancers have specific defects that affect their immune response, which could make them more vulnerable to COVID-19. Additionally, the study is evaluating the vaccine response in cancer patients. More than 500 vaccinated patients, including 100 with blood cancers, have been enrolled.</p> <p>The OCTAPUS-AI study, led by Dr Richard Lee, is analysing over 900 cancer patient scans using artificial intelligence. The aim is to provide clinicians with information on whether changes in the lung are due to COVID-19, another infection or a side effect of treatment. An additional part of this study will be to diagnose subtle changes of lung cancer recurrence earlier so that it might be treated earlier and more effectively.</p>

Aims and objectives	Achievements and performance
Equipment	
We will enable The Royal Marsden to purchase and develop the latest equipment, giving patients access to leading-edge cancer treatments.	<p>In June 2020, the Charity funded a £2.9m Equipment grant which included funding a range of imaging technology to ensure we can diagnose more cancers at the earliest possible stage. This included equipment such as several specialist ultrasound machines as well as state-of-the-art plasma thawers, thanks to a donation from Morrisons Foundation. These machines will benefit hundreds of patients having complex surgery, and will assist in plasma research studies in which specially selected frozen plasma is given to patients as a trial treatment for COVID-19 infections.</p> <p>In addition, a further £1.4 million was awarded in September 2020 to fund a replacement 3T MRI machine as part of a new imaging facility in Sutton. The imaging facility will eventually house four MRI scanners, three of which will be Charity funded.</p>
We will continue to support funding across surgery and critical care through an equipment grant aimed at improving patients' treatment and care.	<p>In September 2019, the Charity granted £2.7m to fund medical equipment which would maximise patient benefit. In June 2020, as part of this grant, two surgical microscopes were purchased for use in theatres. These are key to performing reconstructive surgery as they provide superior image quality and real-time tissue analysis, and will enable 'supermicrosurgery' which can help to combat the side effects that result from removing lymph nodes, such as fluid retention in the tissue. A number of ultrasound machines for theatres were also funded via this grant, as well as laparoscopic video camera stacks, which enable surgeons to perform more minimally invasive surgeries using the surgical robots, meaning more patients can avoid open surgery.</p> <p>In Critical Care, the grant funded new bedside patient monitoring systems to provide clinicians with minute-to-minute physiological data, and two specialist pharmacy cabinets. The new cabinets are able to interface with the hospital's IT systems to ensure better stock control, are more secure and are quicker and easier for staff to use. CCU and Theatres also benefited from sophisticated electronic infusion pumps with built in 'smart' technology – these are essential in delivering safe and effective infusion therapy to patients in day areas and inpatient settings.</p>

Aims and objectives	Achievements and performance
Treatment and care	
We will support the provision of personalised treatment and care at The Royal Marsden to improve the lives of patients before, during and after their treatment.	<p>The Royal Marsden’s molecular diagnostics team, supported by the Charity, are leaders in the field of personalised medicine. This year, using the NovaSeq 6000 genetic sequencing machine, funded thanks to a very generous donation of £1 million from the Denise Coates Foundation to the Charity, the team has shown that next generation sequencing can drastically improve the lives of patients with Non-Hodgkin Lymphoma.</p> <p>Over 100 patients from 14 different centres were enrolled onto the four-year ENABLE-NGS trial, which set out to analyse the participants' blood samples using the NovaSeq, in order to diagnose the specific sub-type of the disease patients have, so that new, targeted treatment options can be tried.</p> <p>In July 2018, the Charity granted £2.6 million to fund projects which improve patient safety and experience. As part of this, the ‘Innovation Den’ initiative encourages staff from every area of the Trust to put forward their ideas, with the winners receiving a grant of between £5,000 and £60,000 to realise their ideas. One of the recent projects, launched in June 2020, improves personalised care by helping radiotherapy patients to drink the required amount of water to fill their bladder prior to receiving treatment. The radiotherapy team created specially designed, reusable water bottles that would help patients drink the right amount of water, improve their general hydration and be kinder to the environment than using plastic cups.</p>
We will continue to support the hospital in providing treatment and care for patients at the Oak Centre for Children and Young People to ensure they have the most age-appropriate care, suited to their clinical, emotional and psychological needs.	Young Royal Marsden patients who experience persistent pain during and after treatment can now benefit from a new service run by an expert multidisciplinary team. The Centre for Holistic Approach to the Management of Paediatric Pain (CHAMP) clinic is held weekly for patients in the Oak Centre for Children and Young People. The team, which is funded by The Royal Marsden Cancer Charity, employs a holistic approach that encompasses the physical, psychological and emotional needs of patients in each consultation. The team’s physiotherapist and psychologist have pivotal roles in supporting the patient to manage their pain, attend school, connect with friends and engage in activities they enjoy

Aims and objectives	Achievements and performance
Patient environments	
We will continue to deliver our largest-ever appeal to build the Oak Cancer Centre, launching the public appeal to raise the final millions.	The Oak Cancer Centre Appeal Board, which met four times, virtually, during 2020/21, have been incredibly successful. To date, thanks to the dedication and generosity of the Appeal Board and its members’ networks, the Charity has raised £65 million of a £70-million target to make the Oak Cancer Centre possible. The public appeal, which will raise the final millions, was launched by HRH The Duke of Cambridge in October 2020 at a groundbreaking ceremony.
We will provide funding for wards and facilities across The Royal Marsden, during the coronavirus pandemic and after, as the impact of the pandemic continues to affect both patients and staff.	In March 2020, The Royal Marsden Cancer Charity launched the COVID-19 emergency appeal to provide vital support to patients and staff at The Royal Marsden during the COVID-19 crisis. This appeal raised £2 million thanks to the generosity of the public and supporters who responded at pace. Wards and units across the hospital have benefited from these donations, particularly through the increase of digital resources. Funding has enabled WiFi upgrades on hospital wards, the rollout of a number of iPads and laptops for clinicians to carry out virtual consultations and specialist software for patients to access virtual visiting apps so they can stay in touch with family and friends whilst visitor restrictions are still in place. Funds from the emergency appeal were also spent on counselling and psychological support for staff.

Plans for future periods

Future direction

2021/22 is the first year of the Charity's new three-year strategy. As part of this strategy we have taken the time to refresh and re-define why we exist as a Charity and what we are planning to achieve within the next strategic period, working in partnership with the hospital to ensure we are meeting their strategic priorities.

Over the next three years we will dedicate ourselves to making £80m of funding available to The Royal Marsden, for the benefit of all cancer patients not just at the hospital but beyond.

The new three-year strategy sets out how we will do this and move into the next phase of our development. We need to continue to attract and retain more supporters by delivering best in class stewardship and increasing brand awareness, while simultaneously driving up efficiency and ensuring we invest in developing our workforce.

We have identified five strategic objectives for the Charity which we believe will drive income and deliver our organisational vision for the next three years. They look to build on the foundations built over the past three years, while placing an increased focus on innovation:

- We will focus on retaining and attracting outstanding people through an inclusive and ambitious culture
- We will ensure that the tools and systems we have are right for the new world we are operating in and will enable us to deliver our vision.
- We will continue to embed a culture of innovation, fostering new product development and better ways of working
- We will actively seek to expand our reach by harnessing our position as a cancer charity with international impact, whilst continuing to grow awareness within the hospital and local community
- We will continue to prioritise donor engagement and stewardship, recognising that deepening our relationship with all of our supporters is central to delivering our vision.

In 2021/22 we plan to raise £28.6m through our fundraising activities. This is slightly down on previous years, due to the timing of some significant Oak Cancer Centre donations, but our underlying income is expected to see an increase linked to the easing of COVID restrictions and the success of our digital fundraising activities.

Fundraising activities

We have a number of fundraising activities planned for the next financial year aligned to our three-year strategic aims:

1. Continue the public phase of the Oak Cancer Centre appeal to raise the final millions required, realise pledged income and complete the work of the Appeal Board and private phase of the appeal
2. Working collaboratively with the hospital, identify priority projects and create cases for support to attract funding against these specific targets
3. Grow awareness of the Charity within the local communities of Chelsea and Sutton, particularly in relation to the Oak Cancer Centre appeal
4. Embed an innovative, agile approach to fundraising, building upon learnings from lockdown, exploring digital fundraising opportunities and virtual products
5. In response to the hospital's plans to further develop the estate, work with hospital staff to develop a case for support and fundraising approach
6. Increase the number of supporters who make regular donations, including existing supporters of other programmes and those who have been involved in the COVID-19 emergency appeal
7. Develop new internal systems and processes, specifically, HR and finance software. These new systems will cover areas such as staff management and financial controls. In addition, a newly created fundraising operations team will improve supporter administration and centralise donation management, improving data quality and efficiency.

Charitable activities

We have a number of charitable activities planned for next year: some are new, while others are part of established ongoing projects. Here, we highlight our main aims for the next financial year and the ways in which we will support the overarching priorities of The Royal Marsden.

Research

We aim to ensure that The Royal Marsden remains at the forefront of translational cancer research so its work extends, improves and saves more lives at The Royal Marsden, across the UK and beyond.

We will continue to fund clinical trials and research posts at The Royal Marsden including in the area of early diagnosis, AI, biotherapeutics, surgical research and the impact of COVID-19 on cancer treatment, ensuring support for innovative research and clinical projects.

Equipment

We will enable The Royal Marsden to purchase and develop the latest equipment, giving patients access to leading-edge cancer treatments. We will continue to support funding across imaging and radiotherapy equipment grants aimed at improving patients' treatment and care.

Treatment and care

We will support the provision of personalised treatment and care at The Royal Marsden to improve the lives of patients before, during and after their treatment.

We will continue to fund counselling and psychological support for patients as well as for staff, to ensure they provide their very best care every day, and will continue to fund holistic care, patient safety projects and initiatives that improve patients' quality of life and experience while receiving and recovering from cancer treatment.

