



**Changing lives,
pioneering care.**



Further, Together

**King's College Hospital Charity Annual Report
and Financial Statements 2021/22**

Contents

3 Trustees' report

- 3 King's College Hospital Charity
- 4 Welcome from our Chief Executive and Chair of Trustees
- 6 How did we do?
- 8 *Advancing innovation and excellence*
- 12 *Improving patient and visitor experience*
- 18 *Supporting staff in providing high-quality care*
- 22 *Strengthening our infrastructure*
- 30 Our future focus
- 32 Financial review
- 38 Governance

Cover photo: In 2019, Olivia Wills received life-saving treatment at King's for acute liver failure. In 2022, she returned to the liver unit to say thank you to the staff who saved her life. Read Olivia's story on p23.

43 Independent auditor's report to the members of King's College Hospital Charity

46 Financial statements

- 46 Statement of financial activities for the year ended 31 March 2022
- 47 Balance sheet as at 31 March 2022
- 48 Statement of cash flows for the year ended 31 March 2022
- 49 Notes to the financial statements

64 Trustees

67 Charity contact details and advisers

World-renowned pianist Rex Lawson from Hither Green, with nurse Florence Akinda during his liver treatment in August 2021.

"I'm not a physically courageous man, but the team put me completely at ease and the actual operation was more like an agreeable party than anything else. There is a spirit at King's College Hospital of human beings as equals. We are very lucky to have such a remarkable medical facility in our midst."



Changing lives, pioneering care

We are the Charity dedicated to supporting life-changing care at King's College Hospital NHS Foundation Trust (King's).

Every day, King's staff works wonders – not only to save and enhance lives now but to create new possibilities for future care and treatment. This incredible team counts on our support to take care further, going beyond what the NHS can provide.

We fund innovative research and pioneering treatment that develops King's global specialisms and meets the emerging needs of our patients, families and communities.

We find new ways to improve how King's patients experience care and treatment.

Together, we make the best care possible.



We placed our strategic focus on the following areas for 2021/22:

- 1 Advancing innovation and excellence**
- 2 Improving patient experience**
- 3 Supporting staff in providing high-quality care**
- 4 Strengthening our infrastructure**

Welcome from our Chief Executive and Chair of Trustees

As the Charity dedicated to advancing life-changing care at King's, we have continued to support our hospital teams' response to the ongoing COVID-19 pandemic, while simultaneously pressing forward with key developments to help take care further. Our dedicated staff, who wholeheartedly embody our values of ambition, creativity, collaboration and compassion, have made this possible.

While 2021/22 began with a phased easing of lockdown measures, it was not long before the emergence of the Omicron variant tightened them again. Even though all government-mandated COVID-19 restrictions had been lifted before the end of the year, King's hospitals had no time to draw breath. Facing increasing pressure to manage the backlog of cases delayed by the pandemic, we knew it was vital to use our resources to support staff, including funding a variety of roles, spaces and services dedicated to improving staff wellbeing (p18).

With the pandemic unrelenting in its demands on the Trust, it was not possible to progress some of our planned major projects or to relaunch the reward and recognition scheme for King's staff and volunteers.

We were able, however, to bring to fruition several projects and posts that we had committed funds to in previous years – including the launch of the new patient entertainment system (p12), the development of new technology to ease the check-in process for patients (p12), and the appointment of a senior lecturer in neurosurgery (p8), while also increasing our support for the King's Volunteers programme (p14-15).

We continued to support the advancement of pioneering research by world-leading specialists at King's. With our funding, researchers have the ability to take their ideas through the early stages of development. This is critical as they then have the proof of concept that is required to seek large-scale funding. With our sustained emphasis on supporting liver research (p10-11), some of the work we have raised funds for in previous years is already saving lives and, thanks to ongoing clinical trials, could save many more in the future.

The brief hiatus in social restrictions in the summer enabled us to hold our long-delayed Great Hospital Hike in September (p24-25). Every inch of the eighteen



“Among the key underlying principles for the new strategy is the importance of making patients and their loved ones feel seen and supported, with no one left behind.”

George King, Chair



Gail Scott-Spicer, centre, on a tour of King's College Hospital with new Trustees and committee members.

miles from King's College Hospital to the Princess Royal University Hospital was a joy, us celebration of the incredible effort made by the whole of #TeamKings. We were so proud to bring Charity and Trust staff, board members, patients, families and the wider community together to raise more than £160,000 in support of our hospitals.

At the end of the year, we published our new organisational strategy, *Making the Best Care Possible* (p30-31). While this year's annual report is the last in our previous strategic period, the new strategy picks up many of the themes reflected here, including a particular focus on patients with frailty.

Among the key underlying principles for the new strategy is the importance of making patients and their loved ones feel seen and supported, with no one left behind. This principle runs through the incredible work of the new multidisciplinary team attached to the critical care unit (CCU) at King's. Thanks to our

funding, this new team, alongside CCU physicians, compassionately address the wider range of practical, psychological and emotional needs of these critically ill patients and their families (p20-21).

We are delighted to be entering the new strategic period with fresh appointments to our Board of Trustees. Not only do the new recruits bring a wealth of experience in finance, technology and innovation, they also champion equality, diversity and inclusion.

We look forward to reporting next year about how we have gone further, together – not just to drive innovation and excellence but to make the care delivered by King's even more deeply human.

Together, we can make the best care possible.

Gail Scott-Spicer
Chief Executive
19 July 2022

George King
Chair
19 July 2022

How did we do?

In 2021/21, across King's College Hospital NHS Foundation Trust, there were:



286,160

people in the emergency department and walk-in centres



97,392

patients admitted to hospital



8,092

babies born



225

liver transplants



43,265

theatre cases



353

helipad landings

In 2021/22, King's College Hospital Charity was proud to help King's hospitals take care further:



£3.6m

total funds raised



£1.3m

legacies received



£1.7m

donations received



£964.1k

total grants awarded



“Our work with King's College Hospital Charity is a perfect example of collaboration in action. Thanks to the generosity of their supporters, the Charity is making a vital contribution in helping to ensure that King's remains a leader of medical innovations and one of the very best local and national centres of excellence in critical care and specialist treatments.”

Sir Hugh Taylor, Chair of King's College Hospital NHS Foundation Trust

1

Advancing innovation and excellence

We continued to work closely with our colleagues within the key specialities at King's to invest in innovative clinical research, cutting-edge equipment and pioneering treatments.

At the forefront of liver research

We are proud to support the groundbreaking work of the Institute of Liver Studies and the Alex Mowat Paediatric Research Laboratories (MowatLabs). Our new liver report, *Pioneering care today, hope for tomorrow*, was launched in 2021. It highlights the problems facing the world of liver transplantation and features the potential solutions that are being tackled by the highly skilled team of surgeons, scientists and researchers at King's. Without the generosity of our donors and grant-giving organisations, many of their breakthroughs and innovations would have been unachievable.

Earlier this year, we formed a bridge between key researchers at MowatLabs and forward-thinking building services company, Innovation. Their generous £75,000 donation will help clinicians and researchers further develop a groundbreaking technique to implant liver cells to function like a temporary liver, enabling a child's damaged organ to recover. The pioneering treatment, which has already successfully restored liver function in young children with acute liver failure, is the focus of a clinical trial to establish whether it can also become standard treatment for adults. Innovation's donation will also support the team's work to improve the quality, function and activity of liver cells for transplantation.

We are proud to have awarded grants totalling £173,000 to support Professor Anil Dhawan and his team's vital liver research to tackle biliary atresia – a rare condition in babies and young children. The funding has enabled the recruitment of one PhD researcher and funded the tuition fees of another. Their investigations have the potential to create new cell therapies that may halt the progression of biliary atresia, reduce post-transplant organ rejection, and ameliorate the need for lifelong immune-suppressant medication.

Improving outcomes for premature babies

Studies have shown that neonatal lung disease may have a lasting consequence into adulthood, putting babies born prematurely at a higher risk of adult lung disease. A generous donation of £17,500, with another £17,500 to follow, has enabled the recruitment of two neonatal research consultants who will support the unit's efforts to save lives by optimising ventilation for premature babies.

Protecting time for neurosurgery research

In 2020/21, we funded a post for a new senior research neurosurgery lecturer for three years. Mr Aminul Ahmed, a consultant neurosurgeon, took up the role in September 2021. He has been developing his research programme in advanced therapies for neurological disease, aiming to translate this research into advanced care for neurosurgical patients at King's. "I'm excited about the collaborations we're building to further gene therapies for spinal cord injury and neurodegenerative disease," says Aminul. "I am grateful to King's College Hospital Charity – as a result of this funding, I have protected time to dedicate to this research, which would otherwise be challenging in one of the busiest neurosurgical units in the UK."

"The MowatLabs are driven by one goal – to transform the lives of young people with liver disease. Empowered by our generous supporters, we will continue to unlock the secrets of this complex condition and find new treatments for the children we serve."

Professor Anil Dhawan, Director of MowatLabs



£274,000

on research and innovation, including:

£173,000

towards paediatric liver research

£16,000

to purchase a liver digital slide scanner

£17,500

towards neonatal research

Providing equipment to help take care further

Last year, thanks to the generosity of our supporters, we contributed over £16,000 to help the liver histopathology laboratory purchase a digital slide scanner that captures a digital image of biopsy tissues on glass slides. The scanner provides a permanent and accurate record of the patient's sample and ensures urgent pathology can be assessed quickly, remotely and out of hours – greatly reducing turnaround times.

A donation of £20,000 is being used to fund the purchase of vital research equipment, test slides and consumables. The DRI-chemistry analyser – a machine that can perform multiple test parameters of clinical chemistry – has been a great tool in providing valuable data regarding the enzymatic function of liver tissue. The team hopes to use the remaining funds to purchase test kits and panels to enable them to conduct single-cell RNAs sequence experiments. Their findings will provide advanced information about how to make liver grafts last longer, as well as help expand the donor pool.

We are continuing our support for a project to improve treatment for mitral regurgitation, one of the most common heart valve problems that leads to open heart surgical repair. Our grant of £10,000 is supporting Dr Apu Bharucha, a structural heart intervention research fellow, and his team develop research using a bench-top heart simulator. In collaboration with scientists in Canada, they aim to create a life-size model of a patient's mitral valve and cavity using 3D printing techniques. This has huge potential in terms of research, training and surgery preparation as the

accurate and unique model will help surgeons plan procedures, as well as practice surgical techniques.

“Such a platform has the potential to help better identify patients who would benefit from valve intervention, test novel valve technologies and offer patient-specific training to surgeons,” says Apu. “One particular benefit even at this early stage is that it can help to avoid the need for invasive surgery. For frail patients, the risks of invasive surgery can outweigh the benefits, but equipment like this can help achieve great results without the need for open heart surgical repair.”

Projects at King's can take several years to implement, depending on their complexity. This report combines information about grants committed during 2021/22 with information about projects that completed during 2021/22, where the grant was made in previous years.

Taking liver care and research further

We continued to fund world-leading research by King's clinicians, supporting their determination to unlock the secrets of liver disease, pioneer methods to save lives and improve the quality of life for children, young people and adults.

Powered by philanthropy, these vital studies are driving innovation that keeps care advancing.

Finding new ways to tackle paediatric liver disease

Every day, thanks to the generosity of our supporters and donors, scientists at the world-renowned MowatLabs are expanding our understanding of liver disease. Several studies that we are funding focus on biliary atresia – a rare condition, occurring in babies and young children, in which the bile ducts inside and outside the liver become scarred and blocked.

Postdoctoral researcher, Dr Jessica Nulty is investigating the possibility of using transplanted mesenchymal stem cells (MSCs) to suppress the body's immune response to the condition, minimise inflammation and prevent liver scarring. MSCs have been used to treat multiple diseases and Jessica now plans to run a clinical trial to test their effectiveness against biliary atresia. This could be a game-changing treatment for young patients that could help delay – or potentially avoid – the need for a liver transplant.

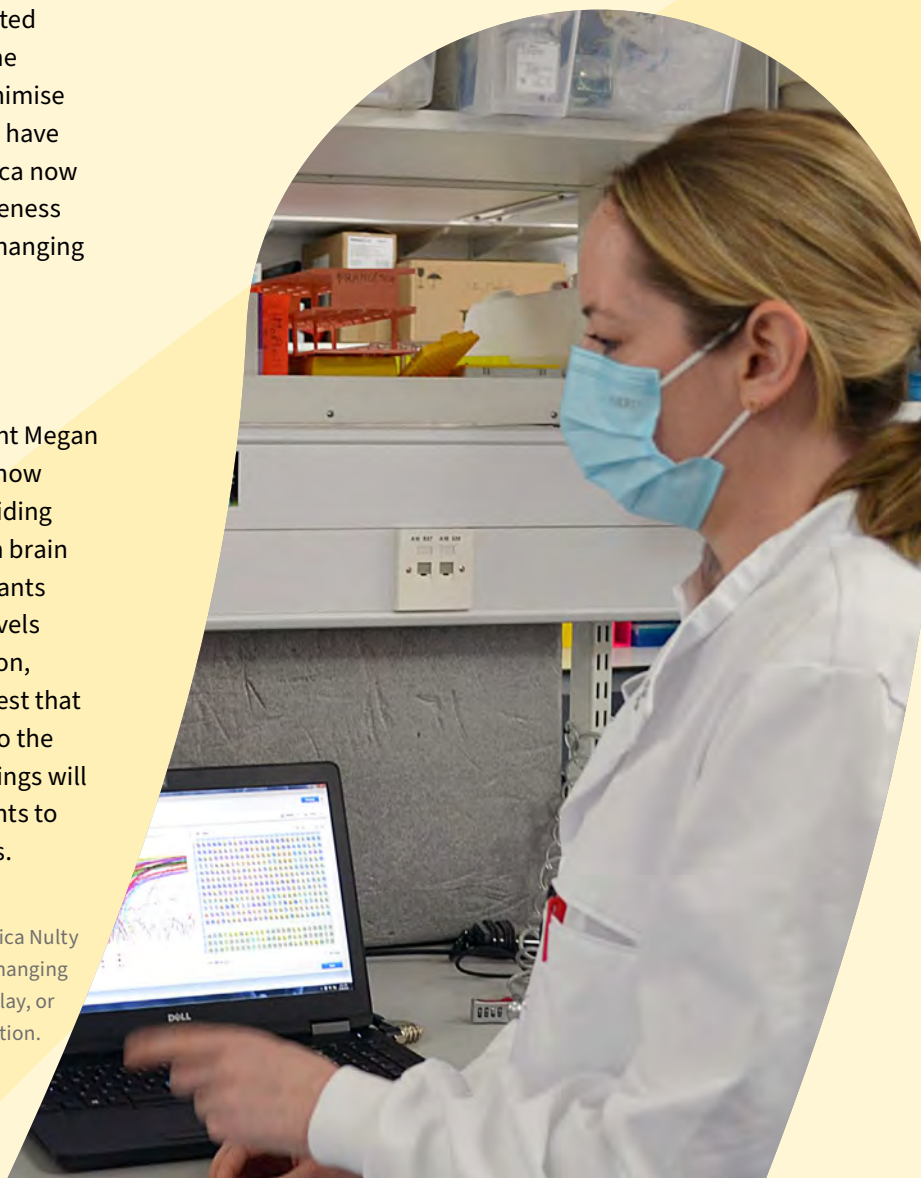
This research complements that of PHD student Megan Earl, whose research we funded earlier and is now starting to bear fruit. Megan's research is providing new insights into the effects of liver disease on brain development. Her studies have shown that infants and children with biliary atresia show lower levels of development in areas such as communication, socialisation and motor skills. This could suggest that development is affected by toxins released into the bloodstream by a damaged liver. Megan's findings will be used to help King's develop future treatments to improve quality of life for these young patients.

