

# ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR END 31 MARCH 2020

**ANTHONY  
NOLAN**

saving the lives  
of people with  
blood cancer

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# TRUSTEES, SENIOR LEADERSHIP TEAM, SUPPORTERS AND ADVISORS

## PATRON

Olivia Colman CBE

## LIFE PRESIDENT

Simon Dyson MBE

## BOARD OF TRUSTEES

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Ian Krieger\*

### Vice Chair

Carol MacKinnon\*

### Chair of the Audit and Finance Committee

Carol MacKinnon\*

### Chair of the Governance, Nominations and Remuneration Committee

Ian Krieger†

### Vice Chair of the Governance, Nominations and Remuneration Committee

Carol MacKinnon†

## TRUSTEES

Dr Peter Aitken

Mike Altendorf

Lionel Cashin

Dr Chonnetia Jones  
(retired 31 March 2020)

Ian Krieger\*†

Dr James Kustow

Martin Laws\*†

Carol MacKinnon\*†

Professor Antonio Pagliuca  
(retired 2 July 2020)

Mark Ritson

Dr Ann Robinson †

Peter Robinson\*

Simon Spyer

Brian Turner CBE

Olivier Zucker\*

\*Audit and Finance Committee Member

†Governance, Nominations and Remuneration Committee Member

## MEDICAL ADVISOR

Professor Charles Craddock CBE

## STRATEGIC LEADERSHIP TEAM

### Chief Executive

Henny Braund†

### Chief Bioinformatics and Immunogenetics Officer

Professor Steven Marsh

### Chief Engagement & Marketing Officer

Terence Lovell

### Scientific Director of Research

Professor Alejandro Madrigal  
(retired 30 April 2020)

### Chief Financial Officer

Ian Deans  
(appointed 20 January 2020)

Gareth Morgan

(left 31 January 2020)

### Chief Digital & Information Officer

Danny Attias

### Clinical Histocompatibility and Immunogenetics Director

Dr Katy Latham  
(left 30 November 2019)

### Medical Director

Dr Chloe Anthias (on maternity leave)

Dr Rob Danby (interim)

### Chief Operating Officer

Nicola Alderson

### Company Secretary

Samantha Durling  
(appointed 31 March 2020)

Caroline Woollard  
(left 4 October 2019)

## INDEPENDENT REVIEW BOARD FOR CELL & GENE THERAPIES

### Chair

Dr Laura Machin – Senior Lecturer in Medical Ethics at Lancaster University

### External Haematology Consultant

Dr Victoria Potter – Haematology Consultant at King's College Hospital NHS Foundation Trust

## PROFESSIONAL ADVISORS

### Independent Auditors

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London E14 5HP

### Solicitors

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### England And Wales Charity Registration Number

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### Scotland Charity Registration Number

SC038827

### Company Registration Number

02379280

## CHAIR'S INTRODUCTION

It's been an exciting year at Anthony Nolan. We began the first year of our new organisational strategy, *Together, We Can Save Lives*, leading the way to a future of new treatments, new opportunities to save and improve the lives of people with blood cancer and new ways of working.

In 2019/20, thanks to our incredible supporters, we have received generous donations and legacies helping us to raise £9.1m and facilitate 1,477 stem cell transplants to give patients a second chance of life, 52 more than the year before – a figure I am incredibly proud of. On top of this, our stem cell register also hit the milestone of 800,000 potential donors ready and waiting to help.

However, despite these achievements, we know that right now there are still patients waiting who can't find the match they need and, for those who do, a stem cell transplant is just the beginning of a long road to recovery with urgent and specific physical and psychological support needs. That's why our new strategy is an ambitious one, as we bring together our strengths across the organisation and collaborate with our partners to work towards better outcomes for all stem cell transplant patients.

In the first year of our strategy, the focus has been on building strong foundations to enable the future of our lifesaving work, and we have made great progress. In May 2019, we launched our *Pathway for Post-Transplant Care*, developed with an expert steering group consisting of leading healthcare professionals, NHS representatives and patients, and setting out a minimum standard of care and support for transplant patients, for as long as necessary and no matter where they live. We're now moving forward to work on making the pathway a reality across the UK, including where appropriate, providing support with our own specialist nurses and information.

In the last year, we established our dedicated Cell & Gene Therapy Service to use our experience, products and services to support the development of innovative treatments for patients. Anthony Nolan has moved quickly to be part of this fast-evolving area of work, and we are monitoring the progress of emerging treatments such as CAR-T cell therapy within the scientific community as they show potential to treat a range of conditions, including blood cancers and blood disorders.

As well as exploring new treatments, we have continued to fund and undertake our research aiming to improve the outcomes of stem cell transplantation. Our Patient/Donor Project actively investigates over 2,000 transplant pairs to understand the factors that improve patient outcomes and therefore influence donor selection. It's so important that our research discoveries don't just stay in the lab, but make their way into clinical practice. That's why we also aim to be a leading voice for patients and generate evidence to influence changes to policy and practice.

Another area of which we are proud is our investment in technology. It's tough for management and Trustees to decide to spend our limited resources on infrastructure and technology, rather than activities that have a more direct impact on saving lives. However, the COVID-19 crisis has really shown how necessary these investments have been as we moved away from legacy systems and had the infrastructure in place to enable staff to work flexibly and move to home working where possible.

The pandemic has impacted every single aspect of our work, not least the fundamentals of transporting stem cell donations to patients amid extensive travel restrictions. We have had to temporarily discontinue our face-to-face donor recruitment and our cord collections as well as much of our research work. In addition, our fundraising activities have been severely impacted. It's when an organisation is faced with these kind of challenges that you really see its quality, and I have been enormously impressed by the dedication of our people as we have continued to deliver lifesaving stem cells for transplants at this particularly difficult time.

Our work to save lives is incredibly complex, but without the generous financial support, without donors ready and waiting, and without the dedication of our volunteers and staff, we wouldn't be able to help. This idea, that 'without you, there is no cure', forms the core of our new brand platform and film that launched in summer last year and continues to be embedded across all our work. We want everyone to know about Anthony Nolan and show the enormous difference they can make.

There are two people who I'd like to take a moment to thank for the difference they have made to our charity. The first is Professor Alejandro Madrigal, to whom I'd like to express my sincere gratitude as he retired this year after 27 years as our Research Director. Professor Madrigal played an enormous role in advancing the science of transplants over this time; he established our Research Institute and transformed it into a world-renowned academic centre of excellence leaving behind robust foundations for future research (you can read more about his achievements on [page 15](#)). The second is Dr Chonnettia Jones who retired as a Trustee this year when she took on a new full-time position in Canada. Dr Jones made a significant contribution, including chairing the Diversity and Inclusion Advisory Group which was established last year to examine the Board's diversity, respect and inclusion practices. This is work we are committed to taking forward and will continually challenge ourselves to do better.

Although COVID-19 has thrown up numerous challenges, you will see throughout this report that our strong foundations have enabled us to continue delivering lifesaving transplants, and we are ready to get back to full capacity as soon as we can. These foundations set us up for a positive future, continuing the work of Anthony Nolan to keep providing the treatment and support that patients depend upon for a chance of life.



**Ian Krieger**  
Chair

# THE YEAR IN NUMBERS



## OUR PATIENTS

**1,477**

patients were given a second chance of life, 52 more than the previous year.

**12**

Anthony Nolan Clinical Nurse Specialists and 3 Clinical Psychologists funded in total.

**486**

new patients have been cared for by our nurses, who have supported patients in clinics and wards over 1,900 times.

**9,998**

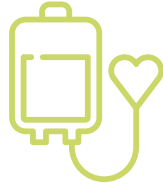
downloads and requests of our patient information booklets over the year.

**333**

patient grants were provided in the year, totalling £67,186.

**54**

patients and family members attended our first Family Camp.



## OUR STEM CELL DONORS

**805,504**

potential donors active on the Anthony Nolan stem cell register at the end of 2019-20.

**66,680**

people have been recruited to join the stem cell register, 54% through online recruitment and 46% at face-to-face events. 37% of the total recruited were young men aged 16-30 who are most likely to be chosen to donate.

**12,432**

young people were recruited from school and college-based recruitment and education activities including those delivered by our partners: the Scottish Fire and Rescue Service, Adrian Sudbury Schools Education Trust, Rik Basra Leukaemia Campaign and African Caribbean Leukaemia Trust.

**11,366**

people were recruited by our 49 student Marrow groups, across 413 events.



## OUR OPERATIONS

**2,332**

searches for UK patients were carried out by our Search and Selection team.

**26**

countries received stem cells for patients from Anthony Nolan donors.

**14**

research studies have been running at the Anthony Nolan Research Institute (ANRI).