We will invest in a digital histopathology service for the hospital, which will mean a swifter, more responsive patient diagnostic pathway and which will allow The Royal Marsden and the ICR to set up a research unit and become leaders in this emerging field.

Patient environments

We will continue to deliver our largest-ever appeal to build the Oak Cancer Centre, continuing the public appeal to raise the final millions.

We will provide funding for wards and facilities across The Royal Marsden, during the coronavirus pandemic and after, as the impact of the pandemic continues to affect both patients and staff.



CyberKnife Lead Radiographer, Helen Taylor, and Therapeutic Radiographer, Hannah Austen, with the new CyberKnife in Sutton

Financial review

Financial performance

Income

Despite the challenges brought by the COVID-19 pandemic, the Charity did not find it necessary to make use of the Government furlough scheme, or any other Government support packages put in place during the pandemic. Through the exceptional efforts of the team, we successfully generated £32.9 million in 2020/21 (2019/20: £33.2m). The total income from donations for the year was £25.1 million (2019/20: £27.5 million), a decrease of 8.7%, while legacy income grew by 38.1% to £5.8 million (2019/20: £4.2 million). There were no grants receivable, (2019/20: £0.3 million) and investment income increased to £1.2 million (2019/20: £0.5 million) due to improving dividend yields. The Charity also received donated goods and services of £0.4 million (2019/20: £0.1 million). The remaining income of £0.4 million (2019/20: £0.6 million) relates to the Charity's trading activities and other miscellaneous income.

Expenditure

Expenditure during the year totalled £48.5 million (2019/20: £42.6 million). This includes an increase of £5.3 million versus 2019/20, in support committed or paid directly to The Royal Marsden. Grants of note for 2020/21 include:

- £28.2 million towards the construction of the Oak Cancer Centre
- £4.4 million towards medical equipment
- £4.6 million towards Innovation and Education
- £2 million for the COVID-19 Appeal

The full breakdown of our grants can be found in Note 6 to the accounts on page 46.

The Royal Marsden Cancer Charity Trustees ensure that expenditure on raising funds and support costs is carefully monitored and controlled. Expenditure on raising funds in the year was 16% of income from donations and legacies (2019/20: 17%).

Financial position

During 2020/21 our investments rebounded, following the losses at the end of 2019/20 caused by the decline in the global markets as a consequence of the COVID-19 pandemic. Investments now total £116.8 million (2019/20: £85.9 million). Net income/ expenditure is calculated based on total income and expenditure for the year, and any change in the value of investments. Despite increased grant commitments in 2021/22, due to the improved value of our investment portfolio, our net income was £16.4 million, against a net expenditure of £19.6 million in 2019/20.

Royal Marsden Cancer Campaign Trading Company Limited, the Charity's trading subsidiary, was significantly impacted by the COVID-19 lockdown which caused the closure of our shop. Though we were able to make online sales, turnover decreased to £212,000 (2019/20: £355,000), a fall of 40%. With cost of sales and other expenditure totalling £49,000 (2019/20: £165,000), the profits from the trading activities were £164,000 (2019/20: £190,000). These will be paid to the Charity under the Gift Aid scheme. Further details can be found in note 15 to the financial statements on page 52.

Funds

Overall, the Charity ended the year with total funds of £102.2 million (2019/20: £85.8 million), of which £42.2 million (2019/20: £49.6 million) is restricted and £60.0 million (2019/20: £36.2 million) is unrestricted.

Restricted Funds

The Charity holds restricted funds for specific purposes which fall within the objectives of the Charity. At 31 March 2021 there was £42.2 million (2019/20: £49.6 million) in funds restricted for specific areas of work as set out in note 22 to the financial statements on page 58.

Unrestricted Funds

Unrestricted funds are allocated at the discretion of the Trustees to further the Charity's objectives. The Charity's unrestricted funds at 31 March 2021 were £60.0 million (2019/20: £36.2 million) and included £41.6 million of designated funds (2019/20: £28.0 million).

Periodically Trustees review the need to designate unrestricted funds raised to provide for existing assets, for investment properties or for other specific projects, to be committed and spent in future years. This supports both the Charity's financial stability and the vital work of the hospital.

At 31 March 2021 the balance of unrestricted funds designated by Trustees is as follows:

- Tangible fixed assets fund
£12.8 million
(2019/20: £11.9 million)
- Investment properties fund
£0.9 million
(2019/20: £2.0 million)
- Sutton Hospital
£0.7 million
(2019/20: £0.8 million)
- Oak Cancer Centre
£10.2 million
(2019/20: £13.4 million)
- New Capital Appeal
£15.0 million
(2019/20: £nil)
- Grants Strategy
£2.0 million
(2019/20: £nil)

After recognising the designated funds the remaining unrestricted funds are general funds or free reserves and at 31 March 2021 these were £18.4 million (2019/20: £8.2 million).



Charity-funded research fellow, Dr Ajla Wasti

Reserves Policy

Trustees believe it is prudent to hold a level of free reserves, for two reasons. It enables Trustees to take advantage of change and opportunity as it presents itself. It also ensures there are sufficient funds set aside to allow the fundraising operations of the Charity to continue for a period of six months. This will enable the Charity to respond in a considered way to any adverse change in circumstances, giving sufficient time to assess emerging situations and develop and implement plans, without requiring a crisis response.

The Trustees reviewed the Charity's Free Reserves Policy during the year as part of their regular policy review cycle. Given the Charity's successful fundraising performance in recent years Trustees considered it appropriate to lower the policy level of free reserves and agreed a change to set a target level of free reserves of £6 million with a minimum of £3 million, equivalent to support six months of direct fundraising expenditure. These reserves are to be held in cash or in funds invested in cash and cash equivalents.

Any free reserves held at any time that are above £6 million are considered by Trustees to be available for grants to The Royal Marsden.

Projected contributions to planned future projects, with Trustee approval in principle, will be designated from free reserves until such time as a formal bid is submitted for approval and commitment. The Charity works closely with The Royal Marsden to identify how its support can best be applied to fulfil its charitable objectives and meet the need to spend funds raised within a reasonable timeframe, while ensuring that the Charity continues to invest for maximum patient impact.

At 31 March 2021 free reserves were £18.4 million, £12.4 million above the target policy level of free reserves. This excess amount is therefore considered immediately available for grants to The Royal Marsden and proposals for grant funding will be prepared for Trustees' consideration.



Consultant Medical Oncologist, Professor James Larkin, with a patient

Investment Policy and strategy

The investment portfolio is designed to support:

- Funding of major capital and revenue projects at the hospital; and
- Revenue projects at the hospital from the specific restricted funds in line with their terms of reference

The Investment Policy sets out the overall investment objectives in the context of the Charity's objectives and is reviewed annually. The investment strategy is set by the Trustees based on the Charity's Investment Policy.

The Board of Trustees has appointed a sub-committee, the Investment Committee, to make arrangements for the management of investments on its behalf, comprising up to five members.

The members appoint a Chair who reports to the Board of Trustees after each Committee meeting. The Investment Committee ensures that any conflicts of interest are identified, adequately recorded and addressed.

The Investment Committee meets formally twice a year and in between meetings maintains informal contact with managers to monitor investment performance, and to take such actions as are deemed desirable. It is responsible for appointing and monitoring the performance of investment managers, for meeting them formally at least annually and reviewing their performance.

The level of investment funds held by the Charity takes into account income requirements and risk profile. Though the funds are held under the expectation that they will be held for the foreseeable future, they will vary in size depending on:

- The Royal Marsden's strategic objectives
- The Charity's appeal cycle and the timing of fundraising receipts against planned payment schedules for the commitments approved by Trustees

The Charity must not hold, directly or indirectly, investments in tobacco shares. If any fund invests in tobacco shares, the Charity will disinvest from that fund at the earliest opportunity. In addition, careful consideration should be given to the effects of any particular investment on public support for the hospital. There are no other restrictions on the Charity's power to invest. Listed investments transferred from The Royal Marsden Hospital Charity are held in accordance with a Scheme dated 29 November 2001. The powers of investment under this Scheme are similar to those available under the Trustee Act 2000. The Scheme allows pooling of the Charity's investments.

The overall investment objective is to maximise total return to the extent compatible with the approved risk profile, through a diversified portfolio. The portfolio should be invested in a variety of investment funds. Such funds, and other securities held, should be liquid. Funds should be tradeable at least monthly and invested in assets which are themselves highly liquid in normal market conditions. Given the fundraising pattern of the Charity, the portfolio may consist, for the most part, of equities requiring a long-term view together with a portion in assets with low market risk and immediately available should the Charity require them at short notice. The possibility of external events affecting the fundraising climate, as well as the Investment Committee's view of market prospects, will be taken into account by the Investment Committee in its annual (or ad hoc) review of this Investment Policy. Currency exposure should take into account the likely disposition of funding needs, with a minimum of 50% held in sterling. The return benchmark for the overall portfolio should be agreed from time to time by the Investment Committee to reflect current market conditions and its risk appetite.

There is a need for planned liquidity, with cash flow projections supplied to the Investment Committee for anticipated drawdowns or additions. The Charity's policy is to have access to sufficient cash, liquid assets and projected cash receipts to meet its expenditure commitments over a rolling 12-month timeframe.

Investment properties

Investment properties are those transferred on 1 September 2011 from The Royal Marsden Hospital Charity to the Charity, together with a property gifted to the Charity in February 2015. Investment properties are those not considered to be of strategic importance to The Royal Marsden. These are properties that are not occupied by either The Royal Marsden NHS Foundation Trust or the Charity, which are classified as tangible fixed assets. In 2020/21 our investment property on Stewarts Grove was leased to the hospital, and in accordance with our Policy purposes, was therefore moved from investments to fixed assets.