Postdoctoral researcher Dr Jessica Nulty is investigating a potentially game-changing treatment for young patients that could delay, or even avoid, the need for liver transplantation.

Innovative developments in liver transplantation

The globally renowned Institute of Liver Studies at King's is committed to developing ways to make transplanted livers last longer and make more livers suitable for transplant. Machine perfusion could be the key to these advances and, thanks to our funding, PhD student Marwa Elgosbi is continuing her studies into this potentially transformative innovation.

Funded by former King's patient Ralph Smith, Marwa is testing the impact of introducing MSCs to liver tissue during machine perfusion – a method of preserving and reviving the liver by passing oxygenated fluid and nutrients through the organ before transplantation. These cells could help decrease inflammation in livers prior to transplantation and stop the patient's immune system from attacking the transplanted organ, thus reducing the risk of liver failure or rejection.





Personalising liver cancer treatment

Funds raised by the late Mark Thornberry, King's patient and Charity supporter, are helping to advance our understanding of hepatocellular carcinoma (HCC), the most common form of primary liver cancer.

PhD student Robert Nkwo is using cutting-edge machine-learning models and biological data from patients to examine the disease at a molecular level. By developing different computational models of HCC and learning which genes and proteins drive it, Robert's findings could help to ensure earlier diagnosis of the disease, as well as lead to the development of patient-specific treatments.

In a separate study, PhD student Roger Fontana is using the funds raised by our supporters to investigate the role of mitochondria function in patients with HCC. Mitochondria are small structures within cells that produce about 90 percent of the chemical energy that cells need to survive. Cancer cells have high energy requirements and it is becoming increasingly clear that they use particles, called extracellular vesicles (EVs), to promote their survival and progression. Roger is devising ways to isolate and study these particles. If he can show how cancer cells use EVs to alter the way energy is used, there is potential to use them to help diagnose and control liver cancer.



"I am frustrated that I cannot be cured but know that every penny I can raise will help the medics better understand liver cancer progressions and allow them to treat people like me in the future."

Mark Thornberry, 1960-2020

King's College Hospital Charity are indebted to the philanthropists who have the vision to invest in new ideas and practices. They, in partnership with some of the leading experts in liver disease, are helping to transform care and treatment for patients, enabling us to go further, together. If you would like to find out more, please get in touch at philanthropy@supportkings.org.uk

2

Improving patient experience

Our projects help transform the life chances of patients, as well as supporting them and their loved ones during times of great worry and stress. We strive to fund projects, services and enhancements that will make a real difference to their care and experience at King's.

Boredom and anxiety are common struggles for patients. Having easy access to distraction tools and techniques can help them manage frustration and alleviate worry, as well as provide a means of reconnection to the outside world.

Providing entertainment

To improve the experience of patients admitted to hospital, we previously invested £225,000 to implement a brand new patient entertainment system. Launched in March 2022, the virtual platform has a comprehensive range of information services, digitised magazines, games, and radio and TV channels, the platform can be accessed with any internet-enabled device via the Trust's free NHS Wi-Fi, also funded by King's College Hospital Charity. The Trust also purchased 500 tablets to loan to patients without a device, with volunteers on hand to help anyone unfamiliar with the technology.

Brian, aged eighty-five, was one of the first patients in Orpington Hospital to try out the new patient entertainment system. He wished it had been available throughout his long stay recovering from a spinal injury.

“I've been in one hospital or another all this time. I learned to accept it as part of life, it wasn't easy though. I was definitely bored and lonely at times. My family visit often but it is hard when they have to go and I'm left on my own again. I can see this in other patients on the ward, too. It's really tough.

“I enjoy reading, and have got through a lot of books during my stay in hospital, but I would have loved to have had better access to entertainment so I could have watched TV or found a good film. It would have made such a difference. I'm glad the Charity is providing this now, because it will really help.”

Brian enjoyed the patient entertainment system on his last day of more than six months spent in hospital.

Enabling remote check-in

A previous investment of £315,000 has now come to fruition with the launch of 'Intouch with Health at King's', an app that enables patients to check in for their appointment remotely and wait somewhere convenient, like in the car or café. The app notifies the patient when it is time to come to the correct waiting area. This digital check-in system reduces the time patients spend inside hospital buildings, aiding social distancing and helping to alleviate anxiety.

Funding play equipment

Being able to play is both familiar and reassuring for children who are in hospital – it gives them a sense of security and helps them feel less anxious. This year, we invested in a range of toys and games for Rays of Sunshine children's ward, including the purchase of thirteen PlayStations with controllers and games. “Families will never forget their time in hospital,” says ward sister Niamh Whelan. “If we can make their experience a little less scary, we can hopefully ensure that they will remember their stay in a positive way.”

In 2021/22 we invested £165,000 in equipment to improve patient treatment. A grant from the Catherine Cookson Trust enabled us to order a new neonatal mobile incubator to transport very ill babies from the Princess Royal University Hospital (PRUH) to the neonatal unit at King's.





£543,000
on patient welfare, treatment
and equipment, including:

£83,000

on an incubator to transport premature
babies safely

£149,000

to extend and strengthen King's Volunteers

£25,000

on a sensory room for older patients

Enhancing end of life care

Our funding has enabled the year-long appointment of Georgie Osborne, an experienced palliative care registrar who is now the Trust's end of life fellow. She and her team are responsible for improving patient experience by ensuring staff have the skills and confidence to deliver holistic care to people who are approaching the end of their life.

End of life care is made up of multiple strands. It can mean managing a patient's symptoms and making sure they are comfortable but it can also mean setting up community or hospice support for someone who is being discharged or providing counselling for loved ones.

Georgie believes that this complex process has the best outcomes when the patient is given the opportunity to be involved in the decision making. Her goal is to ensure staff have the training to be able to manage this process sensitively and proactively. "The patient's wants and needs must be at the centre of the decision making. Not every end of life patient will want to have that conversation but it should be an available option for those who do."

One of Georgie's key areas of focus is advanced care planning, "If your health is ailing and your time is getting shorter, some people will want to plan more. But it's not just about where you want to die or whether you want to be resuscitated. It's far bigger than that. It's about having meaningful conversations with people

whose health is changing – it can make all the difference to how a person experiences the dying process and care at the end".

With an initial focus on frail inpatients, Georgie has been working with multiple departments across the Trust. In the last few months, she and her team have developed and implemented initiatives that help staff deliver the best care to end of life patients.

The first cycle of teaching has been conducted across King's and the PRUH, including role-playing sessions, a teaching faculty, a monthly open forum, and interactive video and virtual training. The sessions are inclusive and everyone is encouraged to attend. She has also developed print and online resources that support the learning, including a new website page, communications skills crib sheets, posters, and ID flashcards with a QR code that directs staff to further resources.

Our funding has enabled this crucial body of work to be established and we are delighted to report that, since October 2021, Georgie and the team have delivered training to approximately 150 members of the geriatric and acute medical teams. She hopes that, going forward, the training will be included as a mandatory induction session for all staff, "End of life care is everyone's business. And everyone should be equipped with the skills and expertise to initiate and manage those difficult conversations".



Working together with volunteers

We are proud to have enabled King's Volunteers to expand their activities over the past year. Thanks to our support, volunteers have helped tackle the boredom, anxiety and isolation patients can experience during hospital stays, ensuring that everyone is made to feel safe, welcome and comfortable.

Overcoming barriers to inclusion

Towards the end of 2021, we were successful in our application to the Volunteer Futures Fund to better reflect our diverse community through King's Volunteers. Provided by NHS Charities Together and the Department for Culture, Media and Sport, the aim of the grant was to encourage young people from our local community to take up work experience and volunteering opportunities.

It was a fantastic opportunity to help young people in our local area overcome the barriers that prevent them from volunteering, which, in turn, ensures they can benefit from the improved prospects and wider horizons that volunteering brings.

By building relationships with local schools, we are able to bring young people, like Rachel Balogun, into the hospital to experience life in #Team Kings.

“I loved every day of my week's work experience with King's. The online seminars and support from the hospital's volunteers' team really helped me to prepare for my work experience. It's not that I was expecting it to be exactly like Grey's Anatomy but I was surprised by how jam-packed and busy it was in real life. It struck me how, even on the calm days, you have to give patients attention – no matter what. You can't just switch off.

“I want to be a paediatric nurse, so I was absolutely buzzing at the chance to come in and experience the paediatric ward. The day in neonatal care was one of the best days of my life – it's what I want to specialise in. The stand-out moment was being tasked to look after a patient's three younger brothers. I was so thrilled to be trusted.



“By funding key staff posts, equipment and development activity, the Charity is helping us to grow King's Volunteers to help patients, families and visitors have a better experience at our hospitals.”

Luke Palmer, Volunteering Impact, Compliance and Engagement Manager

“That was the best thing about the experience – even though I am young, the staff didn't belittle me or make me feel small. I'm proud of my culture and would never want to change the fact that I am black and female. As a young woman of Nigerian descent, I feel that these are things that can often hold me back – people can be hesitant or stereotype me. Not here.

“The team at King's were so inclusive and so kind. Even in the team meeting where I expected to just be looking on, I felt included. I was able to ask questions and they answered in depth and really made me feel part of the team. After my exams, I will definitely be applying to join the volunteer programme in the summer.”

Rachel Balogun, Work experience student



During 2021/22:

1,048 King's Volunteers contributed over
47,000 hours in a variety of roles to help
make our hospitals a little friendlier and more
comfortable for everyone.

“Now that I’m allowed on the wards, it’s as much about talking with the patients as it is giving them a device. Sometimes, I give them the device and then we have a long chat. I really enjoy it. We’re still addressing boredom and isolation, just in a different way.

“It’s hard when you see patients who don’t have anyone at all to support them – it must be so lonely. I experienced depression myself, a long time ago, but I think this helps me to recognise it in others and understand how to connect with people. It’s so important to be able to talk about it.

“My supervisors are really supportive and welcoming, too. I definitely feel like I’m part of the team.”

Addressing boredom, anxiety and isolation

King’s Volunteers play a huge role in making the hospital environment feel less bewildering for patients arriving for treatment.

Volunteers like Rachel Bowyer help patients feel at ease during their stay, as well as offering logistical support like distributing entertainment system devices or activity packs to every corner of the hospital. Most importantly, they take time to sit and engage with patients who are experiencing distress or isolation.

“When I started, COVID-19 restrictions were in place and we weren’t allowed on the wards – neither were visitors. I used to take messages from loved ones and staff would deliver them to patients on the wards. I also used to distribute activity packs to help people cope with the boredom.

“Since then, we’ve launched the new entertainment system, and I’ve been busy helping patients learn how to use it, as well as loaning out the devices and taking them back in to charge. The patient entertainment system gets great feedback and I think it’s really important.

“There are devices for children too – previously, it must have been so hard when children without their own device had to watch other children on the ward playing with them. Not everyone can afford their own device, so providing them free of charge makes things more equal.



“Staff will say that a patient seems to be so much brighter when I’ve been – and they’ll ask me to come back. It’s really nice to get that kind of feedback.”

Rachel Bowyer, #TeamKing's volunteer

Working with King's staff to improve patient experience

Sometimes a small change can make a big difference to a patient's time in hospital. And the people who know how to make the biggest difference to patients are King's staff themselves.

The Crown Fund is an opportunity for staff to apply for up to £25,000 to turn their ideas into reality. Every year, we invite all staff to submit their ideas for projects that will improve patient experience or the hospital environment, enhance services and support wellbeing.

In 2021, eight brilliant applications stood out and we were delighted to award grants to these homegrown projects that put patients and their loved ones at the heart of the initiatives.

Improving wellbeing through nature

Funding will be used to install a green sedum roof on an unused section of rooftop between Denmark Wing and Golden Jubilee at King's College Hospital. The new long-lasting green roof will be clearly visible as you walk from Golden Jubilee to General Ultrasound. This area is often busy with patients waiting for appointments and the peaceful green space will provide a relaxing and calming view to help improve their mental wellbeing.

Making a lasting difference to patient outcomes

The priority for any healthcare provider is to achieve the best possible outcomes for patients. This project will develop a simple approach that identifies and measures the outcomes that matter most to patients. The new Head of Patient Outcomes will use the findings to inform a business case, enabling the approach to be rolled out across King's. This project will use clinical audit methods (identify best practice, measure and improve) to make a real and lasting difference to patients.

Transforming an underused area into a warm and welcoming space

Katherine Monk ward is a major trauma ward where patients with complex and life-changing injuries can sometimes be admitted for long stays of up to a year. The patient day room will be refurbished, turning it into a pleasant area for patients of all ages to relax, enjoy

each other's company and have a comfortable space to meet relatives. A new television, sensory lighting, cosy furniture and calming décor will transform the current day room into a warm and welcoming area for some of the hospital's longest inpatients.

Supporting families with loved ones in critical care

Thanks to our funding, the new CCU multidisciplinary team at King's have been providing dedicated support to patients and families connected to critical care. The team identified that families of patients brought to the CCU often arrive in a state of emergency, without clothes or a place to stay. For some, the travel and accommodation costs are simply beyond their means. The critical care sustenance fund will help these families with the costs of accommodation, food and safe travel, and the team will ensure they are supported with practical help and advice.