**70**

scientific journal articles written or contributed to by ANRI researchers were published.

**1,036**

journeys taken by our volunteer couriers to carry stem cells directly from donors to patients in need.



## OUR SUPPORTERS

**£9.1M**

was raised and donated by our dedicated supporters and partners.

**1,275**

supporters took on a challenge in support of our lifesaving work, raising awareness and over £1.3m.

**OVER 163K**

people now follow us across Facebook, Twitter and Instagram.

**OVER 140M**

times has our online press and media articles been accessed, carrying key messages about who we are, what we do and the difference we make.

**OVER 890,000**

visits to our website by supporters and patients.

Anthony Nolan saves the lives of people with blood cancer and blood disorders. We do this by connecting people in desperate need of a stem cell transplant with incredible strangers ready to donate their stem cells.

We are unique in bringing a growing register of potential donors together with both cutting-edge research and specialised patient services. Working together, we give three people a second chance of life every day.

## OUR VISION

**To save and improve the lives of everyone who needs a stem cell transplant.**

This is our vision and, if you're familiar with Anthony Nolan, you'll see it hasn't changed. That's because we're still driven by the same cause which inspired Shirley Nolan to found the organisation 46 years ago.

## OUR VALUES

Every day at Anthony Nolan, we live and breathe our values to ensure that we can deliver the best for everyone, from transplant patients to partners, supporters and staff. There are five values that guide our work. These commit us to always be:

- Accountable
- Passionate
- Patient-focused
- Innovative
- Improving every day

These founding principles guide us in finding a donor for every patient who needs a stem cell transplant in the future. This is undoubtedly an ambitious goal. But with someone diagnosed with blood cancer every 14 minutes in the UK, it needs to be. In the pages that follow, the Strategic Report shows our commitment to achieving the best possible outcomes for patients to enable them to live a long and happy life post-transplant.

## OUR STRATEGY

In April 2019, we launched our new ambitious 3-year strategy: *Together, We Can Save Lives*. The strategy was developed in collaboration with Trustees, colleagues, patients and partners. The insight generated from this engagement was instrumental in setting our future strategic direction across five strategic aims:

### **Aim 1:**

**Together, we can provide outstanding services for patients and the clinical community.**

### **Aim 2:**

**Together, we can drive lifesaving research and turn it into action for patients.**

### **Aim 3:**

**Together, we can harness the collective power of our supporters to champion and enable our lifesaving work.**

### **Aim 4:**

**Together, we can be a stronger voice for patients to ensure they receive the best possible care.**

### **Aim 5:**

**Together, we can.**

# STRATEGIC REPORT WHAT WE'VE ACHIEVED IN 2019/2020

In the first year of our 2019–2022 organisational strategy, *Together, We Can Save Lives*, we have focused on building the foundations needed to successfully execute our work over the next three years and beyond, incorporating learning from our previous strategy and developing new ways of working to maximise our impact for patients.

In 2019/20, we gave 1,477 patients a second chance of life, 52 more than the previous year – a number we are incredibly proud of. We know we need to work hard for the people that need us because:

- There are still people, particularly those from minority ethnic backgrounds, who struggle to find the best possible match.
- Patients and their families don't always receive the level of physical and emotional support they need throughout their transplant journey.
- Although survival has improved markedly since our research began, patients are still dying after a stem cell transplant, with long-term survival rates remaining unacceptably low.

We believe that Anthony Nolan is uniquely placed to tackle these challenges, bringing a donor registry, research expertise, service delivery and powerful advocacy together under one organisation. Our new strategy aims to strengthen the connections between all our functions to protect and promote the interests of patients.

Our 2019–22 strategy is structured under five aims, as outlined in the Trustee Report above. The following pages bring together highlights under each of these aims in pursuit of the outcomes defined in our strategy, as well as areas we are striving to improve. As COVID-19 has had a wide-ranging impact on our work, we have included details of this where relevant and already known.



## **STRATEGIC AIM 1:** TOGETHER WE CAN PROVIDE OUTSTANDING SERVICES FOR PATIENTS AND THE CLINICAL COMMUNITY

Anthony Nolan's work is centred around finding the best possible matches for patients, giving them the best possible chance of survival, a good quality of life, and a high standard of support throughout their long transplant journey. Collaborating with patients and the clinical community is vital to achieving this aim. We want to understand their needs, before co-designing and funding services that fill gaps in patient care and reflect best practice.

We are also exploring and supporting the development of innovative treatments that will ultimately provide patients with better options and outcomes, and we are campaigning and advocating so that all patients who can benefit have access to them.

### **WHAT DO WE WANT THE FUTURE TO LOOK LIKE?**

- More patients will be receiving the care they need throughout their transplant journey, thanks to our innovative services, support and advocacy.
- We'll be using our expertise and infrastructure to support the development of innovative treatments for patients.
- The 'time to transplant' will have been reduced, meaning patients receive the treatment they need in the fastest time possible, which is already proven to improve survival outcomes.

### **WHAT WE ACHIEVED IN 2019/20:**

#### **MORE PATIENTS RECEIVING THE CARE THEY NEED**

We know that patients undergoing a stem cell transplant need tailored support to deal with the unique challenges they face throughout their transplant journey. From helping to manage physical side-effects to providing psychological support, we are working hard to provide the care and support patients need.

- Our patient information has continued to evolve to provide a wide range of advice and support. We've updated and expanded all our online information in line with NHS England's Information Standard. As well as traditional booklets and online advice, we have explored different formats to increase accessibility, such as creating podcasts and an audio version of one of our most popular resources, *'Managing fatigue after a stem cell transplant'*. In total, our resources have been downloaded nearly 10,000 times in the past year – a slight decrease from previous years, though more information is now available on our website to ensure it is accessible to more people.

- We have invested in research to evaluate and improve our patient care. With many people now surviving longer after a stem cell transplant, the importance of quality of life, personalised medicine and wrap-around services is heightened. Studies include evaluating the impact our Clinical Psychologist posts have on quality of life, and a project to explore quality of life over a four-year timeframe, both pre- and post-transplant. We have recruited a patient panel for this project, which aims to align quality of life data with socio-economic factors and demographic information to assess any impacts.
- Our nursing programme has continued with 8 Clinical Nurse Specialists (CNS) in post who have supported more than 480 new patients in clinics and on wards this year, equating to 1,952 hours spent with patients. Our three Clinical Psychologist posts have continued, focusing primarily on patients' wellbeing, which is increasingly important in times of significant change.
- To improve the consistency and quality of patient care, we held several successful professional development events during the year. These included our second Clinical Nurse Specialist (CNS) Education Day, which took place in Birmingham, where 40 specialist nurses from 22 different transplant centres participated; a Scottish Nursing Education Day; and the annual meeting of all Anthony Nolan funded postholders where we came together to discuss challenges, guidelines and collaboration opportunities to improve patient experience and outcomes.
- Additional funding meant we were able to expand the Patient Grants Programme to provide 333 grants to patients, to support them with costs relating to appointments or purchasing household equipment to reduce the risk of infection. In total, we provided £67,186 in grants to patients in 2019/20, an increase of 26% on the previous year.
- Our Patient Services team do a critical job of guiding patients and their families through the transplant process. Demand for support has intensified following the COVID-19 outbreak, with requests for help doubling at the end of the financial year. In March alone, we received over 20,000 requests for support through our helpline, Clinical Nurse Specialist clinics, webpages and forums, compared to a monthly average of 15,000.

## **SUPPORTING THE DEVELOPMENT OF INNOVATIVE TREATMENTS FOR PATIENTS**

Research and development have shown that novel cellular therapies – such as CAR-T cells – can be used to treat a range of conditions, including blood cancer and blood disorders. We're working to understand how we can use our expertise and infrastructure to support the delivery of these treatments.

- In the last year, we established our dedicated Cell & Gene Therapy Service to use our experience, products and services to support the development of innovative treatments for patients. We have set up the service, learning from previous experience that it takes time to build new structures and relationships, as we aim to ultimately provide patients with better options and outcomes.
- We have been working hard to create the right foundations to formalise our Cell & Gene Therapy Service offer for researchers. This has included recruiting 80 potential research donors from our existing stem cell register who are willing to donate their cells for research purposes, with an aim to enhance this donor panel to include donors medically cleared to donate. We have also worked with two collection centres to sign agreements for donors to donate there and have provided our first four donations of cells for research, which were split between two different research groups. This has successfully tested the feasibility of the Cell & Gene Therapy Service and puts us in a strong position to grow our offer in the future.

## **PATIENTS RECEIVE THE TREATMENT THEY NEED IN THE FASTEST TIME POSSIBLE**

Finding matching donors for patients requires complex and time-critical work carried out by our expert team. We are working hard to identify opportunities to reduce time to transplant, meaning patients receive the treatment they need in the fastest time possible, which is shown to improve outcomes.