During 2020/21 a full revaluation of all properties owned by the Charity was carried out (both investment properties and those listed as fixed assets). No material change to the valuation completed in September 2017 was found, leading to no change to our asset valuation being required.

Investment performance

In June 2021 we divested from iShares, an exchange traded fund investment, placing funds with M&G plc and Fidelity International Ltd Remaining funds are held with Lansdowne Partners Ltd, Kiltearn Partners LLP and BlackRock Investment Management (UK) Ltd. These are held in combination to support the long-term objectives of the Charity. Cash is also held, outside the investment portfolio in short-term deposits accounts to support the short to medium needs of the Charity.

At year-end, the value of the investment portfolio was £116.8 million. The total return (including dividends) of the investment portfolio (including properties) for the year was 35.2%. The total return of the securities portfolio (which is the investment portfolio, excluding properties) was 34.4%. The rebound in global equity markets following the development and roll-out of effective COVID-19 vaccination programmes internationally has significantly improved the value of the securities portfolio. Investment performance is routinely monitored, and on 30 June 2021 the investment portfolio value was £121 million, an increase of 4% since 31 March 2021.

Further investment information is provided in note 17 on page 53.

Remuneration

The Board of Trustees has appointed a sub-committee, the Remuneration Committee, responsible for ensuring the Charity has a pay framework that enables it to recruit and retain the high quality staff required to realise its strategic ambition, whilst ensuring best value. The members appoint a Chair who reports to the Board of Trustees after each Committee meeting and they meet at least once a year.

The Remuneration Committee agree the Pay Policy, determine any annual pay award and set pay for senior management roles. Annual pay awards reflect relevant internal and external factors including the Charity’s financial position, relevant factors in the voluntary sector, value for money and accordance with equality legislation. Key management personnel including senior management, and Trustees are detailed on page 27-28. Trustees are volunteers and are not remunerated for their role. An analysis of staff costs, including senior management, is detailed in note 11 on page 49.



Patient, Pippa Vickers, at the Oak Centre for Children and Young People

Principal risks and uncertainties

During the year the Trustees reviewed the Risk Policy and have given consideration to the major risks to which the Charity is exposed.

The Trustees actively seek to manage the Charity’s key strategic risks and consider that the Charity has established adequate systems and procedures to manage those risks. The current key strategic risks are considered to be:

Widespread outbreak of COVID-19

The ongoing outbreak of COVID-19 and the resulting restrictions continues to introduce significant uncertainty, as well as increasing both the likelihood and impact of existing risks. The most significant impact is the resulting loss of income from our inability to deliver and participate in large fundraising events such as The Banham Marsden March, Virgin Money London Marathon and numerous challenge events. We have developed virtual fundraising products to replace and augment fundraising activity potential impacted by COVID-19 related restrictions, while also encouraging our supporters to find new and creative ways of fundraising from home. The Reserves Policy, detailed on page 22, covers six months of operating costs and sufficient availability of accessible cash.

Political and economic uncertainty

The Charity’s senior management team continually assess the impact and possible mitigations of a number of national and international issues, including uncertainty surrounding COVID-19 and detrimental changes to tax legislation including gift aid and the probate fee structure. Although the risk factors are all external and therefore difficult to mitigate, the Charity will continue to diversify its income streams to minimise the impact of the current risks on overall income generation.

Inadequate IT systems and infrastructure

The Charity relies on the hospital’s IT systems and infrastructure, some of which lack the ability to evolve to meet the business needs of the Charity, particularly when considering increased agile working. The Charity works closely with the hospital to ensure issues are raised and resolved in a timely manner, and prioritisation of resources, for example introducing Microsoft Office 365 during 2020/21 across the Charity and ensuring that there is a Charity representative on the hospital’s Digital Workplace Programme Board.

Risk to the value of investments

There is always a risk of poor performance on our investments, particularly given the current uncertain economic climate. The work of the Investment Committee, whose members comprises those with significant, proven and current professional financial investment expertise and experience, helps to mitigate this risk.

The Investment Committee undertakes to:

- adhere to the Investment Policy and strategy approved by the Trustees
- employ carefully selected external investment managers
- monitor performance against agreed benchmarks on a regular basis and take appropriate action.

These risks, and other identified risks relating to the Charity, are analysed in a formal risk register, which is reviewed regularly by the Charity’s senior management team, includes controls and actions to mitigate them and is shared with Trustees on a quarterly basis.

Structure, governance and management

Structure and governance

The Royal Marsden Cancer Charity (‘the Charity’) is a company limited by guarantee (Company no. 04615761) and a registered charity (Charity no. 1095197) governed by its memorandum and articles of association. The Trustees constitute Directors of the Charity for the purposes of company law.

On 29 February 2008, The Royal Marsden Hospital Cancer Fund merged with the Charity and transferred all of its assets at that date to the Charity. The Royal Marsden Hospital Cancer Fund was removed from the Central Register of Charities on 29 February 2008, and any future donations or legacies for the Cancer Fund are now received into The Royal Marsden Cancer Charity.

On 9 September 2010, The Royal Marsden Cancer Campaign changed its name to The Royal Marsden Cancer Charity to reflect its positioning as a long-term charity supporting the work of The Royal Marsden NHS Foundation Trust (The Royal Marsden).

On 1 September 2011, The Royal Marsden Hospital Charity (RMHC) transferred its assets, liabilities and functions to The Royal Marsden Cancer Charity. A Deed of Covenant was also signed on 1 September 2011, whereby RMHC covenants to transfer all future income to the Charity.

Board of Trustees

The Board of Trustees shall not be less than four and (unless otherwise determined by Special Resolution) no more than ten. The Board of Trustees of The Royal Marsden Cancer Charity includes:

- Two ex-officio Trustees being the Chairman and Chief Executive of The Royal Marsden
- No fewer than four but no more than seven Elected Trustees independent of The Royal Marsden and appointed by the Board of Trustees
- Up to one Appointed Trustee nominated by The Royal Marsden

At 31 March 2021 the Board of Trustees comprise nine Trustees, six of whom are independent, from a range of sectors and industries, all of whom are Members of the Charity and Directors of the charitable company.

The skills mix of the Trustees is regularly reviewed to ensure that the Board of Trustees has all the necessary skills required to contribute fully to the Charity’s development. We have an induction programme for new Trustees to ensure that they all have the specific knowledge of the Charity, and general knowledge of their responsibilities as a Charity Trustee, to enable them to carry out their roles. A reference manual is provided that includes material on the Charity Commission’s regulations and guidelines and The Royal Marsden Cancer Charity’s strategy, business plan, policies and processes. Additionally, individual meetings are arranged with key hospital and Charity personnel.

All decisions must be made by a quorum of Trustees that includes a majority of independent Trustees. During the year ended 31 March 2021, Trustees met as a body five times, and additionally considered specific items via email.

No Trustee received any remuneration from the Charity during the period (2019/20: £nil).

Management

The day-to-day management of the Charity is delegated to the Managing Director. All strategic and other major decisions are considered and taken by the Trustees. The management of the Charity falls into seven areas of responsibility:

Assessment and approval of business plan

The Charity management team prepares a detailed business plan and annual budget for consideration and approval by the Trustees. The plan lays out the operational and financial objectives for the financial year ahead.

Identification and approval of projects for funding

The Charity achieves its objectives by fundraising for key projects in support of the hospital (see 'Objectives' and 'Activities, achievements and performance in 2020/21' sections on pages 4-17).

The Trustees are committed to ensuring that the Charity's fundraising activities are in line with the strategic goals of The Royal Marsden. Therefore, new fundraising projects are initially identified with and approved by the hospital, before being reviewed and considered by the Trustees for approval.

Fundraising and communications

This encompasses all fundraising appeals and initiatives, and the way that the Charity presents itself to the outside world.

Finance and administration

This covers finance and accounting, legal and administrative requirements of the Charity, the day to day management of which is delegated to the Associate Director of Finance. The Company Secretary responsible for all secretariat matters is the Chief Financial Officer of The Royal Marsden.

Management of funds and activities transferred

This covers the use of restricted and designated funds including those transferred from The Royal Marsden Hospital Charity. The everyday management of these funds is delegated to nominated fund-holders at the hospital.

Protection and social investment

This covers the management and control of fundraising regarding supervising fundraising, protecting the Charity's reputation, money and other assets, following fundraising laws and regulation, adhering to recognised standards for fundraising, and being open and accountable. More information on this is detailed in the 'Our fundraising practices' section on pages 8-9.

Diversity and inclusion

Diversity and Inclusion (D&I) at all levels of the organisation is a priority. We believe having an inclusive and welcoming culture allows staff to reach their full potential, and this is a fundamental part of our success. We have in place a D&I Policy, as well as a Steering Committee and specific working groups, whose focus is to ensure we are consistently addressing key workstreams relevant to D&I, such as recruitment, staff engagement and training, as well as in fundraising and marketing communications.

Relationships with related parties

The Royal Marsden NHS Foundation Trust

The Charity's close working and governance relationship with The Royal Marsden NHS Foundation Trust provides an invaluable integrated model of working. At a national level, Dame Cally Palmer, Chief Executive of The Royal Marsden NHS Foundation Trust and Trustee of the Charity, is also the National Cancer Director for NHS England.

The Royal Marsden NHS Foundation Trust also provides a number of services to the Charity, which are recharged under a contractual service level agreement. The total amount payable to The Royal Marsden for its staff under the service level agreement for the year was £352,336 (2019/20: £416,048), with an additional £20,561 (2019/20: £9,312) in relation to other ancillary services.

In addition, The Royal Marsden pays other expenses on behalf of the Charity and at 31 March 2021, these amounts totalled £551,229 (2019/20: £290,927), excluding grants payable, and are reflected in note 20 on page 57.