Creating a therapeutic sensory room for older inpatients

This project, completed in the early summer of 2022, improved the environment on Donne ward, transforming the day room into a therapeutic area specifically designed for people with cognitive and communication impairments. The improvements will help combat isolation, boredom and confusion, as well as encouraging patients to engage in meaningful activity. The area is equipped with extra comfortable seating, adjustable lighting, new technology and sensory stimulation, providing frail patients with a calming, comforting environment.

Launching the new Dementia Café

Our funding has enabled a pilot programme designed to provide information, support and activities for people with dementia and their families through a partnership of local care providers, voluntary organisations and key teams at King's. The monthly Dementia Café sessions and regular pop-up stalls by local dementia groups provide information on how to access support in the community. The Café programme also uses reminiscence therapies, offers activities such as arts and crafts, and conducts singing and musical sessions. And there is always the opportunity for a cup of tea, a slice of cake and a good chat.

Supporting the care of deteriorating patients

It is critical to provide staff with the skills and confidence to recognise and manage patient deterioration. Forming an additional component to a new patient deterioration course and designed to consolidate their learning, our funding has enabled the creation of the 'iRescue' app. During complex and challenging situations, the app will give staff instant access to valuable resources and provide them with a useful reference to use at the patient's bedside. This will empower staff by providing the right information for prompt management of a deteriorating patient.

Caring for frail patients

On Elizabeth ward at the PRUH, many patients are frail and have some form of cognitive impairment. The current patient day room is an uninviting space, with few facilities. The redesign, which includes a small kitchenette, will provide a multifunctional and dementia-friendly space. As well as provide stimulating activities, the project aims to improve patients' levels of independence and reduce their risk of hospital-acquired deconditioning. The room will also be available to family members who need privacy and a quiet space when remaining with a loved one at end of their life.



3

Supporting staff in providing high-quality care

A vital component of all our projects is our commitment to help King's support staff, developing their skills and protecting their health and welfare. As King's continued to grapple with the impact of COVID-19, supporting staff wellbeing has never been more important.

We have invested a further £30,000 to increase staff access to the successful bereavement counselling service we fund, delivered by St Christopher's. We also provided funding to enable King's to support staff wellbeing in myriad small ways, such as the provision of morale-boosting gifts to say thank you or share in seasons of celebration. These gestures, from distributing Easter eggs to sending a bunch of flowers to a member of staff who was assaulted, can make a lasting difference to how supported King's staff feel – especially as they give so much of themselves to others.

Funding key appointments

Two key staff support roles have been appointed in the last financial year. Appointed in January 2022, Stephanie Okwu is the Trust's highly specialist counselling psychologist. As well as taking referrals from the wellbeing hub, she has begun to coordinate proactive 'in-reach' sessions to different parts of the hospital. She also runs reflective sessions, critical incident support, structured forums and one-to-one sessions with staff.

Angela Gillard is the part-time clinical supervisor working on Chartwell ward at the PRUH. Her aim is to provide impartial support and guidance to the nurses working with cancer patients. Working with staff in a confidential and objective way, she has encouraged teamwork, built confidence and morale, and provided a safe space to communicate any issues or worries. Matron Bethan Jones is delighted with the progress that has already been made, reporting that staff retention rates are up, staff sickness is down, and there has been a positive increase in recruitment.

We invested over £85,000 in staff training and development. This includes courses in specialist nursing, paediatric trauma and breastfeeding, funding tuition fees to allow clinicians to further their studies, and supporting attendance at key medical conferences to advance learning.





£147,000
on staff welfare,
including:

£30,000

to extend the bereavement service

£66,000

on small grants to improve wellbeing

£26,000

to improve access to work experience (see p14)



Staff celebrating the launch of the new permanent wellbeing hub at Denmark Hill.

Making space for staff wellbeing

During the pandemic, the temporary wellbeing hub was a welcoming area where staff could seek respite. It was evident that the hub was an essential space for all staff and so we were committed to making sure it became a permanent fixture at King's.

We are immensely proud to announce that the new wellbeing hub in King's College Hospital officially opened on 3rd May 2022. In 2020/21, in addition to our own funding, we secured £50,000 from NHS Charities Together and £100,000 from the Monday Charitable Trust to complete the new space, which is a calm and relaxing area away from the wards.

The hub has a kitchenette and coffee machines, as well as soft lighting and comfortable furniture that can be reconfigured for various group sizes and activities, such as yoga and meditation classes.

The hub provides respite from the pressures of work, promoting relaxation and self-care. It is supported by volunteers and, thanks to our funding, is being run by a health and wellbeing team leader and two wellbeing facilitators. Should staff wish to seek help mental health and wellbeing support, the psychology team is also on hand.

This holistic approach ensures that members of staff have a comfortable space to unwind in, as well as immediate access to coordinated emotional and psychological support.

The wellbeing hub survey

In the first week, the new wellbeing hub had an average footfall of over 1,200 every day.

Of the staff surveyed;

- Over 97% said they visited the wellbeing hub regularly, with 77% of those saying they visited it daily;
- More than half said they used the space to relax and connect with colleagues, whilst the remaining 46% used the space to seek help, unwind and de-stress;
- 100% said that they felt less stressed, their mental wellbeing had improved, and they were able to find help when they needed it; and
- 100% of staff surveyed said that the wellbeing hub was an essential resource.

"I cannot praise the health and wellbeing facilitators highly enough in terms of providing psychological first aid to NHS staff. Recently, I was struggling to deal with the after effects of a long and difficult shift in the maternity unit. It was so helpful to be able to talk things through and really feel that you are being listened to. It made a huge difference to me and helped me to process 'another difficult shift'.

"I have worked here for over twenty years, so I think I have enough experience to say the health and wellbeing team are truly invaluable."

Ghislaine Bowden, Midwife and Clinical Skills Facilitator

Together for parents and families in distress

Life can be turned upside down in an instant when a loved one is suddenly admitted to King's. But recent projects, funded by the Charity, are offering patients and families help, care and compassion to ease distress and support long-term recovery.

Meeting the psychosocial needs of patients and families in critical care

More than half of all patients admitted to critical care experience acute distress and suffer long-term psychological impact, ranging from mild cognitive impairment to post-traumatic stress disorder (PTSD). Critical care patients and their families often require support with both their psychological and social needs, including help with difficult decision making, end of life planning, subsistence arrangements or emergency childcare.

To address this growing need, which has been exacerbated by the COVID-19 pandemic, the Charity funded a pilot programme for a multidisciplinary psychosocial team, who began taking referrals from King's critical care unit (CCU) in June 2021. In the first eleven months of operation, the team, which brings together a consultant psychiatrist, two clinical psychologists, a social worker and a support worker, has already seen and assessed 840 patients. While most received support from either psychology, social work or psychiatry, 275 received support from a combination of disciplines, and, in six cases, from the whole team.

Despite having to adapt traditional psychosocial interventions to suit the rapidly changing world of

the CCU, the team has received a positive response from staff, patients and families. In the team's survey of patients and families in February 2022, 95% of respondents rated the service positively, with 86% giving it the highest possible rating.

Respondents particularly valued how the team responded swiftly to make the crisis and experience of critical care more manageable. This included not just support to mitigate the experience itself but emotional and practical assistance to manage its ongoing impact, as patient DH's story illustrates.

Working together to support patients experiencing trauma

DH was seventy-two years old when he was admitted to critical care following an unexpected complication during a planned surgery. His experience in a war zone in the 1990s and the death of one of his sons in a road traffic accident six years ago had led to a previous diagnosis of PTSD.

During his three weeks in critical care, DH experienced delirium, including trying to pull out his IV lines, putting himself at risk of serious bleeding, and shouting and crying out, especially at night. He was referred to the psychosocial team for help with his distress and ongoing delirium. When the team assessed him, ongoing fatigue was an issue and DH told them about his poor sleep due to nightmares and flashbacks. There was a real concern from the team and his family about his psychological wellbeing.

King's psychosocial team, from left:
Dr Jennifer Black, Rachel Welsh,
Dr Sarah Ashurst-Williams, Hugh Baillie,
Dr Christian Williams.



To help improve his sleep as much as possible, the team helped DH practise grounding techniques to minimise the impact of his flashbacks and nightmares, enabling him to go back to sleep more quickly. They wrote up the techniques he found most helpful, leaving prompts by his bedside. They also engaged with nursing staff, so those looking after him at night could practise the identified techniques with him as needed.

DH is self-employed, so, to reduce anxiety around the financial impact of the hospital admission, the team supported him to speak to his landlord and make a benefits application. When he was ready to be stepped down to a different hospital team, staff shared, with his consent, their insight to help minimise the risks of triggering his PTSD.

Once DH had been discharged home, it became clear that he had suffered a further trauma because of his serious illness and the delirium he experienced during his admission to critical care. He has now started a course of one-to-one therapy, with a focus on trauma and adjustment.

DH is continuing to receive ongoing support. His nightmares have decreased in frequency and intensity, and, thanks to the efforts of the psychosocial team, he reports having flashbacks less frequently – they are now weekly, as opposed to at least daily when the team first began working with him.

“This service is extremely important, and offered me support that massively helped me get through and process the trauma of my husband’s time in the CCU. At a time where waiting lists for any kind of counselling are lengthy, being able to access this service, tailored to my exact experience and pretty much immediately, was a godsend, and quite literally saved my sanity.”

Family of a CCU patient (in response to the team's Patient and Families' Survey)



“King’s College Hospital Charity has been brilliant in allowing us to think of creative solutions to challenges – that’s why I really enjoy working with them.”

David Glover, Head of Social Work
at King’s College Hospital

Emergency support for families in need

King’s head of social work, David Glover, applied to the Charity’s 2021 Crown Fund award scheme (see pages 16-17) to take the psychosocial team’s care even further. He wanted to create a critical care sustenance fund to provide emergency support to families in crisis – many of whom arrive without money or a place to stay when a loved one is brought to the unit.

“We would regularly see families arriving in the CCU with no money, no toiletries, or sleeping on the floor. Sometimes nurses would buy them food because they couldn’t bear to see families struggle.

“But now, thanks to the Charity, we have funding to support those in greatest need, organising accommodation for them near the hospital, paying for their bus or train travel, and helping them with food and clothing vouchers. These things don’t cost huge amounts of money, but they can really make a difference.

“We see vulnerability every single day. The Charity has really helped us to address some of the inequality that can be a barrier to patients and families, preventing them from having access to the basics. Together, we have been able to take an idea that truly demonstrates outstanding compassionate care and trial it to build evidence to take the project forward.”

4

Strengthening our infrastructure

While our hospitals **continued** to grapple with the effects of COVID-19, we balanced our efforts to **develop** innovation, improve patient experience and support staff alongside further activity to strengthen our foundations. In doing so, we will be able to make an even bigger difference to King's patients and families now and in the future.

Making grant making more efficient

During the year, we developed our new grant making system. It has improved King's staff awareness of how we can work together to deliver positive change and has ensured the various processes involved are more efficient and robust. We launched the new system in March 2022 and are already experiencing the benefits of more streamlined grant making.

Expanding our fundraising

Despite the ongoing disruption of COVID-19 restrictions, we continued to expand our fundraising efforts, launching new events and products to generate more unrestricted income.

In September 2021, following the delay in the previous year, we were finally able to hold the inaugural Great Hospital Hike. It was well worth the wait, raising £162,000 for our hospitals. The following month, we soft-launched our in-house King's Lottery, reaching 215 players by the end of the year – with one lucky participant winning £1,000.

During the year, we also developed a new fundraising product that enabled patients to pass on their thanks to the clinicians who treated them. The King's Lottery and this new product, The Ultimate Thank You, are important elements in our fundraising strategy for the year ahead.

Moving into our new office

While Charity staff had been largely working from home during 2020/21, the opening of our new office in March 2021 brought a fresh sense of optimism. With continued social distancing and infection-control measures in place, the refurbished space enabled staff to adjust to a new hybrid way of working, just a short distance from King's College Hospital in Denmark Hill.

Developing our new organisational strategy

At the start of April 2022, we published our new organisational strategy that sets out our priorities for the next three years (see p30-31). During the year, we gathered the strands of research and stakeholder insights that we have been developing and crystallised them into a coherent and compelling strategy. With an operational plan in place to guide our activity, 2022/23 will be the first year of the new strategic period.

Our new office in Coldharbour Works (the brightly-striped building) photographed from King's helipad.





In 2021/22 we spent

£1.3m

on fundraising activity to generate

£3.1m

to help make the best care possible at King's. This includes:

£1.8m

from donations and other fundraising

£1.3m

from legacies



From intensive care to extensive fundraising

In July 2019, Olivia Wills was transferred to King's with acute liver failure. She spent nine days in a coma receiving expert treatment from staff in the liver therapy unit team. During that time, her parents were particularly touched by the kindness and care shown by the nurses, brushing her hair, talking to her and helping them feel at ease.

When Olivia arrived at King's, the odds seemed stacked against her. It appeared unlikely that she would survive without a liver transplant. Thankfully, the team was able to manage Olivia's condition conservatively – her treatment was successful and her liver began to repair itself, avoiding the need for a transplant.

A few days after she was brought out of the coma, she was transferred to the high-dependency unit for a short stay and then, after a week on the general liver ward, Olivia was well enough to be discharged home. Today, Olivia's liver functions normally with no signs of the ordeal she went through just a couple of years ago.

To show her immense gratitude to King's for the treatment and care she received, Olivia has taken part in several fundraising challenges, including the 2021 Santa Dash. Not only that, she is helping to promote the King's Lottery by modelling and telling her story on our promotional materials.

Back in 2019, Olivia Wills was admitted to King's with life-threatening acute liver failure. Since recovering, she's taken on fundraising challenges, been reunited with some of the incredible team who saved her life, and she is now supporting the

Charity's promotion of the King's Lottery, raising funds to make the best care possible.



“I can't thank King's enough because they saved my life. Not only did they look after me but they truly cared for my family through a very difficult time.”

Olivia Wills

Launching the Great Hospital Hike

On Saturday 18th September 2021, in the glorious sunshine, 426 people took part in our inaugural Great Hospital Hike – from King’s College Hospital in Denmark Hill to the Princess Royal University Hospital in Bromley. Clinicians, patients, friends and members of the local community trekked alongside each other, relishing the sense of community and camaraderie. Our amazing participants told us that the event was one they would never forget. Walking in a sea of yellow t-shirts, united in a common purpose, they raised an incredible £162,000 for our hospitals.

Angela’s story

In 2019, Angela was rushed to King’s College Hospital having fallen critically ill with autoimmune liver failure. Thankfully, a donor was found and she received a life-saving liver transplant. To show her gratitude, Angela laced up her walking boots and took on the Great Hospital Hike, raising an astonishing £13,000.