- We have progressed our transplant centre services improvement project, 'Aspire', establishing a research advisory group and commissioning partners to help us to better understand transplant centres' needs and identify opportunities to speed up the delivery of cells to patients. In March 2020, this work was paused due to COVID-19 and we focused all our efforts on responding to the immediate situation by ensuring we overcame complex logistical challenges to get cells to patients and supporting the needs of the transplant centres.

- Our research has shown the importance of matching cytomegalovirus (CMV) status in the success of a transplant. To enhance the upfront information we provide to transplant centres and further enrich the data we hold on potential donors, we began a CMV enrichment project to collect new swabs from existing donors on our register to gather this information. The project has been scoped and planned, and is due to launch later this year.
- Progress is being made towards using digital technology to give our donors a smoother, more responsive and efficient experience. A project to evaluate our communications with donors used our 'Anthony Nolan Community Involvement' (ANCI) approach, gathering direct feedback from focus groups to highlight areas to improve, such as providing more video content to explain how stem cell donation works. Work to implement these improvements and reduce any delays in their donation journey has now begun and the initiative is due to be completed in 2020/21. We also piloted self-administration of 'G-CSF', the hormone injection that is normally administered by a nurse to donors in the days leading up to their donation. The pilot saw a high uptake and is now a routine offer for all donors, giving them more choice in their donation experience.
- Cord blood offers a vital alternative for people with no match on the donor register - the stem cells in cord blood are less mature and are able to adapt to a wide range of tissue types. This means our cord blood bank, which in the last year grew to a total of 8,723 searchable cord blood units available for transplant, can provide off-the-shelf options for patients that speed up the delivery of lifesaving transplants. We were delighted to open a new collection site at Wythenshawe Hospital in February 2020, bringing our total to five sites across London, Leicester and Manchester, all of which helped our team to add a record-breaking 1,271 new cord blood units to the bank. While COVID-19 has resulted in our cord collectors being unable to continue their work in hospitals, we aim to restart the cord collection programme as soon as possible.
- We are encouraged to see cord blood usage increasing for transplants, with 46 units shipped from our bank in 2019/20 to patients all over the world - the highest annual level to date. Challenges in logistics and the availability of stem cell donors presented by COVID-19 has also resulted in higher interest in cord blood, with increased requests for searches and our Cord Support service, further demonstrating the importance of cord blood as a fast and effective alternative option for patients.
- Global collaboration with international registries and the World Marrow Donor Association (WMDA) is vital to meet the current and future needs of patients. We continue to support the work of the WMDA, for example through stewardship of the 'Search, Match & Connect' programme - a fast preliminary search facility to help find the best-matched donor or cord blood unit. This programme aims to reduce the time taken to process information, and to create a more transparent data exchange across all registries. This programme is being funded by a major EU grant, which was secured with our support.
- As part of our commitment to continuous improvement we have invested in a new HLA typing strategy which we aim to go live with in 2020. The investment in Next Generation Sequencing is part of our commitment to improving the time to transplant and ensuring we provide the best value services to our customers.

## **STRATEGIC AIM 2:** TOGETHER WE CAN DRIVE LIFESAVING RESEARCH AND TURN IT INTO ACTION FOR PATIENTS

We're proud of the impact our pioneering research has on patients' lives. But we know there's still so much more to learn. We will be leaders in discovering the many factors that influence the success of a stem cell transplant, and be catalysts for change by ensuring patients see the benefits of research sooner.

### **WHAT DO WE WANT THE FUTURE TO LOOK LIKE?**

- We will have a better understanding of the genetic and other factors that influence the success of a transplant, and this knowledge will be reflected in clinical practice.
- More transplant patients, including children and young adults, will be participating in clinical trials, and the findings from these studies will improve treatment and care.
- The Anthony Nolan Research Institute (ANRI) will be a platform for the clinical community, leading an action-focused research community working together to achieve shared goals.

### **WHAT WE ACHIEVED IN 2019/20:**

#### **WE KNOW MORE ABOUT THE GENETIC AND OTHER FACTORS THAT INFLUENCE THE SUCCESS OF A TRANSPLANT, AND THIS KNOWLEDGE WILL BE REFLECTED IN CLINICAL PRACTICE**

Across Anthony Nolan, our research projects have continued apace to improve our understanding of stem cell transplantation.

#### **Finding the perfect match**

We have continued to investigate what the 'optimal match' looks like for patients. Our long-running Patient/Donor Project continues to follow the progress of over 2,000 transplants, with the aim of understanding the factors that influence patient outcomes and therefore inform donor selection. Our recent publication from this study highlighted the role donor KIR genes can play in protecting patients from post-transplant infections.

Our researchers are continually making it simpler, more efficient and cost-effective to match the DNA of our patients with potential donors. This means we can perform more transplants and save more lives

Using Third Generation Sequencing (TGS), we now use six HLA genes to match our patients. When this is combined with CMV status, it improves the chance of the transplant being a success threefold.

## Reducing post-transplant complications

Our immunotherapy group looks at how stem cells rebuild the immune system after transplant to help reduce post-transplant complications like acute graft versus host disease (GvHD). Projects over the past year included developing new therapies for the treatment of relapse after a transplant, focusing on the use of NK (natural killer) cells, as well as working to improve cord transplants to extend their use for adult transplantation.

In 2019, we successfully lobbied National Institute for Health and Care Excellence (NICE) to approve the anti-viral drug Letemovir, which prevents CMV reactivation after transplant. If not treated, CMV can cause serious complications, and even be fatal, in patients with a compromised immune system.

Further to this, we are investigating the long-term physical and mental effects of transplant on our patients and how they impact their quality of life with the aim of using this insight to improve the services we provide to them.

Many of our research projects were paused at the end of March due to COVID-19, and we are aiming to restart these when possible.

## Developing new treatments and cell therapies

Donated cells from Anthony Nolan research donors as part of our Cell & Gene Therapy Service are being used to support the development of new cellular therapies. These living drugs will provide exciting new treatment options for patients with blood cancers and blood disorders.

Our Cell Therapy Centre in Nottingham prepares all our cord blood stem cells for transplant and looks at how they can be used in developing new lifesaving therapies.

## Translating research into practice

Research does not happen in isolation. We have focused on building relationships and providing tools and practical support to translate research into both clinical and internal practice including informing our donor recruitment and typing strategies.

## Future-proofing the register

In order to future-proof our register to meet the needs of an increasingly diverse population, we've continued to use bioinformatics to gain an improved understanding of the HLA variation seen within the UK donor registry and use this insight to target our register enrichment activity. We're also exploring projects working with registries around the world including the Singaporean and Indian registries to improve options for donor selection on a global scale.

## Influencing policy and practice

Our research and researchers play an important role in generating the evidence to influence changes to policy and clinical practice. We are continuing to broaden our research agenda to understand the range of factors that influence the success of a transplant and to inform the way we deliver services. This includes patient-focused research including: quality of life studies, psychological care and post-transplant care, the outputs of which will inform the way our services are delivered and will provide evidence to influence change on a wider scale.

We continue to work with colleagues across the organisation to ensure the outputs of our research and the expertise we have can influence changes to practice. For example we have continued to influence the training of health professionals through lectures, Anthony Nolan's Education Week, the Anthony Nolan Transplant Coordinators' workshop and Graft Selection Strategy Workshops. We also want to ensure our research feeds into clinical guidelines and that we respond to consultations, as well as provide expert advice in NICE appraisals of new treatments, such as Letemovir in 2019, as outlined in more detail under Aim 4.

## Generating new knowledge

For our pioneering research to make a difference, its findings need to be shared with a wider audience so that it can inform, stimulate new ways of working and influence policy. Engagement is a vital way of explaining the importance and outcomes of research to wider populations. Over the last year, the Anthony Nolan Research Institute has published 70 research papers, compared to 59 in the previous year, and participated in national and international conferences to present their findings. This has helped to engage academics, healthcare workers, patients and members of the public in our work.

## MORE PATIENTS, INCLUDING CHILDREN AND YOUNG ADULTS, WILL BE PARTICIPATING IN CLINICAL TRIALS, TO HELP DEVELOP NEW TREATMENTS AND IMPROVE EXISTING CARE

- The IMPACT clinical trials initiative is now in the fourth and final year of its pilot phase. Working together with our partners Leukaemia UK, NHS Blood and Transplant, the British Society of Blood and Marrow Transplantation and Cellular Therapy (BSBMCT) and the University of Birmingham, this initiative aims to accelerate the design and delivery of much-needed studies that will improve stem cell transplant practice and outcomes. IMPACT demonstrates a broadening of our approach to clinical trials and research, playing a facilitatory role by collaborating with partners towards

shared goals. Our commitment to IMPACT demonstrates our desire to strengthen the infrastructure needed to deliver high-impact, translatable research that will benefit all patients.