The Charity makes grants to The Royal Marsden in accordance with its objects. Grant and revenue funding awarded to The Royal Marsden during the year was £39.0 million (2019/20: £33.5million).

Grants payable owed to The Royal Marsden at 31 March 2021 totalled £81.3 million (31 March 2020: £71.9 million).

The Charity has provided an interest-free loan of £226,000 (2019/20: £226,000) to The Royal Marsden to offer support to staff for season tickets and bicycle purchases. The amount and terms of the loan are reviewed and renewed annually.

At 31 March 2020, three of the Trustees of the Charity – the Chair, the Chief Executive and the Medical Director also serve on the Board of The Royal Marsden NHS Foundation Trust. All decisions of the Charity must be made by a quorum of Trustees that includes a majority of Trustees independent of The Royal Marsden (see list of Trustees on page 32).

None of the Trustees or members of The Royal Marsden NHS Foundation Trust Board or parties related to them has undertaken any transactions with the Charity (excluding donations) or received any benefit from the Charity in payment or kind.

The Royal Marsden Hospital Charity

The Royal Marsden Hospital Charity is a registered charity with similar charitable objectives to The Royal Marsden Cancer Charity. The Trustee of The Royal Marsden Hospital Charity is The Royal Marsden NHS Foundation Trust (as a corporate Trustee).

All the assets and activities of The Royal Marsden Hospital Charity, excluding the endowment funds, were transferred to The Royal Marsden Cancer Charity. This took place between 2011 and 2013 to allow The Royal Marsden Cancer Charity to manage the application of these funds in accordance with the terms of the original endowments.

The Royal Marsden Cancer Charity now manages the assets, liabilities and functions of The Royal Marsden Hospital Charity as detailed in note 17 on page 53.

The Royal Marsden Cancer Charity holds listed investments on behalf of The Royal Marsden Hospital Charity in relation to these funds. The amount due to The Royal Marsden Hospital Charity at 31 March 2021 totalled £78,390 (2019/20: £78,390).

Royal Marsden Cancer Campaign Trading Company Limited

Transactions with Royal Marsden Cancer Campaign Trading Company Limited, the subsidiary company, are not disclosed separately as the company is 100% owned by the Charity, and thus any transactions with the company are exempted from disclosure under section 33 of FRS 102.

The Institute of Cancer Research, London (ICR)

Many of the hospital's clinicians work very closely, and have joint appointments, with The Royal Marsden's academic partner, the ICR. Grants made for projects at The Royal Marsden could be used on resources provided by the ICR.

Donations to the Charity from a Trustee or a related party

Donations without conditions attached received during the year from a Trustee or related party totalled £50 (2019/20: £300). Restricted donations of £183,000 were received by the Charity from its Trustees in 2020/21 (2019/20: £10,947).

Statement of Trustees' responsibilities

The Trustees (who are also Directors of The Royal Marsden Cancer Charity for the purposes of company law) are responsible for preparing the annual Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity and the Group, and of the incoming resources and application of resources, including the income and expenditure, of the Group for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice (the Charities' SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

Each of the Trustees confirms that:

- So far as he/she is aware, there is no relevant audit information of which the Charity's auditor is unaware
- He/she has taken all the steps that he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Charity purchased insurance to protect it from any loss arising from the neglect or default of its Trustees, employees and agents, and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the Charity during the year totalled £7,644 (2019/20: £5,250) and provides cover of up to a maximum of £5.0 million (2019/20: £5.0 million).

Approved by the Trustees on 21 September 2021 and signed on their behalf by Charles Alexander:



Charles Alexander
Chairman
The Royal Marsden Cancer Charity

Reference and administrative information

Charity name	The Royal Marsden Cancer Charity	
Charity registration number	1095197	
Company registration number	04615761	
Registered office and operational address	The Royal Marsden 203 Fulham Road London SW3 6JJ	
Website	www.royalmarsden.org	
Banker	Lloyds Bank plc 25 Gresham Street London EC2V 7HN	
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL	
Investment managers	Lansdowne Partners Ltd 15 Davies Street London W1K 3AG	Charles Stanley 55 Bishopsgate London ECN 3AS
	Kiltearn Partners LLP 3 Exchange Street 3 Semple Street Edinburgh EH3T 8BL	Blackrock Investment Management (UK) Ltd 12 Throgmorton Avenue London EC2N 2DL
	M&G Securities Limited PO Box 9038 Chelmsford CM99 2XF	Fidelity International 4 Cannon Street London EC4M 5AB
Solicitors	Slaughter and May One Bunhill Row London EC1Y 8YY	Taylor Vinters LLP Tower 42, 33rd Floor 25 Old Broad Street London EC2N 1HQ
	Ropes & Gray LLP 60 Ludgate Hill London EC4M 7AW	Ashurst LLP London Fruit & Wool Exchange 1 Duval Square London E1 6PW
	Norton Rose Fulbright LLP 3 More London Riverside London SE1 2AQ	

Trustees

The following individuals were Trustees and served as such throughout the year, except where shown:

Trustees	Capacity
Charles Alexander	Chairman, The Royal Marsden NHS Foundation Trust <i>Ex-officio Trustee</i>
Baroness Olivia Bloomfield	<i>Elected Trustee</i> – from September 2020
Varun Chandra	<i>Elected Trustee</i> – from June 2021
Sir Douglas Flint CBE	<i>Elected Trustee</i>
Anya Hindmarch CBE	<i>Elected Trustee</i> – from September 2020
Sir Terry Leahy	<i>Elected Trustee</i>
Richard Oldfield OBE	<i>Elected Trustee</i> – until September 2020
Dame Cally Palmer	Chief Executive, The Royal Marsden NHS Foundation Trust <i>Ex-officio Trustee</i>
Lady Helen Taylor	<i>Elected Trustee</i>
Brenda Trenowden CBE	<i>Elected Trustee</i>
Richard Turnor	<i>Elected Trustee</i> – until September 2020
Dr Nicholas van As	Medical Director, The Royal Marsden NHS Foundation Trust <i>Appointed Trustee</i>

Investment Committee

The following individuals are members of the Investment Committee and served as such throughout the year:

- Richard Oldfield OBE, Chair and committee member until September 2020*
- Mark Aedy, Non-Executive Director, The Royal Marsden NHS Foundation Trust
- Charles Alexander*
- Sir Douglas Flint CBE, Chair from September 2020 and committee member*
- Dame Cally Palmer*

*Trustees of the Charity

Company Secretary

Marcus Thorman – Chief Financial Officer, The Royal Marsden NHS Foundation Trust

Senior management

The following key senior management personnel served the Charity during the financial year and up to the time this report was approved:

Senior manager	Capacity
Antonia Dalmahoy	Managing Director
Peter Robson	Associate Director of Finance (to 31 July 2020)
Patrick Barker	Associate Director of Finance (3 August 2020 – 2 April 2021) Associate Director of Corporate Services & Grants (from 5 April 2021)
Antonia Newman	Associate Director of Philanthropy & Partnerships
Vicky Johnson	Associate Director of Public Fundraising (from 1 May 2021)

Exemptions from disclosure

No details concerning the names of Trustees, the Charity’s principal address, name of any chief executive officer or other senior staff members have been withheld from this report.

Remuneration Committee

The following individuals are members of the Remuneration Committee and served as such throughout the year:

- Sir Terry Leahy, Chair*
- Charles Alexander*
- Dame Cally Palmer*
- Richard Turnor, until September 2020*
- Anya Hindmarch CBE, from September 2020*

*Trustees of the Charity



Consultant Medical Oncologist,
Dr Samra Turajlic

Independent auditor's report to the members of The Royal Marsden Cancer Charity

Opinion

We have audited the financial statements of The Royal Marsden Cancer Charity (the 'charitable parent company') and its subsidiary (collectively known as the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated cash flow statement, and the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2021 and of group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept for the group and the charitable parent company; or
- the group and the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the group and the charity and the sector in which it operates. We determined that the following laws and regulations were most significant: Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.
- We understood how the group and charity is complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of Board minutes.
- We assessed the susceptibility of the group and the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:
 - Identifying and assessing the design effectiveness of controls in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;

- Challenging assumptions and judgements made by management in its significant accounting estimates;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
- Assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the relevant financial statement item to which they relate.

We did not identify any irregularities, including fraud.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Shachi Blakemore
Senior Statutory Auditor
For and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

22 September 2021



Staff Nurse in the Critical Care Unit, Sojan Varghese

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	2021			2020		
		Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
		£'000	£'000	£'000	£'000	£'000	£'000
Income from:							
Donations and legacies	2	6,879	24,356	31,235	6,258	25,878	32,136
Trading activities	3	213	-	213	355	-	355
Investments	4	1,229	-	1,229	454	-	454
Other		26	209	235	9	203	212
Total income		8,347	24,565	32,912	7,076	26,081	33,157
Expenditure on:							
Raising funds	5	4,949	-	4,949	5,375	72	5,447
Investment management costs	5	64	-	64	121	-	121
Trading activities	5	49	-	49	165	-	165
Charitable activities							
Charitable support of the hospital	6	12,839	26,797	39,636	8,987	25,329	34,316
Research	7	160	3,139	3,299	114	1,844	1,958
Patient Amenities	8	103	351	454	11	512	523
Staff Amenities	9	4	17	21	2	93	95
		13,106	30,304	43,410	9,114	27,778	36,892
Total expenditure		18,168	30,304	48,472	14,775	27,850	42,625
Net gains/(losses) on investments							
Net (expenditure)/income	17	31,924	73	31,997	(10,074)	(33)	(10,107)
	14	22,104	(5,666)	16,437	(17,773)	(1,802)	(19,575)
Transfers between funds							
Net movement in funds	22	1,713	(1,713)	-	5,309	(5,309)	-
		23,817	(7,379)	16,437	(12,464)	(7,111)	(19,575)
Reconciliation of funds							
Total funds brought forward at 1 April	22	36,198	49,560	85,758	48,662	56,671	105,333
Total funds carried forward at 31 March	22	60,015	42,180	102,195	36,198	49,560	85,758

All movements on reserves and recognised gains and losses are shown above, and all activities are continuing. As permitted by section 408 of the Companies Act 2006, no separate Statement of Financial Activities or Income and Expenditure account has been presented for the Charity alone.