“The Great Hospital Hike seemed tailor made for me and it was fantastic! The weather was perfect and there was such a great buzz at the start. We took it slowly and made great use of the stops where there were toilets and lots of food and drink available. There was a real party atmosphere, with music and laughter.

“While on the route, one of the marshals saw my walking bib (it said I was walking for the liver unit) and he told me that he was a transplant surgeon at the liver unit! He took a photo of us and said he would show it to my surgeon and my consultant. Life after a transplant!

“Finishing the walk – not in record time! – was a truly fantastic moment and a real milestone in my recovery. We have already signed up to walk the Great Hospital Hike in September 2022. This time, we’re being joined by our three children and another friend who loves hiking. I can’t wait to do it again!”

Julie and Justine’s story

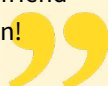
Julie and Justine met on Kinea Wilson ward in 2018 while they both recovered from a brain haemorrhage. The Great Hospital Hike was the perfect way to celebrate their friendship and recovery – and give something back to King’s.

Julie had been admitted to the ward after falling ill on holiday and Justine had been transferred there after undergoing life-saving surgery. “By the time I met Julie I was much better,” says Justine. “I still couldn’t use my right side at all and she used to help me do things like butter my toast.”

“That’s how our friendship started,” says Julie.

They both found that walking helped with their rehabilitation, so when Justine heard about the event, she and Julie had no hesitation in signing up. “The route took us through some beautiful green spaces, and the hike was a perfect way for me and my family to give something back for the amazing care and support that we received,” says Justine.

“King’s staff are my unsung heroes,” says Julie. “The Great Hospital Hike gave us the opportunity to say ‘thank you’ for everything.”





“Fantastic day! Great event – thanks to all those who took part and of course all at King’s College Hospital Charity!!”

Clive Kay, Chief Executive of King’s College Hospital NHS Foundation Trust



“Put on your walking shoes! Sign up to the Great Hospital Hike, my fellow Kings and Queens! Let’s raise funds to help King’s College Hospital Charity support our patients and staff. Together we can do this — and we will do it.”

Rose McGuire, Senior IV Nurse Practitioner at the PRUH

Team Winter’s story

When conventional chemotherapy did not work for Siân Winter’s stage 4 mantle cell non-Hodgkin lymphoma, she was offered the opportunity to try a cutting-edge treatment. Only just approved for use at King’s College Hospital, CAR T had been used to treat other forms of cancer but Siân was one of the first people in the UK to receive it for mantle cell. The side effects were incredibly severe but after many weeks in intensive care and a total of 110 days in King’s, Siân was declared cancer free and discharged in July.

The Winter family wanted to show their thanks for the care and expertise they received from King’s and #TeamWinter – all twenty-seven members! – signed up to walk the Great Hospital Hike. Together, they raised an incredible £6,000! And they are not stopping there. The family have signed up for the 2022 Hike, including one very special member – Siân herself.



The Great Hospital Hike 2022

Open to all ages, the Great Hospital Hike 2022 is a sponsored walk that unites our communities. Your sponsorship will help fund projects that transform clinical services, advance research and improve the hospital environment for all.

Join us on Saturday 17th September 2022 and enjoy everything the day has to offer – beautiful sights, good company, great fun and an incredible sense of pride at the finish line!

Visit supportkings.org.uk/hike or contact our Events Team today on 020 4526 8051 to find out more!

Raising funds in memory of a loved one

Last year, almost £124,000 was donated by people who wanted to remember a loved one. Our community fundraising team helped build relationships with families and friends and supported their fundraising efforts, while our grant-making team honoured the wishes of the families and established how the funds could be used to make a real impact in our hospitals.

For the love of Evie

Howard and Katie were devastated when they received the news that their twelve-year-old daughter Evie had been diagnosed with a brain tumour. Following a seizure, a CT scan at their local hospital revealed something on her brain and within twelve hours she was admitted to King's College Hospital.

Cared for on Lion ward and Princess Elizabeth ward, Evie underwent brain surgery, radiotherapy and chemotherapy, and received regular immunotherapy treatment. After a year-long battle, during which she continually amazed everyone with her humour, bravery, and positivity, Evie sadly passed away in March 2022.



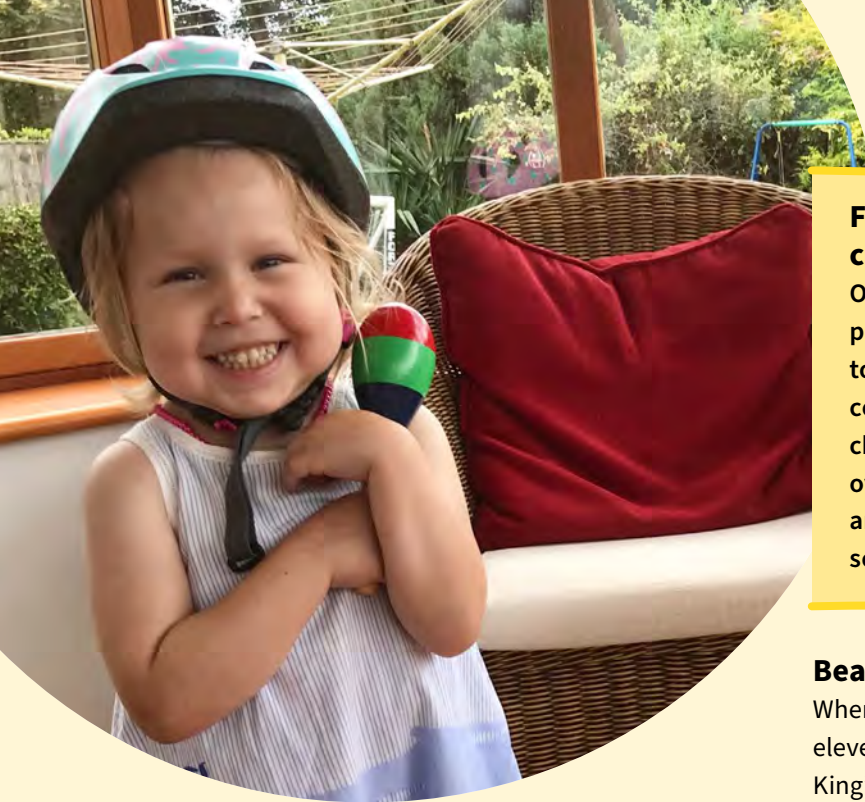
"Howard is a lifelong friend of ours and our children have all grown up together. We desperately wanted to do something to help and when Howard and Katie suggested raising money for King's we immediately agreed," says Simon (pictured on right).

Inspired by her incredible courage and resilience, as well as their friends' desire to give something back to the King's wards that cared for them, Matt Paxton and Simon Hagger had begun fundraising for King's while Evie was alive and are now continuing in her memory.

The two friends had an initial target of £10,000 but it became clear that many of their colleagues from Holiday Extras also wanted to show their love and support. To date, the team has walked, run, cycled, swum, raffled, quizzed and comedied their way to over £50,000 – halfway towards their incredible new target of £100,000.

The group is not planning to slow down any time soon: a team is taking on Ride London in May and they are busy recruiting participants for the Great Hospital Hike on 17th September. Simon is planning to swim from Jersey to France and back again, and Matt is taking on a series of events, including a hilly Iron Man in Wales.





The Elena Effect

Elena Betts was a fun-loving little girl with an infectious smile. During her short but happy life, Elena, pictured above, spent a total of eight months as an inpatient at King's.

Born with a rare genetic condition, Elena's digestive system did not develop properly. She was given two multi-organ transplants at King's that enabled her to live a full and active life at home for two years. Unfortunately, organ rejection and the associated anti-rejection medicine left her vulnerable to infection. Sadly, she passed away in December 2019, aged just three.

Hoping to raise awareness for organ donation and fundraise for the high-dependency and paediatric intensive care units at King's, Elena's parents, Mel and Dan, launched the Elena Effect to celebrate their daughter's positive outlook on life. "We want to help create a private space for families who find themselves in this terrible situation and ensure that they have somewhere comfortable to sit, eat and rest just five minutes away from their child's bedside," says Dan.

Over the last year, the Welton Pantomime Group raised £6,079 from their Snow White pantomime and fundraising ball, Mel took on the Lincoln 10K in the driving October rain, and Elena's uncle completed a half marathon in her memory. Together, they have raised over £27,000 for King's in 2021/22.

"King's will always hold a very special place in our hearts," adds Mel. "Not only for the incredible care that Elena received but for the care that we received as a family."

For all those with seriously ill children in King's care

Over the last year, we have been working in partnership with the Trust to develop plans to improve facilities for parents who need a comfortable space close to their seriously ill child. Thanks to our supporters, we have raised over £100,000 to transform the parents' rooms and other family facilities at King's, with work scheduled to take place in 2022-23.

Beautiful butterfly, Dhvani

When she was seven weeks' old, baby Dhvani spent eleven weeks in the paediatric intensive care unit at King's, where she was treated for acute liver failure. Tragically, following multiple complications, Dhvani sadly passed away in October 2021.

During her short life, Dhvani touched the hearts of everyone at King's. Over the last year, in memory of their 'beautiful butterfly', her parents Niten and Reshma's have raised over £30,000 with family and friends to make the best care possible for other children with acute liver failure.

"The care, treatment, affection and faith that the team at King's gave Dhvani was remarkable," they said. "No words will ever be enough to convey how thankful we are."

Ward manager Sophie Wickham sharing parent feedback to inform plans for refurbishing the parents' room on Elizabeth ward.



Fundraising from Denmark Hill to Kilimanjaro

A huge thank you to the amazing individuals and groups who have fundraised for #TeamKings this year. From the depths of the hospital to the heights of Africa, we have seen some incredible endeavours to raise valuable funds to support life-changing care at King's.



From the hospital...

In 2023, charge nurse and junior sister on the neurosurgery ward at King's Niamh O'Neill is running the London Landmarks half marathon for us, "I chose King's College Hospital Charity so that I could give back to the incredible team who continually support me, my colleagues and our patients". To boost her fundraising, Niamh organised a bake sale at the hospital and was surprised by a £10,000 donation from the family of a former patient. The message read: 'We are indebted to King's, the staff of Kinnier Wilson ward and, in particular, to our favourite nurse!'



Around iconic landmarks...

Frank Tope had a heart attack while running in a London park. Luckily for him, Dr Aileen O'Brien happened to be walking nearby. She and her doctor husband were able to administer lifesaving CPR before the paramedics arrived to take Frank to the critical care unit at King's. The King's cardiac health and rehabilitation service encouraged Frank to keep running once he was well enough and he recently took on the London Landmarks half marathon. Frank was awarded a special bib and a spot at the front of the starting line to recognise his incredible efforts to raise more than £8,000 for the Charity.

Skiping around Sittingbourne...

In April 2021, Amalie and Isabel took on a fundraising challenge for Lion Ward, where their friend had recovered from brain surgery. Isla had been seriously injured by a falling tree in a tragic accident that took the life of her eight-year-old sister Maisie. The two friends skipped their way to a fantastic £2,642, adding to the funds raised by Maisie's family to support the paediatric intensive care unit at King's.



On the road to Brighton...

The King's paediatric neurosurgery unit has launched a fundraising campaign to raise £3m to improve paediatric neurosurgical and therapy interventions at King's. In October 2021, the team kickstarted their fundraising by cycling from London to Brighton. They collectively covered 720 miles and raised almost £3,000 – and they are already planning their next challenge.



Cycling here, there and everywhere...

Ben Collins and his family raised more than £4,000 for us by taking on an epic cycling challenge. Ben's dad, Martin, spent sixteen weeks in the PRUH after having a stroke in 2019. In April 2021, the family marked the first anniversary of Martin's discharge by collectively cycling 1,000km, with Martin on a special Motomed bike to enable him to take part.



12,000 feet up in the sky

Eleanor Troth was determined to show her gratitude towards the amazing staff who cared for her mother, Lisa, after she was placed in a medically induced coma following a serious head injury. Unfortunately, COVID-19 restrictions prevented Eleanor and her family from visiting but staff were able to keep the lines of communication open by using the ward's electronic tablets, funded by the Charity. "We believe the reason she woke up and came back to us was because we had that opportunity to speak to her," says Eleanor. In April, she celebrated her mum's amazing recovery by skydiving over 12,000 feet and raising over £500!

To the top of world!

Lucy and Jack wanted to give something back to the King's critical care unit that saved their sister-in-law's life. After thirty-two days in critical care and a further twenty-two days on a ward, Soma was discharged home. Inspired by King's, and Harefield Hospital's, extraordinary commitment to their family, Lucy and Jack decided to clock up their kilometres for both Hospital charities by climbing Mount Kilimanjaro and raising over £6,000. Lucy says, "Without King's and Harefield Hospital, my one-year-old niece would not have her mummy at home with her today."



Our future focus

Our 2022-25 strategy *Making the Best Care Possible* picks up many of the key strands in this report. It sets out how we will focus our resources to make the biggest impact. With a particular emphasis on people experiencing frailty and those in our communities who are at risk of being left behind, we have ambitious plans for taking King's care even further over the coming years.

1. Improving patient and visitor experience of our hospitals

- We will make people feel welcome and relaxed in our hospitals by improving key spaces and systems, investing in King's Volunteers and focusing on developing information and technology to reduce confusion and anxiety.
- We will improve hospital facilities and services to better support patients' progression and recovery by developing targeted areas of the hospital and using artwork and greenery to create a warm and welcoming atmosphere.
- We will develop targeted support before, during and after treatment, so patients receive the greatest benefit from their time at King's. As well as firmly anchoring services in our local communities, we will bring clinicians and patients together to develop services and tools that help people manage their own health and recovery.
- We will keep supporting staff to do their best for patients and families – funding innovative ideas for improving patient care, investing in their training and development, and protecting their psychological wellbeing.

2. Developing better treatments and care for more people

- We will fund research into treatments and care that benefit patients at King's and further afield, focusing on the areas and specialities prioritised in King's strategy while aiming to ensure patients from diverse backgrounds participate in that research.
- We will ensure the best treatments and care reach everybody being cared for by our hospitals by investing in sustainable wide-reaching opportunities, paying particular attention to innovation and excellence that can improve outcomes for patients experiencing or at risk of frailty.
- We will support King's staff to take care and treatments further by investing in staff posts that develop and test innovation, and enabling the sharing of experience and research.