- We continue to see the results of our investment: The PRO-DLI trial has now successfully surpassed its recruitment target and the following five trials were opened to patient recruitment.
  - COSI is finding the best combinations of pre-transplant treatments and conditioning therapies for acute myeloid leukaemia (AML) and myelodysplastic syndrome (MDS) patients.
  - ALL-RIC is looking to see if relapse rates are reduced in AML patients with a new type of conditioning therapy.
  - AMADEUS is testing an oral chemotherapy drug to see if it reduces relapse rates after transplant.
  - IPANEMA is looking at how a new antibody treatment can make autologous transplants more successful for multiple myeloma patients.
  - MoTD focuses on new preventative treatments for GvHD.

An additional three trial proposals have been approved and are now being prepared to open. In the last year, we've been working to establish the sustainability of this ground-breaking initiative, following the end of the pilot phase in December 2020.

- We have been exploring the potential to extend IMPACT to paediatric studies, which has been received positively by the clinical community. This would enable more children and young adults to participate in clinical trials, the findings from which could be used to improve treatment and care. We continue to explore funding opportunities for this important initiative.

### **Impact of COVID-19**

Nationally, clinical research infrastructure and resources have been redirected to the COVID-19 response. As such all IMPACT clinical trials were suspended in March 2020, including patient recruitment, but were reopened in early May 2020. Working with Great Ormond Street Hospital, a trial using IMPACT infrastructure has been approved to study the effects of COVID-19 on adult and paediatric transplant patients. This will improve understanding of how patients respond to the illness and could highlight the most suitable treatments for them in the future.

### **THE ANTHONY NOLAN RESEARCH COMMUNITY**

We know that working in collaboration with the clinical community, academic researchers and the biotech industry can help us to deliver action-focused research, achieve shared goals and deliver new treatments and services for patients.

- We have continued to work closely with the clinical community, sharing knowledge and understanding that can ultimately be used for patient benefit. For example, our Graft Selection Strategy Workshop took place in September, comprising talks from notable speakers on key themes. This creates an opportunity for professionals in the transplant community to interact and share ideas around search and selection, as well as best practice.
- We have also worked with biotech firm Plasticell to make stem cell transplants from umbilical cords more effective. The stem cells in cord blood are less mature and can adapt to suit a wider range of tissue types. As a result, they can be a lifeline for people who have unusual tissue types and no match on the donor register, particularly patients from Black, Asian and minority ethnic backgrounds. However, the limited number of stem cells available in a single cord blood unit limits their use to paediatric patients. The partnership between Plasticell and Anthony Nolan will focus on developing a technique to expand cord blood stem cells so that they contain enough cells for a successful adult transplant.
- We also know how vital it is to develop our future capacity to deliver research. An important role of the Anthony Nolan Research Institute (ANRI) is developing the human capacity to deliver research to benefit patients, both now and in the future. This includes supporting early career scientists and helping to develop the research culture for the future with three PhD students, three MD students, three BSc students and three visiting scientists/students in 2019/20. We've also been delighted to see awards and recognitions presented to ANRI scientists in the past year, including Professor J Alejandro Madrigal receiving an EBMT Honorary Membership, Dr Thomas Turner receiving the 2019 HLA award at the Annual EFI Meeting, and Professor Steven GE Marsh receiving the 2020 Fellowship of the Royal College of Pathologists. It's vital we have experts accredited by approved bodies. This not only recognises our expertise but enables us to promote our research more widely.

**SPOTLIGHT:**  
SCIENTIFIC DIRECTOR, PROFESSOR  
ALEJANDRO MADRIGAL, HONOURED WITH  
PRESTIGIOUS LIFETIME ACHIEVEMENT AWARD

In March 2020, our Scientific Director Professor Madrigal was conferred with Honorary Membership of the European Society for Blood and Marrow Transplantation (EBMT) in recognition of his outstanding contributions in the field of haematopoietic stem cell transplantation (HSCT) and to the EBMT.

Our Chief Executive, Henny Braund, said: ***'A big reason why Anthony Nolan is able to play such a vital role in research has been the work of Professor Madrigal. This distinction has been granted in the past to only a small number of highly regarded individuals and we are incredibly proud that his contributions have been recognised in this way. Anthony Nolan and the patients that have benefited from his work will be forever grateful.'***

Professor Madrigal joined Anthony Nolan in 1993 as the first Scientific Director of the charity with the mission to establish the Anthony Nolan Research Institute, which was opened in 1996 by HRH the Duchess of Kent. He has transformed the Institute into a world-renowned academic centre of excellence, where a large number of scientists and physicians from across the globe have been trained. In addition, he has made substantial contributions to the everyday activities of the charity with the aim to improve the outcome of haematopoietic stem cell transplantation (HSCT). Over almost three decades, his team has made significant progress in improving donor matching, understanding the immunogenetic factors that impact on HSCT and developing methods to combat the main problems post-transplant, such as relapse, GvHD and infection.

Professor Madrigal holds the positions of Professor of Haematology and Country Ambassador for Mexico at University College London. Before joining Anthony Nolan, he trained at Harvard

University and Stanford University, Imperial Cancer Research Fund and the Universidad Nacional Autonoma de Mexico. During his tenure, 1,574 papers (h-index 79) have been published by the Anthony Nolan Research Institute. He has had over 500 papers published, which have been cited 11,783 times (h-index 60) and most notably, he has delivered 580 lectures in 243 cities in 58 countries.

Professor Madrigal said: ***'I am very honoured indeed to receive this award and feel I am also receiving this on behalf of Anthony Nolan, as since its foundation in 1974, the Society has made major contributions to improving the outcome of HSCT worldwide and Anthony Nolan, as a pioneering Registry, has played a major role in contributing to saving the lives of many patients. EBMT is very close to my heart. I have been an active member for many years, initially as Secretary of the Immunology Working Party, then as Chair of the Immunobiology Working Party and finally as President of the Society from 2010 to 2014. The Society has over 500 transplantation centres in more than 60 countries around the world with over 4,000 members.'***

Professor Madrigal retired at the end of April 2020 after 27 years with Anthony Nolan. The planned symposium at the Royal College of Physicians in recognition of his work was regrettably but unavoidably cancelled due to COVID-19, however the impact of his contribution to the global understanding of HSCT is undeniable.

## **STRATEGIC AIM 3:** TOGETHER, WE CAN HARNESS THE COLLECTIVE POWER OF OUR SUPPORTERS TO CHAMPION AND ENABLE OUR LIFESAVING WORK

Together, we can achieve far more than we could alone. We want more people to hear about Anthony Nolan and to support our cause. By 2022, more people will know about the impact of Anthony Nolan, with everyone interested in our cause having the opportunity to get involved and stay involved in a meaningful way. This will help us save and improve more lives.

There's a place for everyone to be part of our lifesaving community: from incredible mums donating their cord to Marrow student volunteers passionately promoting our work, and from tireless fundraisers and generous funders to selfless stem cell donors.

### **WHAT DO WE WANT THE FUTURE TO LOOK LIKE?**

- More people will know about the impact of Anthony Nolan and we will have exciting and compelling ways for people to get involved and stay involved in a meaningful way to help us save and improve more lives. We will be listening carefully to our supporters as we build relationships with them as vital partners in our lifesaving work.
- More potential lifesavers will have joined our register, particularly those from underrepresented groups, so that we are better able to find patients the matching donors they need.
- We will have increased funding through more diverse channels that can sustainably support our ambitious and lifesaving goals.
- We will unlock the power of technology and digital to drive meaningful engagement and deepen relationships with ultimate impact for patients

### **WHAT WE ACHIEVED IN 2019/20:**

#### **MORE PEOPLE WILL KNOW ABOUT, AND BE INVOLVED WITH SUPPORTING, ANTHONY NOLAN**

The more people that know about our charity and are engaged with our cause, the more patients we can support and provide lifesaving transplants to. We want to give this vital community of supporters the best experience possible to build strong partnerships for now and the future.

- Our average overall brand awareness for 2019/20 was 54.6% up slightly from 54.1% in 2018/19 and consideration to donate stood at 12%, up over 2% from the previous year. Importantly both brand awareness and consideration to donate have gone up by over 1% each in one of our target audiences – young males aged 18-34. Consideration to donate among another key audience, woman aged over 35, has also increased from 14% in 2018/29 to 16% this year.