Balance sheets

As at 31 March 2021

	Note	The Group		The Charity	
		2021	2020	2021	2020
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	16	12,837	11,869	12,837	11,869
Investments	17	116,784	85,877	116,784	85,877
		129,621	97,746	129,621	97,746
Current assets					
Stocks	18	34	36	-	-
Debtors	19	13,273	7,706	13,477	8,007
Short-term cash deposits		10,128	20,303	10,128	20,303
Cash at bank and in hand		31,926	33,197	31,752	32,927
Total Current Assets		55,361	61,242	55,357	61,237
Liabilities					
Creditors: amounts falling due within 1 year	20	(79,588)	(63,696)	(79,584)	(63,691)
Net current assets		(24,227)	(2,454)	(24,227)	(2,454)
Total assets less current liabilities		105,394	95,292	105,394	95,292
Creditors: amounts falling due after 1 year	21	(3,199)	(9,534)	(3,199)	(9,534)
Total net assets		102,195	85,758	102,195	85,758
The funds of the Charity		22			
Restricted income funds					
Restricted funds		42,250	49,630	42,250	49,630
Restricted funds in deficit		(68)	(70)	(68)	(70)
Unrestricted income funds					
General funds/free reserves		18,395	8,181	18,395	8,181
Designated funds:					
Tangible fixed assets fund		12,837	11,869	12,837	11,869
Investment properties fund		890	1,980	890	1,980
Other designated funds		27,891	14,168	27,891	14,168
Total Charity funds	22	102,195	85,758	102,195	85,758

The financial statements on pages 38-63 were approved and authorised for issue by the Board of Trustees on 21 September 2021, and were signed on its behalf by:

Charles Alexander
Chairman
Company no. 04615761
Charity no. 1095197

Consolidated cash flow statement

For the year ended 31 March 2021

	Notes	2021	2020
		£'000	£'000
Cash flows from operating activities			
Net cash (used in) provided by operating activities	A	(12,675)	21,156
Cash flows (used in) from investing activities			
Dividends, interest and rent from investments		1,229	454
Proceeds from sale of investments		62,121	53,585
Payments to acquire tangible fixed assets		-	(85)
Purchase of investments		62,121	(57,223)
Net cash used in/(provided by) investing activities		1,229	(3,269)
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at 1 April	B	53,500	35,613
Cash and cash equivalents at 31 March	B	42,054	53,500
A. Reconciliation of net expenditure/(income) to net cash flow from operating activities			
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		16,436	(19,575)
Adjustments for:			
Depreciation charges		122	172
(Losses) gains on investments and revaluation of fixed assets		(31,997)	10,107
Dividends, interest and rents from investments		(1,229)	(454)
Decrease in stocks		2	5
(Increase)/decrease in debtors		(5,566)	1,987
Increase in creditors		9,557	28,915
Net cash (used in) provided by operating activities		(12,675)	21,156
B. Analysis of cash, cash equivalents and net debt			
Short-term cash deposits		10,128	20,303
Cash in hand		31,926	33,197
Total cash and cash equivalents at 31 March		42,054	53,500

Notes to the financial statements for the year ended 31 March 2021

Principal accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice.

As set out in the Trustees' report, the Trustees have considered the impact of the pandemic on the group and the Charity and have concluded that although there may be some negative consequences, it is appropriate for the Group and Charity to continue to prepare its financial statements on the going concern basis.

In future years, the key risks to the Charity are a fall in income from donations, legacies or investments and a fall in the value of its investments, but the Trustees have arrangements in place to mitigate those risks (see the 'Reserves Policy' and 'Principal risks and uncertainties' sections on pages 22 and 24 of the annual report for more information).

These financial statements consolidate the results of the Charity and its wholly owned subsidiary, Royal Marsden Cancer Campaign Trading Company Limited, on a line-by-line basis. Transactions and balances between the Charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the Charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 480 of the Companies Act 2006 and paragraph 15.11 of SORP (FRS 102) 2015.

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include the useful economic life of tangible fixed assets for the purposes of determining the depreciation charge and residuary legacy income recognition.

In addition to the above, the full impact of the pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the Charity's activities, funders, suppliers and the wider economy. Estimates used in the financial statements, particularly with respect to the value of investment properties and listed investments are subject to a greater degree of uncertainty and volatility. The Charity is a public benefit entity. The financial statements are presented in sterling and rounded to the nearest thousand pounds.

b) Income

Income is recognised once the Charity is entitled to receipt, it is probable (more likely than not) that the resources will be received and the amount can be measured with reasonable reliability.

Legacies

Legacies are accounted for as income either upon receipt or where the receipt of the legacy is probable.

Receipt is probable when:

- confirmation has been received from the representatives of the estate(s) that probate has been granted
- the executors have established that there are sufficient assets in the estate to pay the legacy
- all conditions attached to the legacy have been fulfilled or are within the Charity's control

Legacies subject to a life interest held by another party are not recognised until all other interests cease.

Donated goods, services and facilities

Donated goods for resale are recognised when they are sold.

Donated goods given for use by the Charity are included in the SOFA as income when receivable.

Donated services and facilities (Gifts in Kind) are valued and included as income and expenditure in the SOFA at the value that the Charity estimates it would pay in the open market for an equivalent supply of service or facility.

Donated services from our volunteers are not included within the financial statements.

Investment income

Investment income generated from the Charity’s portfolio is treated entirely as unrestricted income. Income generated on the portion of the portfolio held in endowment funds is shown as restricted income.

c) Expenditure and irrecoverable VAT

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT that cannot be recovered. Expenditure is allocated to the particular activity where the cost relates directly to that activity, and comprises the following:

The costs of raising funds

These are those costs attributable to generating income for the Charity, other than costs incurred in undertaking charitable activities or trading activities in furtherance of the Charity’s objectives.

The costs of raising funds represent fundraising costs, direct costs and overheads associated with raising donated income (including recharged back office costs from The Royal Marsden NHS Foundation Trust), together with fees paid to investment managers in connection with the management of the Charity’s listed investments and the fees paid to property managers in connection with the management of the Charity’s investment properties. Only investment manager’s fees charged separately to the Charity are shown within expenditure on raising funds. These costs include an apportionment of support costs as shown in note 10 on page 48.

Charitable activities costs are categorised under the headings of the Charity’s objects.

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objectives of the Charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs.

The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 10 on page 48.

Grants payable

These are payments made to The Royal Marsden NHS Foundation Trust in furtherance of the charitable objectives of the Charity. They are included in the statement of financial activities when approved and when The Royal Marsden NHS Foundation Trust has been informed of the decision to make the grant and has satisfied all related conditions.

Grants approved but not paid at the end of the financial year are accrued for as grant commitments. Grants where the beneficiary has not been informed or the final award is still within the control of the Charity are not accrued for, but are noted as financial commitments in the notes to the financial statements.

Support costs

These costs, which include governance costs, are those that do not relate directly to a single activity. These comprise costs incurred that are directly attributable to the administration of the Charity, management of the Charity’s assets, organisational procedures and the necessary legal procedures for compliance with statutory and constitutional requirements, including some staff costs, external audit costs and HR and IT support.

The majority of costs are directly attributable to specific activities. Certain shared costs are apportioned between fundraising costs and charitable activities on an appropriate basis.

Office costs and recharged costs are allocated based on the direct costs incurred by each activity. The analysis of support costs and the bases of apportionment applied are shown in note 10 on page 48.

d) Tangible fixed assets and intangible fixed assets

Tangible fixed assets are stated at their transaction value. Depreciation is provided so as to write off the cost of fixed assets on a straight-line basis over their expected useful lives, as follows:

Tangible asset	Duration
Freehold land and buildings	50 years (buildings only)
Improvements to freehold and long leasehold properties	25 years

Certain properties previously held as investments have been reclassified under the new SORP with effect from 1 April 2014 and were recognised at their carrying or market value at that date. Under the transitional provisions of FRS 102, this value has been treated as deemed cost from 1 April 2014. Where there is a change in use of a property resulting in a transfer from investment property to tangible fixed assets the value of the transfer is the market value of the property as at the date of the change in use.

Property and buildings depreciation is recognised in the statement of financial activities and charged against charitable activities where the building is occupied by The Royal Marsden for its essential purposes and against support costs where the building is occupied as offices by the Charity.

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

- Website – intangible assets (other fixed assets) – three years

e) Fixed asset investments

Fixed asset investments are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date.

Investment properties are revalued to market value every three years unless in the intervening interval there is evidence of a material movement in valuation. The last full valuation took place in February 2021. The valuations from this review do not give rise to any material changes in values.

Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the year in which they arise. The Charity’s investment in the subsidiary company is valued at cost.

The main form of financial risk faced by the Charity is that of volatility in equity markets and other investment markets due to wider economic conditions, and changes in sentiment concerning equities and within particular sectors or subsectors. Further information on the Charity’s investments can be found in note 17 on page 53.

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

f) Stocks

Stocks of publications and consumables for resale are valued at the lower of cost and net realisable value.

g) Debtors

Debtors are amounts owed to the Charity. They are measured on the basis of the amount recoverable. These include concessionary loans to The Royal Marsden NHS Foundation Trust – these are measured at the amount originally loaned, which is the amount repayable.

h) Cash and cash equivalents

Cash at bank and in hand is held to meet the day-to-day running costs of the Charity and grant payments as they fall due.

i) Creditors

Creditors are amounts owed by the Charity. They are measured at the amount that the Charity expects to have to pay to settle the debt. Amounts that are payable in more than a year are shown as long-term creditors.

j) Realised gains and losses

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening carrying value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening carrying value (or purchase date if later).

k) Restricted funds

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

l) Designated funds

Designated funds represent funds that have been set aside out of unrestricted funds by the Trustees for specific purposes.

m) General funds

General funds represent those monies that are freely available for application towards achieving any charitable purpose that falls within the Charity’s charitable objects.