3. Building support for the best care

- We will increase sustainable unrestricted income by embedding our key fundraising products and events (including the Great Hospital Hike and the King's Lottery), enabling more patients to raise funds to remember loved ones or thank clinicians, and expanding our fundraising from virtual events.
- We will support specific departments within King's to raise restricted income, working together to identify projects that fulfil our strategic objectives.
- We will build awareness of our cause throughout King's and beyond by developing our presence and strengthening our marketing to ensure we are reaching the right audiences.

4. Being our best in all we do

- We will maintain best practice governance processes, increasing the number of our beneficiaries included in decision making and ensuring new regulations are effectively addressed.
- We will develop key performance indicators to effectively monitor our progress in delivering our strategies, which in turn will guide its implementation.
- We will invest in our people to develop their skills and experience, protecting their health and wellbeing and strengthening our culture and diversity through living our values.
- We will develop effective systems and processes, making strategic investment in digital to improve our practices and meet customer expectations.



2021/22 Financial Review

Summary financial information

A summary of the Charity's financial performance during 2021/22 and the value of its funds at the end of that year is set out below.

	2021/22 £'000	2020/21 £'000
Income for the year:		
Donations and other funding	1,802	2,410
Legacies	1,290	608
Investment income	525	683
Total income	3,617	3,701
Expenditure in the year:		
Charitable activities	1,832	3,122
Fundraising and investment management costs	1,399	1,178
Total expenditure	3,231	4,300
Net operating surplus / (deficit) before changes in investment values	386	(599)
Net investment gains	1,432	5,175
Increase in net assets	1,818	4,576
Net assets at the start of the year	25,347	20,771
Net assets at the end of the year	27,165	25,347

The total net assets of £27.2m were held within the following funds:	31 March 2022	31 March 2021
	£'000	£'000
Restricted	3,476	3,540
Designated	17,682	16,041
General	6,007	5,766
Total net assets	27,165	25,347

The purposes of these funds are described in more detail in Note 2 of the financial statements.

Overview

The Charity reported a net operating surplus before investment losses of £0.4m as a result of income of £3.6m exceeding expenditure of £3.2m. The key reason for this was the lower than planned commitments to grant funding due to delays in finalisation of some major grants; this is reflected in expenditure on charitable activities, which fell from £3.1m to £1.8m.

Income

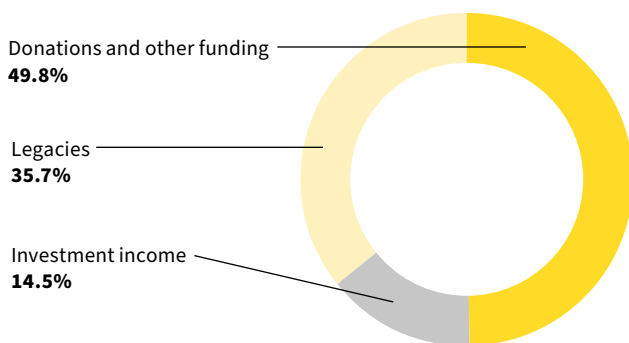
The Charity funds its grant making activity from voluntary funding. This is raised through a wide range of fundraising activities, which ensures diversity across a wide supporter base, and from legacies.

Income in 2021/22 was £3.6m (2020/21: £3.7m), £0.1m lower than in the previous year but this was the net effect of changes across each key source of income:

- Fundraising income at £1.8m was £0.5m (excluding Gifts in Kind) lower than in 2020/21, which was a record year due to the amazing response from individuals who wanted to support their local NHS hospitals during the COVID-19 pandemic;
- Legacy income increased from £0.6m to £1.3m primarily due to the receipt of a small number of legacies of high value; and
- Investment income fell from £0.7m to £0.5m due to an increased level of cash within the portfolio and historically low interest rates.

Continuing to grow fundraising income and the number of our supporters are both vitally important to the Charity's future.

Further details are provided in Note 3.



£3,617,000
2021/22 Income

Expenditure

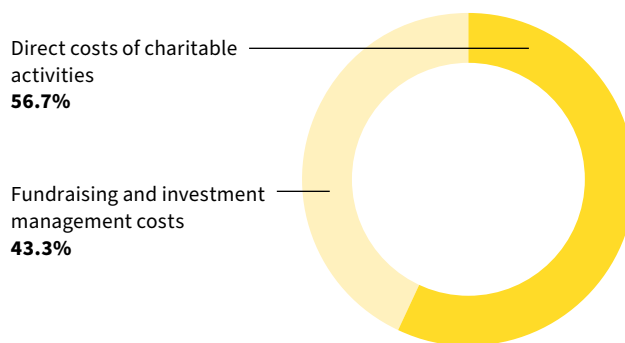
Expenditure, including grant commitments, amounted to £3.2m (2020/21: £4.3m), £1.1m lower than in the previous year 2020/21. This reduction was primarily due to the consequences of the pandemic on the development of high value grants being different in the two years.

- Funding for enhancing patient experience and treatment reduced from £0.8m to £0.5m;
- Grants in support of King's staff reduced from £1.0m to £0.1m; and
- Research grants reduced from £1.0m to £0.3m.

In 2020/21, the Charity gave significant support for new grants, some for more than one year, aimed at providing rapid support for patients and staff during the pandemic. In contrast, in 2021/22 the hospital teams were refocusing on restoring the services that had been adversely affected by the pandemic and this resulted in timescales to complete grants requiring collaboration between the Charity and the hospital being extended. But we finished the year on a positive note with an active pipeline of high-value grants.

Costs of fundraising and investment management increased from £1.2m to £1.4m as the Charity invests for future growth.

Further details are provided in Note 4.



£3,231,000
2021/22 Expenditure

Investments

The Trustees take a long-term view of investment returns, which is the basis for the investment strategy agreed with Rathbones (the Charity's investment advisers and managers).

Investment strategy

Our investment objective is to generate a consistent and sustainable return from our investment portfolio to finance spending on grants and running costs, whilst maintaining the purchasing power of the underlying investments over the long term and subject to the appropriate balance of risk.

In delivering this objective, we seek to strike a balance between:

- Our ethical stance, which is to not take any direct holdings in tobacco and ensure, through monitoring, that there are no concentrations of holdings in other sectors that are in conflict with the Charity's objectives;
- Minimising risk by diversification and maximising returns; and
- Ensuring the fees charged by fund managers are competitive and provide value for money.

In 2020/21, the Trustees commenced a review of the Charity's investment policy with a view to aligning it more closely with the Charity's objectives. This was planned to involve a change in the ethical stance and a move towards incorporating Environmental, Social, and Governance ("ESG") principles within the investment policy. The outcome of this review was delayed due to there being sector wide discussions on the matter in relation to new guidance being developed by the Charity Commission and a case being decided in the High Court aimed at clarifying the extent to which charity trustees may allow their objectives to influence their investment policy. This case was concluded in April 2022 and the internal review will be resumed with any policy changes expected to be implemented during 2022/23.

The Finance, Audit and Investment Committee (FAIC) regularly reviews the allocation and composition of the investment portfolio to ensure that it remains appropriate for the commitments and future funding expectations of the Charity.

The strategy continues to use targeted asset allocation ranges in order to balance return and volatility. The targeted range for each asset category, excluding cash, has been as follows:

- 40-80% in UK and Overseas Equities, invested either directly or through funds selected for the portfolio by Rathbones;
- 0-30% in Fixed Interest; and
- 0-20% in Diversifier investment funds (property, infrastructure and absolute return funds).

These allocation ranges are for guidance and the allocations have remained within these ranges throughout the year; any movement outside these ranges would trigger a review. Any proposal to invest in alternative asset classes or otherwise materially change the profile of the portfolio would require Board approval, on receipt of appropriate professional advice.

In addition, the Charity holds funds required for working capital and to fund grant commitments due within the next twelve months in the L&G sterling liquidity fund and with Rathbones.

Investment performance

During the year, the Charity's investments generated interest and dividends of £0.5m (2020/21: £0.7m) and there was a net overall gain in the value of the listed investment portfolio of £1.4m, following gains in 2020/21 of £5.2m, a year of rapid recovery after the turmoil experienced in world markets at the start of the COVID-19 pandemic in 2019/20. Additionally, in 2020/21, the gains included a £0.3m gain on the Charity's social investment, which was sold during 2020/21.

The FAIC monitors investment performance at every quarterly meeting. In assessing the investment performance, the Trustees have set a performance target to exceed a return equivalent to 4% above Retail Price Inflation (RPI) over the long term. In addition, at each meeting, Trustees review the performance of the fund compared to benchmark indices for each major asset class and in total relative to the weighted composite benchmark index. When measured over the period since the current strategy was fully operational up to 31 March 2022, the performance of the fund was, in overall terms, higher than the composite benchmark index and also significantly exceeded the target of 4% above RPI.

Reserves

The Board formally reviews its reserves policy annually, and was unchanged compared with prior year, at 31 March 2022. This review is intended to ensure that the reserves arrangements continue to be appropriate in the constantly changing strategic and financial context and support the Charity's strategy.

The Trustees consider that the level of general funds are sufficient to meet these purposes but intend to keep this under review due to continuing uncertainty regarding the longer-term impact of the external environment on fundraising.

The objectives of our reserves policy are to:

- 1 Safeguard the long-term financial sustainability of the Charity by maintaining a minimum level of general reserves.
- 2 Set aside and then release resources to fund our strategic grants programme.
- 3 Support the investment required in the Charity's growth strategy.
- 4 Comply with accounting principles and the requirements of the Statement of Recommended Practice applicable to charities (FRS 102 Charities SORP).
- 5 Comply with donor requirements where those are specified.

At 31 March 2022, the value of restricted funds was **£3.5m** (2021: £3.5m) – the name and value of each fund above £100,000 is provided in Note 2.1. For these funds, we will comply with the specific requirements of donors and spend their donations on the restricted purpose specified. Donations are held in restricted reserves until suitable spending plans have been identified and approved.

The Charity's unrestricted funds are held in both designated and general funds.

At 31 March 2022, **£9.7m** (2021: £8.1m) was held in designated funds set aside for named clinical specialties or hospital wards, where the donor has indicated they wish the funds to be used for that purpose. The Trustees expect these funds to be spent within a reasonable timeframe – there is a process in place for closing funds where there is no further

planned activity and transferring any remaining balance back to general funds. Spending takes place with advice from 'Designated Fund Advisors', subject to compliance with the Charity's policy and procedures. Funds are available for spending in full, with no reserves figure set. Designated Fund Advisors are encouraged to fundraise to replenish funds for future developments.

There is a further **£6.9m** (2021: £6.9m) designated as strategic grant funds. We wish to develop our capability to support the Foundation Trust in delivering some major strategic and transformation projects. These projects typically have a long lead time and require time and resources before they can be progressed for approval and fundraising. The value of the reserve is based on the Charity's medium-term grant-making plan, with the expectation that further funds would be raised from fundraising appeals to fund a series of strategic projects. The value of this fund reflects the amount required over the next three years to support the Charity's strategy and allow regular and sustained investment in growing the Charity and increasing its ability to support its beneficiaries.

A further fund to support the pump priming of pipeline capital projects was established in 2018/19 and an initial sum of **£1m** was transferred. Capital projects by their nature require a large amount of funding to be raised over a relatively short period of time. The Trustees believe that in order to support King's in progressing projects currently at the planning stage, funds should be set aside for this purpose. The fund has not been drawn down during the year although a number of capital projects are now being evaluated.

At 31 March 2022, **£6.0m** (2021: £5.8m) was held in general funds, which are used by the Charity to ensure the long-term financial sustainability of the Charity. This includes both retaining reserves to mitigate any adverse financial impact of strategic risks and to underpin the delivery of the Charity's three year strategy which includes investment in growing the numbers of our supporters, and maintaining the planned level of our grant making. In both 2020/21 and 2021/22 the value of the fund increased in value due to the gains in the financial markets of £5.2m and £1.4m respectively but these funds remain at risk from volatility of world markets.

The targeted level for the general funds is reassessed annually by estimating the potential impact of the risks included in the Charity's risk register on the long-term financial projections of the Charity. Specifically:

- Risks that might result in a significant and sustained downturn in income in the following three years; or
- Risks that might result in unbudgeted expenditure; and
- The risk of a downward readjustment in global investment values.

The targeted level of reserves to cover these risks is £5.8m (2020/21: £5.3m) comprising an operating risk component to cover the first two items assessed as £2.4m (2020/21: £2.2m), which is equivalent to twelve months budgeted expenditure, and a component for investment risk of £3.4m (2020/21: £3.1m) assessed based on applying historic market volatilities to the value of the Charity's investments. The actual value of the general reserve of £6m (2020/21: £5.8m) represents 103% (2020/21: 109%) of the target .

Governance

Constitution and governance processes

The Charity is registered with the Charity Commission (charity number 1165593) and has been established in the form of a company limited by guarantee (company number 09987908). Its governance arrangements are set out in its memorandum and articles of association. The Trustees are therefore both charity trustees as a matter of charity law and company directors as a matter of company law.

The Charity came into being on 1 April 2016 when it received a transfer of the assets and funds of a previous charity with the same name regulated by the Department of Health. The mission remains the same as that of its predecessor: to work for the benefit of patients and service users of the Trust across all its sites, and for the Trustees and staff to continue to work closely with the Board, managers and clinical staff across the Trust to develop and deliver our plans.

A legally binding deed between the Trust and the Charity recognises the Charity's independence and confirms that all charitable donations received by the Trust will be transferred to the Charity. A memorandum of understanding between the two organisations sets out the partnership principles that underpin our collaboration in the interests of NHS patients and service users.

The Trustees' activities are principally governed by the Charities Act 2011 and the Companies Act 2006.

The Trustees confirm that they have taken into account the Charity Commission's guidance on 'public benefit' (including the guidance "Public benefit: running a charity (PB2)") in reviewing the Charity's strategic objectives, setting their grant-giving policies for 2021/22, and planning their future activities. The Trustees are committed to ensuring that NHS patients are the ultimate beneficiaries from their grant giving.

King's College Hospital Charity (KCHC) owns 100% of the issued ordinary share capital of KCHC Trading Limited, a company incorporated in England and

Wales (company registration number 11881179). The company was incorporated on 13 March 2019. The principal activity of the subsidiary is to manage the trading activities of King's College Hospital Charity. The subsidiary has been dormant since incorporation and throughout 2021/22.

The Trustees

During the year the number of Trustees on the Board was either eleven or twelve, twelve being the maximum number provided for in the Articles. Trustees may serve up to two terms of three years, with possibility of three by exception. The Charity has three officer roles: Chair, Vice-Chair and Treasurer, all appointed by the Board.

Under the terms of the Charity's memorandum and articles of association, two Trustees may be nominated by King's College Hospital NHS Foundation Trust.