- In May 2019, we launched our new brand platform 'Without you, there is no cure', supported by a short film to paint a vivid picture of what it's like for a blood cancer patient waiting for a match. The film, made in partnership with a creative agency and informed by our patient panel, has won multiple awards, including a Charity Film Award, and had a total of 8.5m views of more than 30 seconds on its first run, against a target of 2.7m. Although we saw an increase in consideration to donate there were still challenges in converting this to actual donations, and we have learnt our brand campaigns need to be integrated more closely with a clear call to action.
- We achieved our target for press coverage in the year, with over 2,300 press articles in the year, and 1,020 online articles with a reach of over 140m. A particular PR highlight included a BBC Breakfast feature in March of Jo Kelly meeting her donor for the first time, resulting in 938 online requests to join the register in 1 day compared to an average of 100, 38% of which were male. Our striking 'The Silent Thank You' campaign, working with world-renowned photographer Rankin to capture patients' stories was also nominated for two PRMoment awards: Non Profit Campaign of the Year and Best Use of Content. The launch of the campaign was marred at the time by the collapse of Thomas Cook so didn't gain the anticipated press coverage, however we were still able to use elements of the campaign across the year, particularly to support fundraising.
- We achieved 2.2m engagements with our social media content (an increase of 4%) by focusing on telling the stories of the lifesaving heroes who enable our work, and by supporting brand and fundraising activity. We saw a huge spike in the number of visitors to the website in response to patient Jo Kelly's appearance on BBC Breakfast.
- Our celebrity ambassadors continue to provide generous support, with our Patron Olivia Colman CBE providing the highlight of our Christmas Carols with an enchanting reading. The event also exceeded sales targets by 47% raising over £10,300 net, a 36% increase on the previous year.
- Volunteers and supporters are the lifeblood of Anthony Nolan. Selfless with their time and generous with their contributions, they are influential in shaping the face of the organisation, and we couldn't do what we do without them. From travelling couriers, passionate school speakers and amazing Marrow groups, to our lifesaving donors and all the people who lead community events, 1,328 volunteers supported us during the 2019/20

year. We are particularly grateful for the incredible contribution of our partners who have worked tirelessly to recruit thousands of potential lifesavers across the UK.

- 64 volunteer couriers undertook 1,036 trips around the world to collect and deliver stem cell donations to patients here in the UK. This number does not include employee volunteers who have stepped in to help carry out courier trips through the COVID-19 pandemic.

## **MORE POTENTIAL LIFESAVERS WILL HAVE JOINED OUR REGISTER**

We continue to work to grow our register of lifesaving donors, particularly those from Black, Asian and minority ethnic backgrounds and young men, so that the needs of current and future patients are met.

- The Anthony Nolan stem cell register grew to an incredible 805,504 potential stem cell donors by year end, with 66,680 people aged 16-30 recruited in the year – slightly under our overall target of 70,000, due to a downturn in face-to-face events and activity in March 2020 due to COVID-19. There was a balanced spread across our recruitment channels, with online sign ups accounting for 54% of the total at the end of the year.
- It is a priority for our register development activity to increase recruitment of potential donors from Black, Asian and minority ethnic (BAME) backgrounds, as around 80% of patients from these backgrounds do not find the best possible matching donor. We have worked closely with key partners, such as the African Caribbean Leukaemia Trust (ACLT), championed patient appeals and held targeted recruitment events which resulted in 12% of our new potential donors recruited being from BAME backgrounds. Although 12% broadly reflects the makeup of the UK population, this fell short of our very ambitious target of 20%, and we have a renewed focus to ensure our work represents and resonates with this target audience.
- Guided by research showing that younger donors can lead to better outcomes for patients, we have continued to focus our limited resources on recruiting people aged 16-30, as well as working to increase awareness of the stem cell register with young people. Our activities in schools have recruited 12,432 potential donors in the last year, including our Hero Project talks and working with our partners the Adrian Sudbury Schools Education Trust (ASSET) and the Scottish Fire & Rescue Service (SFRS) who deliver their own education programmes and recruit these vital young donors in schools and colleges.

- Marrow, Anthony Nolan's incredible network of volunteer student groups, continues to play a vital role in recruiting potential lifesaving donors from their universities. Through 49 active groups and across 413 events, 11,366 potential donors were recruited via Marrow this year and they also raised over £83,000. Bespoke online links were also launched this year for 34 of the Marrow groups, 21 of which have gone on to sign people up online via those links. This is proving a vital way to continue recruitment and volunteer engagement opportunities during COVID-19 when students are no longer on campus, and is critical to ensure our digital capability extends.

## **WE WILL HAVE INCREASED FUNDING THROUGH MORE DIVERSE CHANNELS**

- Our amazing supporters and partners raised a total of over £9.1m in 2019/20.
- Our retention rate of regular givers was 5% over target at 85% for the year, demonstrating how resonant our work is with our current supporters. We continue to explore options to diversify our approach based on new insights into the needs and motivations of our supporters.
- Our Philanthropy team were extremely pleased to receive a grant of £300,000 from the Garfield Weston Foundation to further develop our youth involvement with donor recruitment over the next three years. Young people volunteering with Anthony Nolan already make a significant contribution, especially by recruiting other young people as donors – those who are most likely to go on to donate – so it is exciting to see how this will grow in future.
- Support from the Jack Petchey Foundation continued to push forward our work in London, in schools, and through our Clinical Nurse Specialist at Barts Hospital with two generous grants totalling £100,000. We were very pleased to mark this with two members of the Petchey Family attending the Anthony Nolan Supporter Awards and are grateful to Lauren Petchey for presenting the John Petchey Young Hero of the Year Award. We also received generous grants from The P F Charitable Trust, The Steel Charitable Trust, The David and Ruth Lewis Family Charitable Trust and The Tracy Sollis Leukaemia Trust worth £116,994 to further our ground-breaking research to improve the stem-cell matching process and patient outcomes.
- Events and community fundraising continue to form a key component of our fundraising activities. A total of 1,275 people took part in event fundraising for us including 171 in the London Marathon, 207 in the Great North Run and 115 in Ride London, raising a combined total of over £822,000. In total, 2,230 people took part in community fundraising activities, raising over £938,400 including the second year of our Walking Together initiative. 145 different walks were organised across the country raising a total of over £90,000. The COVID-19 outbreak will have a big impact on our community and event fundraising in the coming year with many key events, including the London Marathon, being cancelled or postponed. This does however also provide an opportunity to further diversify our approach, and we are looking at new ways to engage our committed supporters.
- We launched an internal innovation framework, giving us the scope to test and develop new fundraising ideas while ensuring we learn quickly, developing solutions that add real value while keeping supporters at the heart of the process. This approach has been vital in responding promptly to the changing landscape of fundraising during COVID-19, and has seen new products developed quickly, such as our virtual quiz.
- Progress has been made to strengthen the evidence base needed to develop compelling cases for support focusing on need and impact of our work on patients. Work will continue on this, with involvement of teams across the organisation, so we can truly inspire people and organisations to support us financially by demonstrating the impact their investment will have on patients. We have seen this work also enhance our Philanthropy offer, which will continue to progress into 2020/21.
- The impact of COVID-19 on the 2019/20 fundraising plans was limited due to the pandemic starting at the end of the financial year. We rapidly responded before the end of the year, launching our Coronavirus Emergency Appeal which raised over £46,000. We are working to fully understand the impact on our fundraising, including the long-term effects of the pandemic on our fundraising model and techniques.
- We will transform the supporter experience to deepen meaningful relationships that put our supporters at the heart of what we do. Our aim is to provide a variety of ways people can get involved with our work, and it is vital that we provide an excellent experience to those that do. To this end, we have launched the Transform Programme.
- Transform is an exciting and ambitious programme of work to transform the way we interact with our supporters and deliver hyper-personalised, quality engagement that really meets and exceeds the needs and expectations of all our supporters. The programme will see a

cultural shift, moving our focus from a product to customer journey approach and will ensure that we consider the supporter first in all our engagements

- The programme comprises improvements to ways-of-working, processes, systems and data across the supporter experience. This covers multiple projects, including a new engagement Customer Relationship Management (CRM) system and website improvements. This project is being supported by rich insight about who our supporters are, as well as their motivations and behaviours, and will help us use technology to engage with them efficiently, purposefully and in a way that suits them.

## **STRATEGIC AIM 4:** TOGETHER, WE CAN BE A STRONGER VOICE FOR PATIENTS TO ENSURE THEY GET THE BEST POSSIBLE CARE

Over the last 45 years of our lifesaving work, we have built the authority and credibility to influence and effect change. Through this strategy, we want a step-change in our influencing to ensure we can have a wide-ranging and sustainable impact.