2. Donations and legacies

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Donations	3,411	21,684	25,095	4,418	23,064	27,482
Legacies	3,102	2,672	5,774	1,740	2,485	4,225
Grants receivable	-	-	-	-	329	329
Donated goods and services	366	-	366	100	-	100
	6,879	24,356	31,235	6,258	25,878	32,136

3. Trading activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Activities of the trading company	213	-	213	355	-	355

4. Investments

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Income from listed investments	727	-	727	-	-	-
Rental income from investment properties	65	-	65	67	-	67
Interest receivable	437	-	437	387	-	387
	1,229	-	1,229	454	-	454

5. Raising funds and investment management costs

	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Raising funds							
Fundraising costs		960	-	960	982	72	1,054
Outsourced fundraising costs		52	-	52	245	-	245
Marketing and consultancy		377	-	377	981	-	981
Donated goods and services		366	-	366	100	-	100
Support costs	10	3,194	-	3,194	3,067	-	3,067
		4,949	-	4,949	5,375	72	5,447
Trading activities							
		49	-	49	165	-	165
		4,998	-	4,998	5,540	72	5,612
Investment management costs							
Investment properties' management costs		63	-	63	119	-	119
Support costs	10	1	-	1	2	-	2
		64	-	64	121	-	121

The Trustees have contracted the provision of various day-to-day administration services for the Charity, to The Royal Marsden NHS Foundation Trust. The Royal Marsden charges for those services, as shown above and elsewhere where indicated (see note 10 on page 48).

6. Charitable support of the hospital

Capital projects	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Equipment grants:							
CyberKnife, MRI and equipment		1,439	-	1,439	(1,228)	-	(1,228)
Priority Medical Equipment		2,919	-	2,919	-	-	-
Capital building grants:							
Oak Cancer Centre		-	25,000	25,000	-	25,000	25,000
		4,358	25,000	29,358	(1,228)	25,000	23,772
Other grants							
LIBOR grant		-	-	-	-	329	329
Innovation and Education		4,617	-	4,617	-	-	-
Sutton Hospital Site Enabling Works		3,200	-	3,200	118	-	118
Improving Quality and Services for Patients		-	-	-	5,698	-	5,698
Oak Centre for Children and Young People		-	-	-	3,633	-	3,633
COVID Emergency Fund		-	1,797	1,797	-	203	203
		7,817	1,797	9,614	9,449	532	9,981
Depreciation of properties used in futherance of charitable activity		59	-	59	59	-	59
Support costs	10	605	-	605	707	-	707
		12,839	26,797	39,636	8,987	25,532	34,519

The Charity makes grants to The Royal Marsden NHS Foundation Trust in accordance with its objectives and aims as set out in the Trustees’ report.

7. Research

	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Revenue funding to the hospital		-	194	194	-	(31)	(31)
Other expenditure:							
Staff costs recharged		110	2,040	2,150	74	891	965
Laboratory and consumables costs		-	92	92	-	320	320
Research support and facilities		-	813	813	-	664	664
Support costs	10	50	-	50	40	-	40
		160	3,139	3,299	114	1,844	1,958

The salaries of clinical staff funded by the Charity are recharged by the hospital or other employing institutions.

8. Patient amenities

	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Patient support and facilities		96	351	447	-	512	512
Support costs	10	7	-	7	11	-	11
		103	351	454	11	512	523

9. Staff amenities

	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Staff support and facilities		4	17	21	-	93	93
Support costs	10	-	-	-	2	-	2
		4	17	21	2	93	95

10. Support costs

Support costs comprise amounts recharged by The Royal Marsden NHS Foundation Trust to the Charity and other direct costs. Support and overhead costs are allocated between fundraising activities and charitable activities. Governance costs are those support costs that relate to the strategic and day-to-day management of the Charity.

	Raising funds	Investment management costs	Charitable support of the hospital	Research	Patient amenities	Staff amenities	2021 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Note	5	5	6	7	8	9	
Finance and administration	1,557	1	295	25	3	-	1,881
Management support	101	-	19	2	-	-	122
IT support	142	-	27	2	1	-	172
HR support	286	-	54	5	1	-	346
Marketing and PR support	1,108	-	210	17	2	-	1,337
	3,194	1	605	51	7	-	3,858

	Raising funds	Investment management costs	Charitable support of the hospital	Research	Patient amenities	Staff amenities	2020 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Note	5	5	6	7	8	9	
Finance and administration	1,882	2	434	25	7	2	2,352
Management support	139	-	32	2	-	-	173
IT support	112	-	26	1	1	-	140
HR support	226	-	52	3	1	-	282
Marketing and PR support	708	-	163	9	2	-	882
	3,067	2	707	40	11	2	3,829

Allocations are made on the basis of direct costs incurred by each activity.

11. Staff costs and Trustees’ remuneration

11a. Staff costs

Until 31 March 2018 all staff working for the Charity were employed by The Royal Marsden NHS Foundation Trust and supplied to the Charity under a service-level agreement. On 1 September 2018 Charity staff previously employed by The Royal Marsden NHS Foundation Trust, were transferred under TUPE to the Charity. All new employees working for the Charity from 1 April 2018 were employed directly by the Charity.

A proportion of corporate services staff are employed under joint contracts with The Royal Marsden NHS Foundation Trust and the Charity. Their costs together with additional support services provided by The Royal Marsden NHS Foundation Trust to the Charity are recharged to the Charity under a service level agreement. Staff costs during the year were as follows:

	2021	2020
	£'000	£'000
The Group and the Charity		
Wages and salaries	2,835	2,752
Social security costs	303	295
Other pension costs	225	230
	3,363	3,277
Agency costs	348	275
	3,711	3,552

The average number of employees (full-time equivalent) of the Group and the Charity analysed by function during the year was:

	Headcount		Full time equivalent	
	2021	2020	2021	2020
Fundraising	73	73	65	65
Charitable activities	6	6	4	4
Support	2	2	2	2
	81	81	71	71

The total number of employees whose emoluments for the year (not including pension contributions) exceeded £60,000 was as follows:

	2021	2020
	£'000	£'000
The Group and the Charity		
£60,001 – £70,000	4	4
£70,001 – £80,000	1	2
£80,001 – £90,000	1	1
£90,001 – £100,000	-	-
£100,001 – £110,000	-	-
£110,001 – £120,000	-	-
£120,001 – £130,000	1	1
	7	8

The above employees accrued benefits under the defined contributions pension schemes and payments to defined contributions schemes totalled £63,050 (2019/20: £65,456).

The total amount of employee benefits, being gross salary and employer’s pension contribution, received by the key management personnel listed on page 50 was £310,009 (2019/20: £368,118).

The salary of the Managing Director, being the highest paid employee, and other senior management posts is set by the Remuneration Committee. Salaries of other staff working for the Charity are set by the Senior Management Team within the Pay Policy approved by the Remuneration Committee and the approved budget. The Manging Director’s basic salary was £127,500 in 2020/21 (£127,500 in 2019/20) and no pay award was made for 2020/21.

The Charity makes payments to agency staff where additional temporary staff are required. For the year ended 31 March 2021, the total payments made by the Charity in respect of agency staff totalled £347,721 (2019/20: £275,503).

The salaries of clinical staff funded by the Charity are recharged by the hospital or other employing institutions in Note 7.

11b. Pension costs

Provision of a pension for employees of the Charity is through two schemes. Charity employees previously employed by The Royal Marsden NHS Foundation Trust at 31 March 2018 and transferred to the Charity under TUPE arrangements on 1 September 2018 were entitled to join the NHS Pensions Scheme. Employees who started employment with the Charity after 31 March 2018 are able to access a workplace pension scheme.

NHS Pensions Scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”.

An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2020, is based on valuation data as at 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6%, and the Scheme Regulations were amended accordingly. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap set following the 2012 valuation. Following a judgment from the Court of Appeal in December 2018 Government announced a pause to that part of the valuation process pending conclusion of the continuing legal process. Pension payments to NHS Pensions Scheme recognised in the operating surplus during the year amount to £177,100 (2019/20: £185,039).

Workplace pension

The Charity has put in place a workplace pension scheme for all new employees from 1 April 2018. Pension payments to the Workplace Pension Scheme recognised in the operating surplus during the year amount to £48,243 (2019/20 £44,729).

11c. Trustee expenses

The Charity Trustees neither received nor waived any emoluments during the year (2019/20: £nil). Trustees also were not reimbursed for any out-of-pocket expenses (2019/20: £nil). Trustee indemnity insurance is held at a cost of £5,880 (2019/20: £5,880).

12. Related party transactions

Disclosure of related party transactions is provided in the section of the Trustees’ Report ‘Relationships with related parties’ on page 29. Other than the transactions disclosed in that section, there were no related party transactions during the year.