On 10 August 2021 Hilary Sears resigned as a Trustee and Chair of the Charity and George King became the Acting Chair. On 28 September 2021 the Trustees approved a one year extension to George King's and Chris Stooke's second term and approved George King's appointment as Chair of the Board to ensure continuity of leadership during a period of change arising from vacancies created by Trustees reaching the end of their second terms of office.

During the year the Board carried out an open and inclusive recruitment process, aimed at increasing the diversity of the Board and its Committees. This resulted in the appointment of four individuals to fill Trustee vacancies as they arise. Increasing the diversity of Board membership will help Trustees make better decisions by obtaining a range of input that is more representative of the local community that we serve.

Gillian Burgess was appointed as a Trustee (and Director) on 24th March 2022. Ian McKetty and Priscilla Lutalo were appointed as Trustees (and Directors) on 1st June 2022 following two Trustees, Elizabeth Robertson and Timothy Hornsby, reaching the end of the second of their three year terms. Florence Akende has joined the FAIC, initially as an independent

member, and to fill the vacancy arising in March 2023 when Christopher Stooke will leave the Board.

The Board of Trustees met five times during the year, with an additional series of informal meetings in February to discuss strategy. In addition, there are two sub-committees of Trustees: the FAIC, which met four times, and a Governance, Nominations and Remuneration Committee (GNRC), which met three times.

All new Trustees are given appropriate induction into their responsibilities (as laid out in the Charity Commission’s guidance) and are also provided with information on the Charity and the Foundation Trust. Trustees give their time freely and no remuneration was paid to them nor were any expenses claimed by them in the year. Trustees are required to declare all relevant interests and withdraw from decisions where a conflict of interest arises. The Board keeps a register of interests for Trustees and senior staff and the details of related party transactions are disclosed in Note 6 of the financial statements.

Responsibility for managing the Charity on a day-to-day basis is delegated to the Chief Executive. The Charity’s governance framework sets out how these powers are delegated and defines limits of authority for approval of financial transactions.

Governance framework

The Charity’s governance framework sets out:

- The role of the Board of Trustees and an annual Board schedule;
- The process for Board recruitment;
- Job descriptions for officers and process for their appointment;
- Arrangements for the conduct of Board meetings;
- The scheme of reservation and delegation;
- The committee structure and terms of reference;
- Policies and procedures for financial management, and performance and risk management;
- Governance policies, including Conflict of Interest and Trustee Code of Conduct; and
- Policies for governance review and development, including skills, experience and diversity audits, as well as individual and collective appraisal.

The Trustees recognise that good governance in charities is fundamental to success. It also enables compliance with the law and relevant regulations and believes that it has robust governance processes appropriate for the size and activities of the organisation. The “Charity Governance Code for larger charities” sets out best practice principles and recommended practices. The Board will continue to review its governance processes by reference to the Code as it develops and grows its activities in accordance with its strategy.

The Board normally carries out a review of their effectiveness annually with an independent view every three years. In 2021/22, a specific review of the Committee structure, membership and effectiveness governance was carried out. The outcome of these reviews was shared with the Committees and reported to the Board. Actions are being progressed through the Charity’s operating plan and implementation of the new strategy. These include standardising our grant making process and ensuring all Trustees understand more about the workings of the Committees.

The most important recommendation from the previous independent review of Board effectiveness which was carried out in 2019 included actions to be carried out during the strategy development process which was completed in March 2022. Although delayed due to the pandemic, we have now completed the strategy and incorporated the feedback arising from engagement on the areas of focus with both hospital staff and patients through surveys.

The next internal Board effectiveness review will be carried out in 2022/23.

There are a number of priorities agreed in the Charity’s strategic plan that will also address recommended practice set out in the Code. These are:

- 1 Ensuring the Charity’s key policies and procedures continue to support, and are adequate for, the delivery of the Charity’s aims and, in particular, the development of its fundraising activities.
- 2 Evaluating the Charity’s impact by measuring and assessing results, outputs and outcomes.
- 3 Developing a more comprehensive process for ensuring regular communication with the Charity’s stakeholders, including its beneficiaries.

The Board recognises the benefits to the Charity of taking further actions to establish a more diverse and inclusive organisation in addition to increasing the diversity of the Board. There are actions in place within the Charity to embed the principles of equality, diversity and inclusion throughout the Charity's people strategy and processes.

This consists of implementing a ten-point plan to ensure that our staff, volunteers and those applying for such roles are treated fairly and with respect, are recognised as individuals and valued for their contribution. In addition, we wish to ensure that they will all receive fair access to training, development, reward and progression opportunities.

Pay policy for senior staff

The salary levels of senior staff are approved by members of the Governance, Nominations and Remuneration Committee and are set based on reviews of comparable positions in other London-based voluntary organisations of similar scale and complexity. The Charity also makes pension contributions up to a defined level into pension funds. Reviews of salary levels are carried out annually and the annual inflation award is determined using relevant benchmarking information. The remuneration of the Chief Executive is determined by the Chair in conjunction with the Vice-Chair and the Treasurer. The key management personnel pay disclosures are included in Note 4.5 of the financial statements.

Risk management

The Charity's strategic risk register includes the major risks to which the Charity is exposed. The Board is provided with the Charity's risk register at every meeting and updates on risks are provided through various agenda items. The Finance, Audit and Investment Committee is responsible for a detailed review of the risk register on a quarterly basis, including a deep-dive review of a specific risk at each meeting. It is also responsible for reviewing the effectiveness of the process of risk management.

The risk register is structured along best practice lines, identifying the risks, the Board's risk appetite, existing mitigating controls and proposed control

improvements, and allocating a calculated current and residual risk score, based on impact and likelihood of each risk causing a loss to the Charity. The detail contained in the risk register is then grouped and summarised into a risk map, identifying whether each risk is rising, stable or falling, allowing the Board to focus its attention on the high and/or rising risks.

During the year, the Board and the Committee monitored the top three risks set out below, including an evaluation of the changes in risks which had been affected by the COVID-19 pandemic. This includes how risk-mitigation plans needed to be adapted to address the changing influences on the risks arising from external changes.

- 1 Operational pressures continue for the NHS, including King's, with the importance of the recovery plan as well as the continuing impact of the pandemic and staff shortages. This has significantly impacted the Charity's ability to maximise our strategic impact and develop longer-term grant-making plans. We will seek to address this through working closely with the King's leadership (both executive and clinical) and align, where practicable, our grant-making plans with those of King's. We have also developed smaller grant propositions across a range of the King's services in line with our grant-making policy.
- 2 Whilst NHS charities received tremendous support from the public during the COVID-19 pandemic, the future for fundraising remains uncertain in the medium term due to the emergence of other major causes arising from macro economic and geopolitical events such as the significant rise in inflation and cost of living affecting potential supporters. The Charity seeks to mitigate this through the implementation of a wide range of fundraising activities and the continuous drive to offer the public new ways to support King's.
- 3 We expect financial markets to continue to be volatile in the short to medium term as the consequences of the pandemic, Brexit and the more recent Ukraine and Russia conflict affect world economies. Whilst the Charity's investment portfolio rose in value during the financial year there remains significant uncertainty about the impact of these changes in the short to medium term. The investment strategy and performance monitoring processes are discussed elsewhere in this report.

The Board is satisfied that systems are in place and control improvements are underway to mitigate the Charity’s exposure to risk. Furthermore, it is committed to keeping the identification and mitigation of risk under continual review.

Audit

The Trustees are responsible for the appointment of the independent auditors. Buzzacott LLP were originally appointed for a three-year term, starting with the 2016/17 audit. Their appointment was renewed for a further term.

Internal audit

During the year a review of Fundraising Code Compliance was undertaken. The audit deemed the organisation to be largely compliant with the Code. The findings will be implemented during 2022-23.

Fundraising governance

The Charity benefits from a loyal supporter base, principally individuals or groups who have benefitted from the care delivered by King’s College Hospital NHS Foundation Trust. Income is received across a wide spectrum, including individual donations, regular donations from committed supporters, proceeds of fundraising events, sponsored events (principally sporting activities) and legacies.

We are committed to providing the highest possible level of supporter care to our individuals and organisations who are generous enough to lend their support to our work and aim for best practice in fundraising by complying with a range of codes of practice and standards. The Charity is a member of the Institute of Fundraising and is registered with the Fundraising Regulator, adhering to its Code of Fundraising Practice, Fundraising Promise and Fundraising Preference Service. The Trustees are not aware of any failure by the Charity, or by any person acting on its behalf, to comply with fundraising standards or scheme for fundraising regulation that the Charity has voluntarily subscribed to.

We are committed to making decisions that are in the best interests of the Charity and ultimately, of our beneficiaries. Our ethical fundraising relationships policy ensures that we do not compromise on our purpose and values when it comes to raising income. It is reviewed every two years.

The Charity uses agencies to help us with certain elements of our fundraising including door-to-door, private site and telephone fundraising as well as processing of donations to our website and the collection of regular donations. We also benefit from a charity lottery administered by a third party. The agencies we use are thoroughly vetted and briefed on the purpose of the Charity and the need for them to comply with and meet the standards set out in the Code of Fundraising Practice. Agency staff receive training about the work of the hospital, the Charity’s values and our expectations regarding the standards to be maintained. Oversight of their activities is carried out through a combination of methods including meetings and mystery shopping.

We aim to ensure that supporters and members of the public are afforded the highest levels of support, respect and protection. All fundraising staff are trained in the Charity’s fundraising policies, which include the following:

- Comprehensive compliance with the code as it relates to use of external organisations to fundraise for the Charity.
- Our whistleblowing policy covers how staff or volunteers can report a fundraising concern about any of our fundraising activities.
- The Charity has a policy in place that sets out how it protects vulnerable people and other members of the public from behaviour that:
 - Is an unreasonable intrusion on a person’s privacy;
 - Is unreasonably persistent; and
 - Places undue pressure on a person to give money or other property.
- The complaints policy sets out the process for promptly responding to any complaint about our work. In the last year, since we started using an agency for private site and door to door fundraising, we have received four complaints about this particular activity. No individuals have registered with the Fundraising Preference Service in order to stop us contacting them during the year.

- We recognise the importance of safeguarding the personal data of our supporters and ensuring that we have a legal basis for maintaining and processing such data. This is set out in our privacy statement, which is published on our website and periodically updated.

Statement of Trustees' responsibilities

The Trustees (who are also directors of King's College Hospital Charity for the purposes of company law) are responsible for preparing the 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 charitable company and of the income and expenditure of the charitable company 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 applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- 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; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company 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 charitable company 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 charitable company 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 the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company'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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



George King
Chair of Trustees
19 July 2022



Christopher Stooke
Treasurer
19 July 2022

Independent auditor's report to the members of King's College Hospital Charity

Opinion

We have audited the financial statements of King's College Hospital Charity (the 'charitable company') for the year ended 31 March 2022, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, 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 charitable company's affairs as at 31 March 2022 and of its 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 charitable company 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 charitable 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, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and the Trustees' report, which is also the directors' report for the purposes of company law, 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 charitable 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, or returns adequate for our audit have not been received from branches not visited by us; or
- The 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 charitable 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 charitable 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:

How the audit was considered capable of detecting irregularities including fraud:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the Charity through discussions with key management and from our knowledge and experience of the charity sector;

- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the Charity. These included, but were not limited to, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of the Trustees' meetings.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of key management as to where they considered there was susceptibility to fraud, including whether they were aware of actual, suspected or alleged fraud within the Charity during the year; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures, which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees; and
- Enquiring of as to actual and potential litigation and claims.

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.



Shachi Blakemore, Senior Statutory Auditor

For and on behalf of Buzzacott LLP, Statutory Auditor

130 Wood Street

London

EC2V 6DL

Date: 29 July 2022

Financial statements

Statement of financial activities for the year ended 31 March 2022 (incorporating an income and expenditure account)

	Notes	Year ended 31 March 2022			Year ended 31 March 2021		
		Unrestricted funds £'000	Restricted funds £'000	Total funds 2021/22 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020/21 £'000
Income							
Donations and legacies	3.1	2,803	280	3,083	2,092	926	3,018
Other activities		9	-	9	-	-	-
Income from investments	3.2	525	-	525	683	-	683
Total income		3,337	280	3,617	2,775	926	3,701
Expenditure							
Cost of raising funds	4.1	1,399	-	1,399	1,178	-	1,178
Expenditure on charitable activities	4.2	1,461	371	1,832	2,260	862	3,122
Total expenditure		2,860	371	3,231	3,438	862	4,300
Net gains on investments	5.2	1,432	-	1,432	5,175	-	5,175
Net income/ (expenditure)		1,909	(91)	1,818	4,512	64	4,576
Transfers between funds	2.1	(27)	27	-	(66)	66	-
Net movement in funds		1,882	(64)	1,818	4,446	130	4,576
Reconciliation of funds							
Total funds brought forward	2.1	21,807	3,540	25,347	17,361	3,410	20,771
Total funds carried forward	2.1	23,689	3,476	27,165	21,807	3,540	25,347

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure is derived from continuing activities.

The notes on pages 49-63 form part of these financial statements.

Balance sheet as at 31 March 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	At 31 March 2022 £'000	At 31 March 2021 £'000
Fixed assets					
Tangible assets	5.1	33	-	33	14
Investments	5.2	27,965	4,481	32,446	30,938
Total fixed assets		27,998	4,481	32,479	30,952
Current assets					
Debtors	5.3	945	-	945	777
Cash at bank and in hand		376	-	376	337
Total current assets		1,321	-	1,321	1,114
Creditors: amounts falling due within one year	5.4	(4,313)	(925)	(5,238)	(5,412)
Net current (liabilities)		(2,992)	(925)	(3,917)	(4,298)
Total assets less current liabilities		25,006	3,556	28,562	26,654
Creditors: amounts falling due after one year	5.5	(1,317)	(80)	(1,397)	(1,307)
Total net assets		23,689	3,476	27,165	25,347
Funds of the Charity					
Unrestricted - general	2.1/2.3	6,007	-	6,007	5,766
Unrestricted - designated	2.1/2.3	17,682	-	17,682	16,041
Restricted	2.1/2.3	-	3,476	3,476	3,540
Total funds		23,689	3,476	27,165	25,347

The notes on pages 49-63 form part of these financial statements.