As well as lobbying and campaigning to make patients' voices heard, we want to use the insight we generate through our work to change policy and practice so it benefits all patients, both now and in the future.

### **WHAT DO WE WANT THE FUTURE TO LOOK LIKE?**

- Increased awareness and understanding of Anthony Nolan's work and impact amongst the general public, policy-makers, and the clinical and research communities.
- We will have secured demonstrable changes in policy and practice, ensuring more patients receive the best possible care and the best possible treatment across the UK.
- We will be powerful patient advocates, using our expertise and voice to safeguard and promote the interests of patients - including in the development and application of innovative treatments.

### **WHAT WE ACHIEVED IN 2019/20:**

#### **INCREASED AWARENESS AND UNDERSTANDING OF ANTHONY NOLAN'S WORK AND IMPACT**

We know that engagement activity is an important part of raising awareness and understanding of Anthony Nolan's work and impact among the general public, policy makers and the clinical and research communities.

- We have a recurring calendar of activities throughout the year that we use to engage politicians and other policy stakeholders, although we have seen some disruption throughout this year due to successive changes in the political landscape. In Autumn 2019 we held our annual Communities vs Blood Cancer event in Holyrood, this year in partnership with the Scottish Fire and Rescue Service (SFRS). 50 MSPs attended, including the three health representatives from the Labour and Conservative parties and the SNP. This enabled us to renew our engagement with politicians and raise the profile of stem cell transplantation, as exemplified in a video by the First Minister to celebrate the 10-year anniversary of the SFRS partnership, which has been watched almost 20,000 times.

- In 2019, our research showed that 52% of MPs were aware of Anthony Nolan's work, compared to 77% in 2018/19. We would always expect results to go down with a new cohort of MPs (following the 2019 General Election), furthered by the postponement of some of our significant engagement activity due to Brexit and the associated prorogation of Parliament. This shows the importance of continuing our engagement activity which can help raise awareness of the stem cell register, as well as ensure patients receive the best possible treatment, care and support through policy decisions.
- For our pioneering research to make a real difference, its findings need to be shared with a wider audience so that it can inform people, stimulate new ways of working and influence policy. Engagement is a vital way of explaining the importance and outcomes of research to wider populations. Over the last year, the Anthony Nolan Research Institute has published 70 research papers, and participated in national and international conferences to present their findings. This has helped engage academics, healthcare workers, patients and members of the public in our work.

An overview of activity related to brand awareness amongst the public is included under Aim 3.

## CHANGES IN POLICY AND PRACTICE

Only by working in partnership with our wider community - patients, clinicians and donors - can we have the credibility to influence changes to policy and practice. We have continued to be powerful patient advocates, using our expertise to promote the interests of patients across the UK, in particular increasing awareness and influence in the devolved nations.

- We successfully advocated on behalf of patients in two NICE appraisals of new treatments. Letermovir was approved for use as a prophylactic for CMV reactivation, helping to improve the chance of success for stem cell transplants. Treosulfan was approved for some patients as a conditioning treatment ahead of transplantation - it will give doctors more choice over the drug they use and could help patients who are more frail to have a transplant. We played a vital role in ensuring the patient voice was properly represented throughout the appraisal process, including sitting on the decision-making committee.
- Our report, *A Pathway for Post-Transplant Care*, was published in May 2019 and received recognition and praise from senior clinicians and the NHS. The pathway was developed with an expert steering group consisting of leading healthcare professionals, NHS representatives and patients. Drawing on our evidence base

and influencing position, the report sets out a minimum standard of care and support for transplant patients, for as long as necessary and no matter where they live. Our focus is now on working with partners across the UK, both nationally and locally, to understand how we can help make the pathway a reality, and ensure more patients receive the care they need throughout the transplant journey.

- The annual Anthony Nolan Clinical Retreat took place in October 2019. This is a valuable opportunity to share the insight generated through the clinical community's work to influence changes to policy and practice. The event demonstrated how collaboration and giving people the space to think and share experiences generates new ideas to improve practice and the services we deliver. This reinforces the need and opportunity to work together with clinicians to help us deliver better outcomes for patients.
- After many years of building relationships and trying different ways of working together, our strategic partnership to improve patient data management is progressing with the British Society of Blood and Marrow Transplantation and Cellular Therapies (BSBMTCT). This partnership will play an important part in helping us to improve the understanding of what makes a successful transplant, both for our research and work with transplant centres.
- 10 years after its creation, we were delighted that the Department for Health and Social Care extended the remit of the UK Stem Cell Strategic Forum to include novel therapies. The Forum, for which Anthony Nolan serves as secretariat, has proven to be an powerful platform for the exchange of ideas and expertise, and its previous reports have led to significant systemic changes. The broadening of its remit presents the opportunity to work with clinicians, industry partners, policy-makers and patients to understand and tackle the barriers to the clinical application of these exciting new treatments, alongside continuing efforts to improve the outcomes for stem cell transplant patients.

## SAFEGUARDING AND PROMOTING THE INTERESTS OF PATIENTS

- We have been working to ensure that decision makers are fully considering the needs of children and young people in need of a stem cell transplant. We collaborated with NHS agencies to design the children and young people's experience and cancer survey. We have worked to ensure the Welsh "optimal pathway for children and young people" included stem cell transplantation. Without this recognition, stem cell transplantation patients could fall through the gaps and not get the care they need.

- This year has seen a series of successive developments in the political area, including the snap general election in which we made our voice heard, calling for commitments to the NHS cancer workforce, psychological care for patients and better access to clinical trials. With a new Government now in office, we are exploring the opportunities and risks in the new political environment, how we can respond to these and raise the profile of issues lacking in prominence throughout Brexit discussions.
- Having invested a significant amount of effort preparing across the organisation for a possible 'no-deal' Brexit in the run-up to December, the certainty of departure with a transition period between February and December 2020 removes the immediate risk. Our attention has now turned to the broader risks and opportunities of Brexit, which will inform our positions in relation to research collaborations, funding and regulatory divergence. Our preparatory work for Brexit provided a strong foundation for our rapid response to COVID-19, having already explored ways in which we could transport cells in the event of disruption and developed good working relationship with partners.
- The last few months, with the COVID-19 outbreak, have shown the vital importance of our relationships with patients, the transplant community and other organisations working together to ensure patients get the support they need. We have partnered with NHS leaders and senior healthcare professionals across the UK weekly to ensure that transplant centres have up to date guidelines that reflect the needs of patients and to work together to protect patient treatments both now and in the future.

## STRATEGIC AIM 5: TOGETHER WE CAN

This is an ambitious strategy, and it needs to be. Our work is vital and urgent, and we owe it to patients – now and in the future – to aim high. Just as important as what we want to achieve, is how we will achieve it. We all need to work smarter, with the right tools to do our jobs, informed by our behaviours and living our values of being accountable, passionate, patient-focused, innovative and improving every day. By strengthening our “enabling” infrastructure, capabilities and capacity, we will bolster our ability to achieve our ambitions over the lifetime of our strategy and beyond.

### WHAT DO WE WANT THE FUTURE TO LOOK LIKE?

- We'll be collaborating with patients and more diverse partners, across the nations of the UK and globally, in all aspects of our work to make sure we're having the biggest possible impact in the right areas.
- Our funding will be increased from more diverse funding channels, allowing us to do more for patients.
- A coherent organisation will be working collectively as One Anthony Nolan in pursuit of our aims, with the right skills, culture, behaviours and capabilities to achieve our ambitions. We will foster a culture which celebrates and champions diversity and inclusion and hold ourselves to high standards.
- We'll be using modern technology and increased insight to improve efficiency, effectiveness and the experiences of staff, volunteers, supporters and customers.

### WHAT WE ACHIEVED IN 2019/20:

#### **BECOME A MORE PATIENT-CENTRED ORGANISATION, EMBEDDING PATIENT AND PUBLIC INVOLVEMENT IN EVERY ASPECT OF OUR WORK**

We want to embed Anthony Nolan Community Involvement (ANCI) in every aspect of what we do to create a mindset, culture and infrastructure that allows us to fully involve and harness the power of our community. Only by involving our donors, patients, families, transplant centres, volunteers and fundraisers in our work can we be confident that we are responding to the explicit needs of everyone that we work with or support. It will give Anthony Nolan legitimacy and authority in its work and ensure its services genuinely benefit the people who use them and offer us the platform to maximise our reach and impact.

Our internal ANCI strategy launched in June 2019 and is currently being implemented. There has been strong interest and take-up of ANCI projects both across the organisation and from our community, which is incredibly positive. For example we have recruited to an ANCI panel as part of our Socio-Economic Quality of Life (SEQOL) project who have supported the development of qualitative surveys and will help design our patient-led research over the coming

months. Embedding ANCI throughout the organisation will ensure Anthony Nolan community members can influence decisions that affect them.