13. Taxation

The Royal Marsden Cancer Charity is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

14. Net income/(expenditure)

This is stated after charging:	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Auditor's remuneration						
Statutory audit services	21	-	21	19	-	19
Non audit services	3	-	3	6	-	6
Depreciation	122	-	122	172	-	172

15. Results of the subsidiary company

The Charity owns a wholly owned subsidiary company, Royal Marsden Cancer Campaign Trading Company Limited, which is registered in England and Wales under company number 04722285. This subsidiary is used for non-primary purpose trading activities, and all activities have been consolidated on a line-by-line basis in the statement of financial activities. The available profits from the subsidiary are Gift Aided to the Charity. Audited financial statements are filed with Companies House. Below is a summary of the trading results for the year ended 31 March 2021:

Results of the subsidiary company	2021	2020
	£'000	£'000
Profit and loss account		
Turnover	213	355
Cost of sales	(41)	(152)
Gross profit	172	203
Administrative expenses	(8)	(13)
Operating profit	164	190
Interest payable	-	-
Profit before taxation	164	190
Taxation	-	-
Profit for financial year	164	190
Retained earnings		
Retained earnings at 1 April	-	-
Profit for the year	164	190
Gift Aid payable to parent undertaking	(164)	(190)
Retained earnings at 31 March	-	-
The Company's assets and liabilities were as follows:		
Assets	351	352
Liabilities	(351)	(352)
Net assets	-	-

The entire issued share capital of Royal Marsden Cancer Campaign Trading Company Limited, totalling £2, is held by the Charity (see note 17 on page 53).

16. Tangible and intangible fixed assets

	The Group			The Charity		
	Other assets	Land and buildings	2021 Total	Other assets	Land and buildings	2021 Total
	2021	2021		2021	2021	
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
Cost as at 1 April	244	12,257	12,501	244	12,257	12,501
Transfer*	-	1,090	1,090	-	1,090	1,090
At 31 March	244	13,347	13,591	244	13,347	13,591
Accumulated depreciation						
Depreciation as at 1 April	(214)	(418)	(632)	(214)	(418)	(632)
Depreciation for the current year	(30)	(92)	(122)	(30)	(92)	(122)
At 31 March	(244)	(510)	(754)	(244)	(510)	(754)
Net book value						
At 31 March 2020	30	11,839	11,869	30	11,839	11,869
At 31 March 2021	-	12,837	12,837	-	12,837	12,837

*The value of the property Stewarts House was transferred from investment properties to tangible fixed assets in the year, reflecting the change in use from being let out to tenants to being used to further the Charity's objectives.

Tangible fixed assets include properties owned by the Charity that have been and will, for the foreseeable future, be required for use by the hospital at the Chelsea site for essential purposes and/or by the Charity for its own purposes. Other assets with the net book value of £nil comprise website costs and reflect the total value of intangible assets held by the Group and Charity.

17. Investments

	The Group		The Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Freehold investment properties	890	1,980	890	1,980
Listed investments and cash held for investments	115,894	83,897	115,894	83,897
	116,784	85,877	116,784	85,877

Movements in investments during the year were as follows, on a Group basis:

	Listed investments	Investment properties	2021 Total	Listed investments	Investment properties	2020 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Market value at the beginning of the year	83,897	1,980	85,877	89,446	2,900	92,346
Add: purchases at cost during the year	62,121	-	62,121	57,223	-	57,223
Less: disposal proceeds	62,121	-	62,121	(52,223)	(1,362)	(53,585)
Less: transfers to fixed assets (Note 16)	-	(1,090)	(1,090)	-	-	-
Realised gains/(losses)*	7,974	-	7,974	8,738	442	9,180
Unrealised (losses)/gains*	24,023	-	24,023	(19,287)	-	(19,287)
Total market value at the end of the year	115,894	890	116,784	83,897	1,980	85,877
Historic cost (excluding cash held with investment managers)	101,234	332	101,566	101,822	557	102,379

*£78,390 (2019/20: £78,390) of listed investments relate to the endowment funds of The Royal Marsden Hospital Charity. This balance due to The Royal Marsden Hospital Charity is included within creditors: amounts falling due within one year. Included within total realised gains and unrealised gains are gains of £72,640 (2019/20: £59,062) and gains of £18,103 (2019/20: £27,003) relating to investments held on behalf of the endowment funds of The Royal Marsden Hospital Charity. These gains and losses are restricted funds held for distribution in accordance with the original endowment’s terms.

The freehold investment properties are subject to a programme of periodic revaluation and were last professionally fully revalued by Montagu Evans LLP in February 2021 on the basis of open-market value as at that date (see page 24).

	2021 Total	2020 Total
	£'000	£'000
Unrealised gains/(losses) included above:		
On listed investments	14,660	(17,925)
On investment properties	558	1,423
Total unrealised gains/(losses) at 31 March	15,218	(16,502)
Reconciliation of movements in unrealised gains		
Unrealised gains at 1 April	(16,502)	21,960
Less: in respect to disposals in the year	(277)	(28,355)
	(16,779)	(6,395)
Less: net investment loss in the year/add: net investment gains in the year	31,997	(10,107)
Total unrealised gains/(losses) at 31 March	15,218	(16,502)

Fixed asset investments are held at market value at the balance sheet date. The significance of such investments to the ongoing financial sustainability of the Charity is considered in the ‘Principal risks and uncertainties’ section on page 26 of the Trustees’ report.

Listed investments held at 31 March 2021 comprised the following:

	2021	2020
	£'000	£'000
Funds	115,894	83,897
	115,894	83,897
Investments assets in the UK	115,894	83,897
Investments assets outside the UK	-	-
	115,894	83,897

While holdings are in UK funds, the investments made by these funds are diversified geographically. Investment holdings with a market value in excess of five per cent of the market value of the entire listed portfolios are:

	2021	2020
	£'000	£'000
Lansdowne Developed Markets Long Only Fund	29,422	16,558
Kiltearn Global Equity (IRE) Fund	19,595	13,245
Blackrock ICS Sterling Liquidity Fund	10,342	10,140
iShares MSCI World ESG Screened UCITS ETF	-	43,954
M&G Charifund	28,608	-
Fidelity – Sustainable Global Equity	27,927	-

The Charity’s investments consist for the most part of holdings in funds. Investment management and other fees are charged within the net asset values of those funds, and no investment management fees are charged directly to the Charity.

In addition to the above listed investments, the Charity holds the entire issued share capital of its subsidiary company, Royal Marsden Cancer Campaign Trading Company Limited, totalling £2 (see note 15 on page 52).

18. Stocks

	The Group		The Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Merchandise	34	36	-	-

19. Debtors

	The Group		The Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Prepayments and accrued income	12,544	7,140	12,401	7,097
Amounts owed by subsidiary company:				
Secured loan	-	-	50	50
Gift Aid	-	-	164	190
Other	-	-	133	104
Loan to The Royal Marsden NHS Foundation Trust	226	226	226	226
Other debtors	503	340	503	340
	13,273	7,706	13,477	8,007

All amounts included as debtors fall due within one year. The loan to the subsidiary company, Royal Marsden Cancer Campaign Trading Company Limited, is secured by way of a floating charge over the assets of the company. A commercial rate of interest is charged on the loan (1% above Base Rate).

The loan to The Royal Marsden NHS Foundation Trust is interest-free to provide finance loans to hospital staff in relation to season tickets and bicycle purchases. The Royal Marsden NHS Foundation Trust is responsible for the administration, any defaults, tax liabilities and other costs relating to them. The terms and amount of this loan is reviewed annually prior to renewal.

20. Creditors: amounts falling due within one year

	The Group		The Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
The Royal Marsden NHS Foundation Trust	551	291	551	291
The Royal Marsden Hospital Charity	78	78	78	78
Grants payable – The Royal Marsden NHS Foundation Trust	78,087	62,382	78,087	62,382
Amounts owed to subsidiary company	-	-	-	-
Accruals and deferred income	872	945	868	940
	79,588	63,696	79,584	63,691

21. Creditors: amounts falling due after one year

	2021	2020
	£'000	£'000
The Group and the Charity		
Grants payable – The Royal Marsden NHS Foundation Trust	3,199	9,534

22. Movement in funds

The Group and the Charity	2020	2021				
	At 1 April	Income	Expenditure	Realised/ unrealised gains and losses	Fund transfers	At 31 March
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds						
The Royal Marsden Hospital General Research Charity	26,827	5,900	(2,795)	-	(781)	29,151
The Royal Marsden Hospital Patient Amenity Charity	3,212	699	(446)	-	(215)	3,250
The Royal Marsden Hospital Staff Amenity Charity	425	81	(21)	-	(4)	481
Gottesmann Will and Ronald Raven funds	233	-	-	73	-	306
Children's Drug Development Unit	-	231	-	-	(231)	-
Ellis Ward	(70)	2	-	-	-	(68)
Robotic surgical fellowships	400	59	(245)	-	-	214
Oak Cancer Centre	18,315	15,459	(25,000)	-	-	8,774
LIBOR Fund	-	-	-	-	-	-
Equipment Fund	-	181	-	-	(181)	-
Location specific – Sutton	126	248	-	-	(300)	74
COVID-19 Emergency Appeal	92	1,705	(1,797)	-	-	-
Total restricted funds	49,560	24,565	(30,304)	73	(1,712)	42,182
Unrestricted funds						
Designated funds						
Tangible fixed assets fund	11,869	-	(122)	-	1,090	12,837
Investment properties fund	1,980	-	-	-	(1,090)	890
Sutton Hospital	768	-	(101)	-	-	667
OAK Cancer Centre	13,400	-	(3,200)	-	-	10,200
New Capital Appeal	-	-	-	-	15,000	15,000
Grants Strategy	-	-	-	-	2,024	2,024
Total designated funds	28,017	-	(3,423)	-	17,024	41,618
General funds/free reserves						
General funds/free reserves	8,181	8,347	(14,745)	31,924	(15,311)	18,396
Total unrestricted funds	36,198	8,347	(18,168)	31,924	1,712	60,013
Total funds	85,758	32,912	(48,472)	31,997	-	102,195