Approved and authorised for issue by the Trustees on and signed on their behalf by:



George King
Chair of Trustees
19 July 2022



Christopher Stooke
Treasurer
19 July 2022

Company registration number: 09987908

Statement of cash flows for the year ended 31 March 2022

	2021/22 £'000	2020/21 £'000
Cash flow from operating activities:		
Net cash (used in) operating activities	(252)	(1,053)
Cash flows from investing activities		
Income from investments	525	680
Proceeds of sale of investments	-	3,517
Purchase of investments	(201)	(3,308)
Capital expenditure	(33)	(21)
Net cash provided by investing activities	291	868
Increase / (decrease) in cash and cash equivalents in the year	39	(185)
Cash and cash equivalents at the beginning of the year	337	522
Total cash and cash equivalents at the end of the year	376	337

Reconciliation of net movement in funds to net cash (used in)/provided by operating activities

	2021/22 £'000	2020/21 £'000
Net surplus for the year	1,818	4,576
Deduct (gains) on investments	(1,432)	(5,175)
Deduct investment income	(525)	(683)
Depreciation	14	7
Fees deducted from investment funds	125	104
(Increase) in debtors	(168)	(349)
(Decrease) / increase in creditors	(84)	467
Net cash (used in) operating activities	(252)	(1,053)

Notes to the financial statements

1 Accounting policies

1.1. Basis of preparation

a) General

These financial statements have been prepared, under the historical cost convention, as modified by the revaluation of investments being measured at fair value within the statement of financial activities.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities (the FRS 102 Charities SORP) and the Companies Act 2006 and Charities Act 2022.

The results of the Charity's subsidiary, KCHC Trading Limited, have not been consolidated due to immateriality, as permitted under Section 402 of the Companies Act 2006, as it was dormant during the year.

The financial statements are prepared in sterling and monetary amounts are rounded to the nearest pound.

b) Going concern basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern, including the longer-term impact of the COVID-19 pandemic. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the Charity's forecasts and projections and have taken account of the potential pressures on income. After making

enquiries, the Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

1.2. Income

a) Recognition

All income, including legacies, is included in full in the statement of financial activities as soon as the following three factors can be met:

- I) Entitlement: Arises when a particular resource is receivable or control over the rights or other access to economic benefit has passed to the Charity;
- II) Probable: It is more likely than not that the economic benefits associated with the transaction or gift will flow to the Charity; and
- III) Measurement: When the monetary value of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

b) Donated services and facilities

In 2021/22 gifts in kind reflect the value of office facilities received free of charge from King's College Hospital Foundation Trust. There was no equivalent value in 2020/21 as staff were working from home.

In 2020/21 gifts in kind were received to provide support for NHS staff and patients and have been recognised as income at their estimated market value.

1.3 Expenditure

The financial statements are prepared in accordance with the accruals concept. All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party.

a) Cost of raising funds

The costs of raising funds are the costs associated with generating income for King's College Hospital Charity.

b) Expenditure on charitable activities

Expenditure on charitable activities includes grants payable as well as other costs including support costs. Grants payable are payments made to third parties, primarily King's College Hospital NHS Foundation Trust, in the furtherance of the Charity's objectives. They are accounted for on an accruals basis where the conditions for their payment have been met or where a third party has a reasonable expectation that they will receive the grant and when the liability can be quantified with reasonable certainty.

c) Support costs

Support costs, which include governance costs, relate to those functions that assist the work of the Charity but are not directly undertaking fundraising or charitable activities. These costs have been apportioned between the cost of raising funds and expenditure on charitable activities based on the estimated proportion of staff time engaged in these activities.

d) Irrecoverable VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.4. Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

1.5. Pensions contributions

Pension costs for all staff are charged to the statement of financial activities when they become due. The costs all relate to defined contribution schemes.

1.6. Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.7. Tangible fixed assets

Capitalisation:

Assets are capitalised at cost if they individually or collectively, if purchased in a group, cost more than £1,000.

Depreciation:

The IT equipment and software are depreciated over the expected economic life of three years. Furniture, fixtures & fittings are depreciated over the expected economic life of five years.

As at the balance sheet date, there was no indication that the recoverable amount of any fixed asset was below its net book value.

Where fixed assets have been revalued, any excess between the cost and the revalued amount would be shown in a revaluation reserve.

1.8. Investments

Investment fixed assets are shown at market value. Valuation gains and losses are recorded in the statement of financial activities as they arise with the balance sheet reflecting the revalued amounts. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (or date of purchase if later). Unrealised gains and losses are calculated as the difference between market value at the year end and opening market value (or date of purchase if later).

Apportionment of investment management costs between funds (where this information is not provided by the investment manager) is done pro rata according to the respective market values.

1.9. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other financial institutions, other short-term liquid investments with original maturities of three months or less.

1.10. Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances together with investments are considered to be basic financial instruments under FRS 102.

1.11. Fund accounting

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

Unrestricted funds represent those monies that are available for application towards achieving any charitable purpose that falls within the Charity's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees and designated for particular purposes.

1.12. Critical accounting estimates and areas of judgement

In preparing financial statements, it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements:

- The basis on which legacies are recognised in the year (recognition takes place when receipt is probable);
- The point at which grants payable from designated funds are recognised as constructive obligations;
- The allocation of grant commitments between amounts falling due within one year and falling due in more than one year; and
- Estimating the value of gifts in kind.

Estimates used in the financial statements, particularly with respect to the value of listed investments, where values are subject to global market forces, are subject to a greater degree of uncertainty and volatility.

In the view of the Trustees in applying the accounting policies adopted, no other judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

1.13. Linked charities

Each of the following charities is registered separately with the Charity Commission under the umbrella registration for the main Charity:

- Cancer Treatment and Research Special Trust
- King's College Hospital Patient's Trust
- King's College Hospital Fund
- David E Hughes Hospital Trust Fund

Prior to 1 April 2016, the Charity's operations were carried out through a registered charity of the same name (charity number 230729), and the financial information relating to the predecessor charity are consolidated within these financial statements.

2 Analysis of funds and movements on funds

2.1. Movements in funds between the beginning and end of the financial year

During 2021/22, the value of the total funds held by the Charity increased by **£1.8m** (2020/21: increased by £4.6m). Expenditure in the year was **£0.4m** lower than income (2020/21: £0.6m higher) resulting in a surplus

of **£1.8m** (2020/21 surplus of £4.6m) after gains of **£1.4m** (2020/21 £5.2m gain) resulting from the increase (2020/21 increase) in investment values

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2022 £'000
Restricted funds						
Cancer treatment and research	244	2	-	-	2	248
Paediatric liver laboratories	186	102	-	-	2	290
David Hughes Special Trust	2,456	-	-	-	18	2,474
Transforming Liver Care (TLC) Appeal	333	82	(150)	-	2	267
COVID-19 support	109	-	(101)	-	1	9
Other funds less than £100k	212	94	(120)	-	2	188
Total restricted funds	3,540	280	(371)	-	27	3,476
Unrestricted funds						
Designated						
Clinical funds	8,138	1,979	(438)	-	67	9,746
Fund for strategic grants	6,903	-	-	-	-	6,903
Development of capital projects	1,000	-	-	-	-	1,000
Office fixtures & fittings	-	-	-	-	33	33
Total designated funds	16,041	1,979	(438)	-	100	17,682
General funds	5,766	1,358	(2,422)	1,432	(127)	6,007
Total unrestricted funds	21,807	3,337	(2,860)	1,432	(27)	23,689
Total funds	25,347	3,617	(3,231)	1,432	-	27,165

2020/21 comparatives

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains/ (Losses) £'000	Transfers £'000	At 31 March 2021 £'000
Restricted funds						
Cancer treatment and research	244	-	-	-	-	244
Paediatric liver laboratories	248	77	(140)	-	1	186
David Hughes Special Trust	2,453	-	-	-	3	2,456
Transforming Liver Care (TLC) Appeal	264	95	(88)	-	62	333
COVID-19 support	-	743	(634)	-	-	109
Other funds less than £100k	201	11	-	-	-	212
Total restricted funds	3,410	926	(862)	-	66	3,540
Unrestricted funds						
Designated						
Clinical funds	8,160	1,439	(1,424)	-	(37)	8,138
Social investment	3,525	-	-	-	(3,525)	-
Fund for strategic grants	1,903	-	-	-	5,000	6,903
Development of capital projects	1,000	-	-	-	-	1,000
Total designated funds	14,588	1,439	(1,424)	-	1,438	16,041
General funds	2,773	1,336	(2,014)	5,175	(1,504)	5,766
Total unrestricted funds	17,361	2,775	(3,438)	5,175	(66)	21,807
Total funds	20,771	3,701	(4,300)	5,175	-	25,347

Transfers include an internal allocation to each designated and restricted fund equivalent to interest earned based on the average value of the fund during the year.

2 Analysis of funds and movements on funds (continued)

2.2. Analysis of net assets between funds

The net assets which back these funds are as follows:

	Year ended 31 March 2022			Year ended 31 March 2021		
	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021/22 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020/21 £'000
Tangible fixed assets	33	-	33	14	-	14
Investment fixed assets	27,965	4,481	32,446	26,362	4,576	30,938
Debtors	945	-	945	777	-	777
Cash	376	-	376	337	-	337
	29,319	4,481	33,800	27,490	4,576	32,066
Net current liabilities	(4,313)	(925)	(5,238)	(4,516)	(896)	(5,412)
Long-term liabilities and provisions	(1,317)	(80)	(1,397)	(1,167)	(140)	(1,307)
Total net assets	23,689	3,476	27,165	21,807	3,540	25,347

2.3. Description and structure of funds

a) Restricted funds

Restricted funds are made up of funds where the income was restricted by the donors for specific use. This includes income from specific fundraising appeals. The funds with balances over £100,000 are listed below:

- The Cancer Treatment and Research Fund is restricted to spending on cancer treatment and research activities;
- The Paediatric Liver Research Laboratories Fund consists of money donated to enable King's College Hospital to build and equip brand new state-of-the-art laboratories and learning facilities;
- The D E Hughes Special Trust Fund is restricted to spending on a strategic grants programme established by the Trustees to support major developments at King's College Hospital NHS Foundation Trust;
- The Transforming Liver Care Fund was established to raise funds for transforming the care of children with acute liver disease; and
- The COVID-19 Support Fund was opened during the year for donations and grants made for specific support to either King's staff or patients.

b) Unrestricted funds

Unrestricted funds are made up of clinically designated funds, a designated fund for grants and general funds.

Donations and legacies are allocated to designated funds where the donor has given an indication that they wish the funds to be used for a particular purpose. There are over 230 clinical designated funds held by the Charity for different medical specialties and service areas within the hospital. The value of the individual funds range from under £1,000 to over £800,000.

At 31 March 2021, £6.9m (2020: £6.9m) was held in a designated fund for strategic grants. The value is equivalent to the projected level planned to be invested in strategic projects over the three-year period of the Charity's strategy.

In addition, a fund of £1m (2021: £1m) has been set aside for pump priming major capital projects.

3 Analysis of income

3.1. Income from donations and legacies

	Year ended 31 March 2022			Year ended 31 March 2021		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Donations						
Over £10,000	531	254	785	253	769	1,022
Under £10,000	957	25	982	1,051	157	1,208
	1,488	279	1,767	1,304	926	2,230
Donations in kind	26	-	26	180	-	180
Legacies	1,289	1	1,290	608	-	608
Total	2,803	280	3,083	2,092	926	3,018

3.2. Investment income

	Year ended 31 March 2022			Year ended 31 March 2021		
	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Equities	494	-	494	437	-	437
Fixed income	31	-	31	33	-	33
Social investment	-	-	-	213	-	213
	525	-	525	683	-	683

Although no investment income has been allocated directly to the restricted fund, as stated in Note 2.1, transfers between funds (shown in Note 2.1) include an allocation equivalent to interest from the general fund to the designated and restricted funds.

4 Analysis of expenditure

4.1. Costs of raising funds

	Year ended 31 March 2022			Year ended 31 March 2021		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Staff costs	419	-	419	415	-	415
Other direct fundraising costs	427	-	427	294	-	294
Support costs of fundraising activities	383	-	383	323	-	323
Governance costs of fundraising activities	45	-	45	42	-	42
	1,274	-	1,274	1,074	-	1,074
Investment management fees	125	-	125	104	-	104
	1,399	-	1,399	1,178	-	1,178

4.2. Expenditure on charitable activities

	Year ended 31 March 2022			Year ended 31 March 2021		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Net grant expenditure (Note 4.3)	593	371	964	1,570	862	2,432
Direct support costs	316	-	316	221	-	221
General support costs (Note 4.4)	507	-	507	427	-	427
Governance costs (Note 4.4)	45	-	45	42	-	42
	1,461	371	1,832	2,260	862	3,122

4.3. Grant expenditure

All grants in 2021/22 and 2020/21 were made either to King's College Hospital NHS Foundation Trust or King's College London (with the exception of low-value patient welfare grants, which are made in exceptional circumstances directly to patients in need).

Some grants made to the Foundation Trust are in practice paid directly to members of staff, where they

have incurred relevant costs personally (for example, travel costs relating to a grant enabling the Foundation Trust to send a member of staff to a medical conference). All such payments must comply with the Charity's procedures, which include authorisation by the relevant designated fund adviser and provision of appropriate documentary evidence of payment (for example, receipts).

	Unrestricted £'000	Restricted £'000	2021/22 £'000	2020/21 £'000
Enhancing patient experience, treatments and welfare				
Volunteering Futures Youth Programme	-	100	100	
King's Bereavement Services/St Christopher's	53	-	53	
Volunteer service grant extension	49	-	49	
Patient outcomes project	25	-	25	
Transplant Games for paediatric liver patients	-	30	30	
Creating a sensory room for older patients	25	-	25	
Other grants of less than £20,000	95	1	96	
	247	131	378	749
Enhancing patient treatment with new equipment				
Transport incubator - NICU	83	-	83	
Other grants of less than £20,000	82	-	82	
	165	-	165	129
Amounts carried forward to next page	412	131	543	878

4.3. Grant expenditure (continued)

	Unrestricted Funds £'000	Restricted Funds £'000	2020/2021 £'000	2020/2120 £'000
Amounts brought forward from previous page	412	131	543	878
Advancing innovation through research				
PhD research investigating:				
~ Cellular therapies for biliary atresia (growing liver cells)	53	-	53	
~ Novel cell therapies for biliary atresia (effects of cells on immune system)	-	120	120	
Chemical and blood gas analyser and consumables	-	20	20	
Other grants of less than £20,000	81	-	81	
	134	140	274	972
Supporting staff in delivering the highest possible care				
King's Bereavement Services / St Christopher's	-	30	30	
Greening project	25	-	25	
Work experience programme for students	26	-	26	
Other grants of less than £20,000	66	-	66	
	117	30	147	989
Total grants awarded	663	301	964	2,839
Grants returned, undrawn or written back	(70)	70	-	(407)
Net grant expenditure	593	371	964	2,432

An analysis of the 2020/21 grant awards into their constituent grant components is set out in the 2020/21 Annual Report of the Charity, which is available on the Charity's website.