### **STRENGTHEN CONNECTIONS BEYOND THE ORGANISATION, FORGING AND BROKERING PARTNERSHIPS WITH AND BETWEEN THOSE WHO CAN HELP US ACHIEVE OUR AIMS**

We know we can achieve more by working with those who share our goals, and our strategy sets out our ambition to build a motivated community of supporters, as outlined under **Aim 3**.

We have continued to work towards a closer working relationship with the British Society of Blood and Marrow Transplantation and Cellular Therapy (BSBMTCT) and are developing a joint plan for the improvement of the transplant data management landscape, which will be implemented in 2020/21 and beyond. We have also continued to seek opportunities to expand the IMPACT clinical trials partnership with Leukaemia UK, NHS Blood and Transplant, BSBMTCT and the University of Birmingham as outlined under **Aim 4**.

In the autumn of 2019, we celebrated the 10<sup>th</sup> anniversary of our partnership with the SFRS which has seen tens of thousands of young people educated about stem cell donation in schools across Scotland, over 15,000 potential donors recruited and helped raised over £80,000. The synergy between the two organisations is clear, with the shared aim of saving lives, and the result of their dedicated work is incredible with over 60 SFRS recruits going on to donate their stem cells already.

Our partnerships with clinicians and other stakeholders in relation to our policy and influencing work have continued to strengthen, ensuring our goals reflect real-life priorities. We have continued to work closely with our partners such as the Blood Cancer Alliance, and Association of Medical Research Charities, so the sector speaks with one powerful voice on issues that affect our patients. This has been particularly important over the last year throughout the changing political landscape and in the response to COVID-19.

### **DIVERSIFY AND GROW OUR INCOME STREAMS AND IDENTIFY WAYS TO DO MORE - AND BETTER - FOR LESS, SO WE ACHIEVE VALUE FOR MONEY IN ALL THAT WE DO**

The shift away from door-to-door fundraising continues to have an impact on income projections, and it is important that we innovate

to diversify our income streams and re-build our supporter base. This has included improved stewardship of existing financial supporters, piloting and testing new approaches, and diversifying and growing our events and community fundraising programme.

We have continued to invest in the infrastructure, capacity and capabilities required to generate increased commercial income that can be reinvested in our work, including the provision of products and services that contribute to the development of new treatments. This includes active marketing of products derived from non-clinical grade cord blood to Research & Development customers. This work is governed by a robust ethical, regulatory and quality framework and any profits generated will be reinvested in our work.

### **CREATE AND STRENGTHEN THE CULTURE, STRUCTURES AND CAPABILITIES NECESSARY TO ACHIEVE OUR AMBITION**

Work this year has focused on assessing the cultural and behavioural implications of our new strategy. A People Strategy is being developed to create the structures and work practices, cultivate the talent, and strengthen the skills required to achieve our aims. As part of this, we have renewed our focus on developing an inclusive working culture which celebrates and champions diversity in all areas of our work.

Due to COVID-19, a significant amount of planned work has been paused and work re-prioritised to support the organisation through changes to ways of working and the furloughing process. Our wellbeing programme has been accelerated to focus on supporting positive wellbeing in a period of significant change.

The pandemic has demonstrated clear examples of working as one Anthony Nolan, with increased collaboration across the organisation such as employees volunteering as couriers where needed and empowered decision making to ensure we are working in patients' best interests. Focus going forwards will be on capturing and learning from this experience, especially regarding ways of working.

### **PROVIDE THE RIGHT TECHNOLOGY AND HARNESS THE OPPORTUNITIES OF DIGITAL TO IMPROVE EFFICIENCY, ENGAGEMENT AND EXPERIENCES IN ALL ASPECTS OF OUR WORK**

Good progress has been made towards ensuring our infrastructure and technology is scalable, secure and accessible, and cloud-based where possible so that it is always up to date. We have



made significant progress towards decommissioning legacy systems and implementing new systems that enable staff and customers to work more collaboratively. Whilst there is still much legacy to be decommissioned, the balance has now shifted from that being the predominant focus to the value that is being delivered through new technology and functionality in preparation for a shift to a more holistic digital vision.

The opportunities provided by digital support the execution of activity under all aims of the strategy by supporting teams to deliver their ambition including the development of a new search algorithm, support our CMV project, Transform programme and a new labs typing system implementation.

### **GENERATE QUALITY DATA AND TRANSLATE IT INTO ACTIONABLE INSIGHTS THAT HELP STRENGTHEN THE EVIDENCE-BASE FOR DECISION-MAKING**

We will continue to execute our 2017-2022 data strategy, which aims to strengthen data governance, management and insight. We have continued making significant progress to deliver our data improvement plan, which establishes standards and processes that govern the collection, storage, analysis and use of our data. A strong data community exists across the organisation enabling sharing of expertise, statistical data for insights and research.

Tableau Online has been launched for automated data visualisation reporting and is increasingly in use across the organisation. This process has included a review of reporting to ensure we are getting the right information at the right time, thereby improving data fidelity and accessibility guaranteeing we have the right evidence to feed into decision making.

2019/20 has seen another year of stable financial performance which has enabled us to maintain agreed reserve levels alongside a significant increase in the level of investment in charitable activities. This has enabled us to facilitate even more transplants in the year than in prior years, add 66,680 potential lifesavers to our stem cell register and collect a further 1,173 clinical cords (partially down due to a temporary suspension in March 2020 due to the COVID-19 pandemic).

Information on the principal risks and uncertainties can be found on [page 37](#).

We continue to develop our Cell & Gene Therapy Service offer by diversifying and expanding our portfolio of products and services.

We also continue to invest more in our patient services and valuable research work, all of which further supports our aims of improving patient outcomes and saving more lives.

Free reserves (general funds net of designated funds and the net book value of fixed assets) grew from £10.2m to £10.8m.

## INCOME AND EXPENDITURE

Income including investment income totalled £55.4m, an increase in the year of £1.7m (3.2%). Donor provision fees continued to be the main source of income for the charity, raising £45.1m (2018/19: £43.1m). The number of donor provisions and their value increased for UK purposes, however there was a slight reduction in exports. Gross voluntary income reduced to £9.1m from £9.7m due to the continued attrition within individual giving and a reduction in legacies of £0.3m. Net voluntary income fell to £4.9m from £6.0m. We raised a further £482,000 (2018/19: £463,000) from fundraising activities through our trading subsidiary Anthony Nolan Trading Limited (ANTL), making the total fundraising income £9.6m (2018/19: £10.1m). Total income through ANTL was £594,000 (2019: £531,000). In total, our trading subsidiary generated operating profits

of £116,000, all of which was distributed to the charity in the year.

Total expenditure was £55.3m, an increase of £1.6m (3.0%) from the previous year. Expenditure to raise donations and legacies increased to £4.2m (2018/19: £3.7m), and expenditure also increased on charitable activities to £50.7m (2018/19: £49.7m). Within charitable activities, £44.3m was spent on donor provision giving a chance of life to 1,477 patients. £2.7m was spent on research, with £2.2m funded from net voluntary income. We spent a further £3.4m on education and awareness events that support our donor recruitment, campaigning and fundraising activities.

Included in total expenditure are support costs of £10.0m (2018/19: £9.9m).

## RESERVES POLICY

Anthony Nolan's policy with regard to reserves is to make suitable investment in the ongoing development of the charity, while maintaining adequate funds to deal with current and medium-term needs and having the necessary provision to deal with unforeseen circumstances. The Trustees have determined that the optimal level for free reserves is between £8m and £12m, that in the medium term, free reserves should be managed to reach this level to deal with the following:

- Requirements for a reasonable level of working capital, taking into account our growth.
- Period of time required to downsize the charity operations if necessary, to respond to any downturn in income streams or reduced demand for donors.
- Period of time to re-establish income streams.

Reserves are maintained at a level that enables Anthony Nolan to manage financial risk and short-term income volatility.

Free reserves at year end amounted to £10.8m (2018/19: £10.2m), which sits well within the target free reserves level, of between £8m and £12m.

The general fund of £13.3m (2018/19: £13.0m) reflects free reserves and the net book value of tangible fixed assets at £2.5m (2018/19: £2.8m).

There will be further investment in 2020/21 in a digital transformational technology project to engage with and manage our supporters, as well as continued support for the IMPACT clinical trials initiative.

The Trustees consider it prudent to hold higher levels of free reserves in the short-term and continue to work with the Strategic Leadership Team to review reserves regularly.