22. Movement in funds (continued)

The Group and the Charity	2019	2020				
	At 1 April	Income	Expenditure	Realised/ unrealised gains and losses	Fund transfers	At 31 March
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds						
The Royal Marsden Hospital General Research Charity	24,647	5,075	(1,584)	-	(1,311)	26,827
The Royal Marsden Hospital Patient Amenity Charity	3,269	2,071	(571)	-	(1,557)	3,212
The Royal Marsden Hospital Staff Amenity Charity	414	118	(91)	-	(16)	425
Gottesmann Will and Ronald Raven funds	266	-	-	(33)	-	233
Children's Drug Development Unit	-	512	-	-	(512)	-
Ellis Ward	(84)	14	-	-	-	(70)
Robotic surgical fellowships	401	71	(72)	-	-	400
Oak Cancer Centre	27,538	15,606	(25,000)	-	171	18,315
LIBOR Fund	-	329	(329)	-	-	-
Equipment Fund	11	1,822	-	-	(1,833)	-
Location specific – Sutton	209	168	-	-	(251)	126
COVID Emergency Fund	-	295	(203)	-	-	92
Total restricted funds	56,671	26,081	(27,850)	(33)	(5,309)	49,560
Unrestricted funds						
Designated funds						
Tangible fixed assets fund	11,803	-	-	-	66	11,869
Investment properties fund	2,900	-	-	-	(920)	1,980
Sutton Hospital	821	-	(53)	-	-	768
OAK Cancer Centre	13,518	-	(118)	-	-	13,400
New Capital Appeal	-	-	-	-	-	-
Grants Strategy	-	-	-	-	-	-
Total designated funds	29,042	-	(171)	-	(854)	28,017
General funds/free reserves						
General funds/free reserves	19,620	7,076	(14,604)	(10,074)	6,163	8,181
Total unrestricted funds	48,662	7,076	(14,774)	(10,074)	5,309	36,198
Total funds	105,333	33,157	(42,624)	(10,107)	-	85,758

Purposes of restricted funds

The income funds of the Charity include restricted funds comprising balances of donations and grants held on trusts to be applied for specific purposes. The specific purposes for which the funds are to be applied are as follows:

The Royal Marsden Hospital General Research Charity, The Royal Marsden Hospital Patient Amenity Charity and The Royal Marsden Hospital Staff Amenity Charity

These funds were transferred to The Royal Marsden Cancer Charity from The Royal Marsden Hospital Charity on 1 September 2011 and continue to be applied in accordance with the charitable objectives of each of the special purpose funds. During the year, there was a net transfer of £1.7 million from these restricted funds to general funds. This represents funds already committed/spent out of general funds as the charity pre-funds some of its grant making activities.

Gottesmann Will and Ronald Raven funds

These funds represent the net investment returns relating to two permanent endowments held by The Royal Marsden Hospital Charity. This income is now held by the Charity to be applied in accordance with the terms of the original endowments.

Children’s Drug Development Unit

The Royal Marsden’s Oak Paediatric and Adolescent Drug Development Unit is one of the largest and most successful translational research programmes in the world, delivering more new treatment options for a greater number of young patients – all within a high-quality, caring and holistic service. This fund provides the vital infrastructure needed to run such a programme.

Ellis Ward

This fund represents donations made specifically for the Ellis Ward refurbishment. The deficit arose as a result of the Trustees agreeing the full grant commitment during 2011/12 of £2.65 million. A major donor has pledged, under a memorandum of understanding, to donate the balance of the commitment, shown as a deficit of £68,000 (2019/20 £70,000) under the restricted fund.

da Vinci Xi Robotic Surgery Fellowships

This fund represents donations made specifically for the Robotic Surgery Fellowships. The fund balance represents the fundraising appeal, and other donations for this project will be used to fund the costs of the fellowships as they fall due.

Oak Cancer Centre (including public appeal)

This fund represents donations made specifically for the Oak Cancer Centre in Sutton (previously known as the Clinical Care and Research Centre). A fundraising appeal to raise £50 million to enable The Royal Marsden to open the building in 2022 was launched in November 2015; the fundraising target has subsequently been increased to £70 million. The fund balance of £8.8 million represents donations received for this project to date, less grants made to the hospital.

Equipment Fund

This represents funds committed/spent out of general funds as the Charity pre-funds some of its grant making activities.

Location specific – Sutton

This fund represents donations made specifically for use on the Sutton site.

COVID-19 Emergency Appeal

This new fund represents donations made specifically to support the Trust during the COVID-19 pandemic. Donations from the appeal are making a huge difference to staff and patients, funding psychological support for staff so that they had the help they needed to deal with the impact of the pandemic while continuing to provide the best possible care for cancer patients. Money raised has also been invested in digital resources such as purchasing iPads so that doctors are able to carry out remote consultations with patients who can stay safely at home, and WiFi upgrades on hospital wards, enabling patients to keep in touch with their loved ones while visitors are restricted, and stay connected when they most need to.

The fund is also supporting a number of critical research studies to investigate the impact of COVID-19 on cancer patients which were launched at an unprecedented pace to investigate how the virus interacts with cancer treatments.

Other transfers

Other transfers, excluding those previously identified, relate to funds previously committed/spent out of general funds as the Charity pre-funds some of its grant making activities.

Purposes of designated funds

The income funds of the Charity include designated funds that have been set aside out of unrestricted funds by the Trustees for specific purposes.

Tangible fixed assets fund

This fund represents the net book value of properties that are owned by the Charity and used by The Royal Marsden NHS Foundation Trust at the Chelsea hospital for essential purposes and/or by the Charity for its own administrative purposes (see note 16 on page 53).

These funds have been set aside because these properties are of strategic importance to both organisations, and Trustees expect this to remain the case for the foreseeable future.

Investment properties fund

This fund represents the net book value of the Charity’s investment properties (see note 17 on page 53). These funds have been set aside because the investment properties are not immediately available for use in the Charity’s activities.

Sutton Hospital

This fund represents the balance of net assets transferred following the merger with the Friends of the Royal Marsden Surrey on 17 December 2018 and are used to provide support at the Sutton hospital.

Oak Cancer Centre fund

This fund represents monies set aside by the Trustees for future funding of the £70 million project to build the new Oak Cancer Centre, due to open in 2022. Once the project is completed any remaining monies in the Oak Designation fund will be re-purposed towards a new capital appeal.

New Capital Appeal

This new fund represented funds allocated in advance of a new capital appeal due to follow the completion of the Oak Cancer Centre. The new appeal is currently in the preliminary scoping stage.

Grants Strategy

In 2020/21 the Charity embarked on a new 5 year grant strategy. The strategy allocates £11 million per year to grant making, (excluding Oak and COVID grants), with any unspent money being placed in a designated fund, for future grant commitments.

23. Analysis of Group net assets between funds

	2021				2020
	General funds	Designated funds	Restricted funds	Total funds	Total funds
	£'000	£'000	£'000	£'000	£'000
The Group					
Tangible fixed assets	-	12,837	-	12,837	11,869
Fixed asset investments	51,616	31,981	33,187	116,784	85,877
Current assets	1,900	-	53,461	55,361	61,242
Creditors: amounts falling due within 1 year	(31,921)	(3,200)	(44,467)	(79,588)	(63,696)
Creditors: amounts falling due after 1 year	(3,199)	-	-	(3,199)	(9,534)
Net assets at the end of the year	18,395	41,618	42,181	102,195	85,758
The Charity					
Tangible fixed assets	-	12,837	-	12,837	11,869
Fixed asset investments	51,616	31,981	33,187	116,784	85,877
Current assets	1,896	-	53,461	55,357	61,237
Creditors: amounts falling due within 1 year	(31,917)	(3,200)	(44,467)	(79,584)	(63,691)
Creditors: amounts falling due after 1 year	(3,199)	-	-	(3,199)	(9,534)
Net assets at the end of the year	18,395	41,618	42,181	102,195	85,758

	2020				2019
	General funds	Designated funds	Restricted funds	Total funds	Total funds
	£'000	£'000	£'000	£'000	£'000
The Group					
Tangible fixed assets	-	11,869	-	11,869	11,956
Fixed asset investments	39,032	16,148	30,697	85,877	92,346
Current assets	(248)	-	61,490	61,242	45,346
Creditors: amounts falling due within 1 year	(23,593)	-	(40,103)	(63,696)	(34,818)
Creditors: amounts falling due after 1 year	(7,010)	-	(2,524)	(9,534)	(9,497)
Net assets at the end of the year	8,181	28,017	49,560	85,758	105,333
The Charity					
Tangible fixed assets	-	11,869	-	11,869	11,956
Fixed asset investments	39,032	16,148	30,697	85,877	92,346
Current assets	(253)	-	61,490	61,237	45,327
Creditors: Amounts falling due within 1 year	(23,588)	-	(40,103)	(63,691)	(34,799)
Creditors: Amounts falling due after 1 year	(7,010)	-	(2,524)	(9,534)	(9,497)
Net assets at the end of the year	8,181	28,017	49,560	85,758	105,333

24. Liability of members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, the members are required to contribute an amount not exceeding £10 each.



Breast cancer patient, Divya Aggarwal, in Chelsea with nurse

Thank you

We would like to take the opportunity to thank all of our wonderful supporters, fundraisers and volunteers who spent so much time and effort helping to make the year such a great success. Thank you.



Get in touch

The Royal Marsden Cancer Charity raises money solely to support The Royal Marsden, a world-leading cancer centre. We ensure our nurses, doctors and research teams can provide the very best care and develop life-saving treatments, which are used across the UK and around the world.

From funding state-of-the-art equipment and groundbreaking research to creating the very best patient environments, we will never stop looking for ways to improve the lives of people affected by cancer.

The Royal Marsden Cancer Charity
For a future beyond cancer.

Find out more

royalmarsden.org
020 7808 2233

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020 8661 3391

Volunteer

royalmarsden.org/volunteering
020 8661 3391

Donate

royalmarsden.org/donate
020 7808 2233

Gifts in Wills

royalmarsden.org/giftsinwills
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