Grant commitments from restricted funds in 2020/21 included £582,000 for supporting staff, £88,000 for enhancing patient treatment with new equipment, £34,000 for research grants and £52,000 for enhancing patient experience. All other grant commitments in 2020/21 were made from unrestricted funds.

4.4. Allocation of general support and governance costs

	Year ended 31 March 2022			Year ended 31 March 2021		
	General support £'000	Governance £'000	Total £'000	General support £'000	Governance £'000	Total £'000
Staff costs	636	56	692	604	56	660
Non-staff costs	254	14	268	146	9	155
Audit fee - external	-	14	14	-	13	13
Audit fee - internal	-	6	6	-	6	6
	890	90	980	750	84	834
Raising funds	383	45	428	323	42	365
Charitable activities	507	45	552	427	42	469
	890	90	980	750	84	834

Staff costs of £692,000 (2020/21: £660,000) have been allocated based on an estimate of the proportion of time worked by each staff member with respect to the categories listed above.

Non-staff costs of £268,000 (2020/21: £155,000) have been allocated in proportion to the staff costs allocated. This allocation fairly reflects the activities of the staff team.

4.5. Staff costs and the cost of key management personnel

	Year ended 31 March 2022		Year ended 31 March 2021	
	Unrestricted funds £'000	Total £'000	Unrestricted funds £'000	Total £'000
Salaries and wages	1,076	1,076	1,068	1,068
Social security costs	120	120	116	116
Other pension costs	64	64	62	62
	1,260	1,260	1,246	1,246
Contracts for services	81	81	38	38
	1,341	1,341	1,284	1,284

At the start of the year, the Charity directly employed twenty-one (2021: twenty one) members of staff and, at the end of the year, twenty-one (2021: twenty one) on terms and conditions approved by the Board, including pension arrangements in line with auto-enrolment requirements. In addition, during the year, the Charity employed two members of staff on a temporary contract (2021: one member of staff on temporary contract).

During the year, a number of staff were engaged through agencies to fill temporary vacancies and provide additional project support.

Four employees had employee benefits, excluding pension costs, in excess of £60,000 (2021: five); their benefits fall within the following ranges:

	2021/22	2020/21
£60,000 - £70,000	-	1
£70,001 - £80,000	2	2
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£110,001 - £120,000	1	1

Key management personnel include the Trustees, the Chief Executive, the Director of Fundraising and Communications, the Director of Grants and Insight, and the Director of Finance & Resources. No Trustee received any benefits or remuneration.

The total amount of employee benefits received by the four key management personnel for their services to the Charity were as follows:

	2021/22 £'000	2020/21 £'000
Salary	356	353
Pension benefits	36	35
National insurance	44	44
Tax free home allowance	1	1
Total emoluments	437	433

5 Balance sheet

5.1. Tangible fixed assets

	Fixtures, fittings & equipment	As at 31 March 2022	As at 31 March 2021
	£'000	£'000	£'000
Cost or valuation:			
At the start of the year	21	21	-
Additions in year	33	33	21
At the end of the year	54	54	21
Depreciation:			
At the start of the year	7	7	-
Charge for the year	14	14	7
At the end of the year	21	21	7
Net book value at the end of the year	33	33	14

5.2. Investments

The changes in investment values during the year ended 31 March 2022 are analysed as follows:

	Market value at 1 April 2021	Acquisitions at cost	Proceeds of disposals	Fees deducted from capital	Net gain/ (loss) on revaluation	Market value at 31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Listed investments:						
UK equities	9,067	1,310	(1,746)	-	686	9,317
Overseas equities	9,082	2,022	(1,487)	-	442	10,059
Fixed interest	1,733	550	(290)	-	(81)	1,912
Alternatives	3,147	1,192	(507)	-	345	4,177
Private equity	128	110	-	-	39	277
Other:						
Sterling liquidity fund	4,069	200	-	-	1	4,270
Uninvested cash	412	(3,183)	4,030	(125)	-	1,134
Cash fund at Rathbones	3,300	(2,000)	-	-	-	1,300
Total	30,938	201	-	(125)	1,432	32,446
Year ended 31 March 2021	26,072	3,308	(3,517)	(100)	5,175	30,938

The historical cost of the investments held as at 31 March 2022 was £29,320,000 (2021: £28,453,000).
The net gain on revaluation comprised: realised gain

of £792,000 (2021: unrealised losses of £176,000) and unrealised gains of £640,000 (2021: £5,362,000 unrealised gains).

5.3. Debtors

	Unrestricted funds £'000	As at 31 March 2022 £'000	As at 31 March 2021 £'000
Prepayments and accrued income	934	934	709
Other debtors	11	11	68
	945	945	777

5.4. Creditors falling due within one year

	Unrestricted funds £'000	Restricted funds £'000	As at 31 March 2022 £'000	As at 31 March 2021 £'000
Grants payable	3,906	925	4,831	5,090
Accruals	188	-	188	141
Other creditors	219	-	219	181
	4,313	925	5,238	5,412

As at 31 March 2021, grants payable included £896,000 relating to restricted funds.

5.5. Creditors falling due after one year

	Unrestricted funds £'000	Restricted funds £'000	As at 31 March 2022 £'000	As at 31 March 2021 £'000
Grants payable	1,317	80	1,397	1,307
	1,317	80	1,397	1,307

Grants payable comprises a number of grants to King's College Hospital NHS Foundation Trust where the Trustees have committed to expenditure and costs are expected to fall due in future years. As at 31 March 2021, grants payable falling due after more than one year included £140,000 relating to restricted funds.

5.6. Reconciliation of grants payable

	2021/2022 £'000	2020/2021 £'000
At 1 April 2021	6,397	5,883
Grants awarded in the year	964	2,839
Grants paid in the year	(1,133)	(1,918)
Grants cancelled in the year	-	(407)
	6,228	6,397

5.7. Commitments

The Charity had NIL (2021: NIL) of commitments at 31 March 2022, which do not yet satisfy all conditions for recording as a grant payable.

6 Related party transactions

The number of Trustees at 31 March 2022 was twelve (2021: twelve).

None of the Trustees received remuneration for their services to the Charity (2020/21: £nil) and no Trustees (2020/21: £nil) were reimbursed for costs necessarily incurred on Charity business. A total of £1,994 (2021: £2,188) donations were made to the Charity by individual Trustees. Indemnity cover is provided for Trustees by the Charity.

Professor Jon Cohen is a non-executive director of the Trust and became a Trustee in December 2020 and Beverley Bryant is an executive director of the Trust and became a Trustee in March 2022. During 2020/21

Christopher Stooke was a non-executive director of King's College Hospital NHS Foundation Trust until June 2020 and Julia Wendon, a Trustee of the Charity until 5 January 2021, was also an executive director of the Trust until 5 January 2021.

The Charity provides the majority of its grants by number and value to the Trust. It also receives services from the Trust free of charge including offices and facilities management. The Charity sub-leased the property it acquired as a social investment in June 2017 to the Trust until February 2021 when it surrendered the lease and sold the property interest to the Trust.

7 Subsidiary

King's College Hospital Charity owns 100% of the issued ordinary shares of KCHC Trading Limited, a company incorporated in England and Wales (company registration number 11881179. The principal activities

of the subsidiary are to manage the trading activities of King's College Hospital Charity. KCHC Trading Limited was dormant throughout the year.

8 Post balance sheet event

No events have occurred since the balance sheet date that require disclosure.

Trustees



George King • Chair of Trustees (from September 2021) • Interim Chair of Trustees (August - September 2021) • Appointed 18 March 2019

George is a partner at specialist investment advisory firm MASECO Private Wealth, having spent over two decades in finance and investment working with institutions and wealthy individuals globally. He has previously worked at a number of firms, including the Royal Bank of Canada, Barclays Wealth, AllianceBernstein and Credit Suisse. He has had extensive board-level experience with charitable organisations. George is a chartered financial analyst (CFA), a member of the Society for Trust and Estate Professionals (STEP), and a graduate of Brown University.



Philip Kolvin QC • Vice-Chair of Trustees (from September 2021) • Appointed 18 March 2019

Philip Kolvin QC is a barrister at the public law chambers 11 KBW and also sits as a recorder of the Crown Court. He is a patron and former chair of the Institute of Licensing, chair of the gambling charity Betknowmore and a board member of the Sports Grounds Safety Authority and Crystal Palace Park Trust. Philip is widely published in the field of licensing and regulation.



Alison Lewzey • Vice-Chair of Trustees (from September 2021) • Appointed 18 March 2019

Alison is a solicitor and was an employment judge from 1996 until her retirement in August 2017. She has extensive experience of all aspects of employment and discrimination law. Prior to her appointment as a judge, she was a partner in a firm of solicitors in central London for many years, specialising in international maritime and commercial law. She is also an accredited mediator (CEDR) with experience of workplace mediation.



Christopher Stooke • Trustee (Honorary Treasurer) • Appointed 1 April 2016

Christopher is the Charity's Honorary Treasurer and was originally appointed as a Trustee in April 2016, when he was one of two directors nominated by the Foundation Trust (due to being a non-executive member of the Trust board). He has remained a Charity Trustee since ceasing to be a non-executive director of the Foundation Trust in June 2020. He is currently a non-executive chairman of one company and a trustee of two other charities (in addition to King's College Hospital Charity). He has lived in south-east London almost all his life and currently lives in Peckham.



Rachel Barton • Trustee • Appointed 18 March 2019

Rachel is Managing Director at Accenture, leading the Customer and Digital Strategy business for Europe and Latin America. Working with the world's biggest brands, she has in-depth experience of supporting clients through the complexity of today's disruptive landscape to enable reinvention and transformation. She is a specialist in innovation and a recognised thought leader who is regularly featured in the media. Having studied physiology, pharmacology and neuroscience, Rachel is passionate about science and innovation and the role it can play to make society better.



Alan Bolchover • Trustee • Appointed 18 March 2019

Alan has spent over twenty years in senior management, specialising in income stream and brand development for social enterprise. Appointed Director of Fundraising of the Outward Bound Trust (OBT) in July 2010, he has overseen an increase in income from £1.7m in 2010 to £8.68m in 2018, which has helped to provide activities for 25,000 young people a year. OBT employs three hundred staff at six residential centres in the Lakes and Mountains of the UK's most dramatic terrain.



Beverley Bryant • Trustee • Appointed 24 March 2021

Beverley is Chief Digital Information Officer for King's College Hospital and Guy's and St. Thomas' NHS Foundation Trusts and SRO Digital & Data for SEL ICS. She has previously held a number of senior leadership roles within the NHS, private sector and DHSC. She was Director of Digital Technology for NHS England/Improvement and, before that, she was Director of Performance and Improvement (NHS Leeds/Mid Yorkshire Hospitals NHS Trust).



Jon Cohen • Trustee • Appointed 29 September 2020

Professor Cohen completed his medical degree at Charing Cross Hospital Medical School in 1975. He has worked in the NHS in the field of infectious diseases for over thirty years, becoming Chair and Head of Department at Hammersmith Hospital and Imperial College School of Medicine. His research interest lies in severe bacterial infections and he has an international reputation for his work in helping to develop new forms of treatment for sepsis and septic shock. He was the founding Dean of Brighton and Sussex Medical School, and currently serves as a non-executive director of Kings College Hospital Foundation Trust and as Chair of the Appeal Panel for NICE.



Heather Heathfield Porter • Trustee • Appointed 18 March 2019

Heather has more than thirty years' experience working in the health and social care sector. Until recently, she was the UK Director of Innovation and Insight at the British Red Cross. Prior to this, Heather was a management consultant working on a variety of projects for the NHS, local government and third sector, as well as an academic leading a number of high-profile informatics projects for the NHS. She is also a trustee of the Mary Ward and Blackfriars Settlement.



Timothy Hornsby CBE • Trustee • Appointed 1 June 2016

Timothy is Chair of the Harkness Fellows Association and of the International Tree Foundation. He is a commissioner of the Marshall Aid Commemoration Commission, a trustee of Field Lane Charity, a board member of the Audience Agency and a trustee of the British Architectural Trust Board. In his previous career, he was Chair of the National Lottery Commission, Chair of the Horniman Museum, a trustee of the Royal Botanic Gardens, Kew, and a board member of the Water Council and of the International Institute for Environment and Development.



Dr Elizabeth Robertson • Trustee • Appointed 1 June 2016

Elizabeth is Director of Research for Diabetes UK. Before joining Diabetes UK, Elizabeth was the first Director of Research for Breast Cancer Now (formed from the merger of Breakthrough Breast Cancer and Breast Cancer Campaign). Previous roles include Director of Operations at Cancer Research UK and Dean of the Graduate Research School at Teesside University. Elizabeth completed her PhD at Queen Mary, University of London and Sloan Masters in Leadership and Strategy from London Business School. Elizabeth is a trustee of the Association of Medical Research Charities and the Quadram Institute.

During 2021/22, the following Trustees were also members of the Governance Committee: **Hilary Sears** (Chair, until August 2021), **Alison Lewzey** (Chair, from September 2021), **Timothy Hornsby**, **Heather Heathfield**, **George King** (from September 2021).

During 2021/22, the following Trustees were also members of the Finance, Audit and Investment Committee: **Christopher Stooke** (Chair), **Alan Bolchover**, **George King**, **Philip Kolvin** (from September 2021).

Senior management team

Chief Executive: **Gail Scott-Spicer**

Director of Finance and Resources: **Claire Newton**

Director of Fundraising and Communications: **Claire Wood Hill**

Director of Grants and Insight: **Iona Joy**

Charity contact details and advisers

Offices located at King's College Hospital and registered company office

Address:

Coldharbour Lane,
London
SW9 8RR

Telephone and email contact:

020 4526 8050
info@supportkings.org.uk
supportkings.org.uk

Professional advisers

Bankers

Lloyds Bank plc
25 Camberwell Green
London
SE5 7AB

Legal advisers

Withers LLP
16 Old Bailey
London
EC4M 7EG

Investment strategy advisers and managers

Rathbones Brothers Plc
8 Finsbury Circus
London
EC2M 7AZ

External auditors

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Internal auditors

Price Bailey
7th Floor, Dashwood House
69 Old Broad Street
London
EC2M 1QS



King's College Hospital Charity
Coldharbour Lane, London SW9 8RR
Registered charity number: 1165593
Company number: 09987908