In September 2018, a proportion of the Charity's reserves were invested into a share portfolio under the management of Smith and Williamson Investment Management LLP. An Investment Policy, agreed by the Board, is in place with the objective of producing the best financial return with an acceptable level of risk. The policy includes restrictions on the purchase of stocks with revenues from tobacco production. The portfolio and its management is kept under regular review by the Audit and Finance Committee on behalf of the Board. The implications of COVID-19 in early March 2020 saw the value of the investment portfolio fall. The annual performance of the investment fund was down -0.53% against an annual benchmark down -0.74%. In June 2020 the Trustees sold the investment portfolio at a value of £3.19m (2019/20: £2.898m) realising a cash gain vs the year end position of £292k.

## **RESTRICTED RESERVES:**

Restricted reserves increased in the year to £0.9m (2018/19 £0.6m), primarily due to the increase in the Donor Provision fund, which will be utilised to recruit and HLA type high resolution male donors aged between 16 and 30 years and Black, Asian and minority ethnic donors.

## **DESIGNATED FUNDS:**

Designated funds reduced to £0.1m (2018/19: £0.8m) as earmarked funds for technology and brand innovation were utilised in the year.

Funds to be spent in the next 12-18 months are designated for:

- Innovation fund – £100,000 has been designated to fund new income generating activities.
- COVID-19 cost implications.
- The appropriate level of reserves of the charity will continue to be reviewed regularly.

# OUR RESPONSE TO COVID-19

The COVID-19 pandemic has had a significant impact on Anthony Nolan. However the demand for our lifesaving work has not stopped, and providing support for our patients has become more important than ever. The impact on our activities is summarised throughout the strategic report, an overview of our immediate response to COVID-19 is included below:

## ESTABLISHED THE HEATHROW HUB

We have set up a hub at Heathrow Airport to allow stem cells to be safely brought to patients in the UK from overseas and to be transported to patients all around the world.

## RECRUITED STAFF COURIERS

Our volunteer couriers are crucial to getting stem cells to patients who need them. However, as many of them needed to shield and self-isolate, we quickly identified and trained some of our staff to be couriers.

## ENSURING DONOR AVAILABILITY

We have been working closely with our collection centres to make sure that donation is as safe as ever for our incredible donors who are, quite literally, lifesavers. We have been providing additional support and reassurance where needed and we are now carrying out further screening and testing to ensure the health of our donors and patients. In addition, we have been identifying an alternative UK donor or cord blood unit as a backup, if necessary, for each UK patient.

## SUPPORTING PATIENTS WHO NEED HELP AND ADVICE

Our Patient Services team do a critical job of guiding patients and their families through the transplant process. As you can imagine demand for support has intensified and we have seen requests for help double during this time. In March alone, we saw over 20,000 requests for support from patients through our helpline, Clinical Nurse Specialist clinics, webpages, and forums. To ensure we can support those who need us, we have increased our capacity in this area.

## ENSURING THE CONCERNS OF PATIENTS ARE REFLECTED IN NATIONAL GUIDANCE

We have partnered with NHS leaders and senior healthcare professionals across the UK to ensure that transplant centres have access to up-to-date guidelines that reflect the needs of patients. On a daily basis, we are working with decision-makers to troubleshoot issues faced by both patients and staff on the frontline.

## INNOVATING SAFELY TO HELP PATIENTS

Our world-class Labs and Research teams are working to find more innovative ways to continue helping our patients, these include:

- A focus on cord blood provision where possible
- Cryopreservation (freezing stem cells for use when the patient has been conditioned for their transplant)
- Looking at enhanced typing using swabs to speed up our matching process

## PARTNERING AND INNOVATING

Everyday we work in close partnership with the NHS as we are part of its healthcare ecosystem and we are proud to support them in a number of ways:

- We have redeployed our Lead Nurse to work at the Royal Marsden Hospital, to provide extra capacity in stem cell transplantation services.
- We have agreed to loan one of our laboratory machines to aid the effort to increase COVID-19 testing, on request from officials from the Prime Minister's Office.
- We are partnering with NHS Blood and Transplant to offer a range of services. These include: HLA typing, CMV status, and ABO Blood group testing, for transplant centres that may be encountering resource or capacity issues within their own laboratories.
- We have opened up the IMPACT clinical trials infrastructure, of which we are the biggest funder, to a vital COVID-19 study at Great Ormond Street Hospital. This will accelerate it opening nationwide and help to recruit patients.
- We are involved in a weekly teleconference with NHSBT, BSBMTC, and clinicians to share information and troubleshoot issues as they arise.
- We are exploring how our world-class expertise and infrastructure in relation to bioinformatics and immunogenetics can be deployed to deepen understanding of COVID-19 and its treatment, including a research study exploring the role of HLA.

## SECURING OUR FUTURE AND STAFF WELLBEING

With the fundraising environment severely depleted and the pace of delivering stem cells slowed owing to the pandemic, we are experiencing a significant impact on our funding, which is posing a risk to the organisation in the short and long term. We have moved quickly to try and safeguard our financial position to ensure we are focusing on the needs of patients today and will be here to support patients in the future. These decisions are not taken lightly, but we have a duty to ensure the legacy of the charity and as a result we have:

- Frozen discretionary spending.
- Applied a temporary recruitment freeze for all but business-critical roles.
- Postponed key fundraising events, and cancelled some activities including the Daisy Ball.
- Refocused our work on the most urgent projects.
- At the date of this report we have taken the difficult decision to furlough 20% of our workforce. As of 31 March 2020, twenty staff members were furloughed, 5% of our workforce, with a HMRC claim value of £11k.
- We have also launched an **emergency fundraising appeal** to help raise critical funds to support our lifesaving works and the extraordinary measures we have had to put in place at this time to meet the demands. The response to our emergency appeal has been fantastic – we cannot thank our generous supporters enough for their donations and fundraising efforts. Never has the phrase from our strategy of ‘Together, we can’ been more true.

Supporting our staff and volunteers throughout this period has been fundamental in enabling us to respond in the manner we have over the last few weeks. We do not take for granted the quality and value each and every member of our lifesaving team plays. Our people are at the heart of what we do. We are a community and are passionate about the impact we have each and every day for the patients who look to us for a chance of life when all other hope has gone. Beyond their work for Anthony Nolan, we recognise that our people are individuals whose lives outside of work will have been affected. No one is immune to the impact of the pandemic on their daily lives. Thank you does not come close

to expressing our gratitude for all that our community do. As a result, we have made it a priority to ensure we put the wellbeing of our staff front and centre of everything we look to deliver.

We have:

- Asked all staff to work from home where possible since 16 March.
- Committed to offering flexible work patterns to suit the new circumstances and needs of our colleagues.
- Developed staff guidance that is regularly updated based on government announcements and our own research, which is accessible across technical boundaries.
- Delivered updates every two days from our coronavirus taskforce meetings, ensuring colleagues are kept up to date with the latest developments.
- Developed a suite of wellbeing activities for colleagues, including a remote wellbeing session that was attended by 100 colleagues, delivered by our Mental Health First Aid training providers.
- Developed wellbeing resources for colleagues on furlough leave.

As with all other organisations, we are working to mitigate the risks associated with COVID-19, and understand how this impacts on existing plans for the future. As the outlook becomes clearer, we will start to plan for what will undoubtedly be a new normal. We are already learning a huge amount about the ways we work, the relationships we have and the value we add – and, ultimately, how we can maximise our impact.

So, whilst it is of course important that we continue to manage the risks, we are also thinking about – and where possible acting on – the opportunities. Perhaps most importantly, as we plan for the future, we are keen to ensure that the lessons we have learned from our activity over the last few months are carried forward, and that we can build on the resilience and focused work we have undertaken. These lessons will help us be there for patients, donors, supporters and our broader community.

Our vision and mission remain unchanged, with an enduring focus on saving and improving the lives of people with blood cancer and blood disorders through access to the best possible treatment and care. We will act to ensure this remains at the centre of everything we do, whilst we respond to what is going on around us. We will continue to pursue the aims as set out in our strategy, including:

- Continuing to provide patients, families and carers with the support and information they need through our patient services. This is important, now more than ever, where uncertainties are impacting on timescales of transplant delivery.
- Working with transplant centres to understand their needs and design services which reflect their needs and the changing ways of working necessitated by recent events. This will support us to drive the quality and efficiency of the services we provide.
- Continuing to further enrich our register, particularly the provision of CMV status for a proportion of donors.
- Continuing our Transform programme, which will provide the right systems, process and ways of working to enable a step change in the way we engage with and manage supporters.
- Continuing to broaden our research agenda to understand the range of factors that influence the success of a transplant.
- Continuing to develop an influencing strategy to include clear policy goals and positions, including how we will involve our community and aim to raise awareness of our work among key audiences.
- Supporting employees in new ways of working – these being underpinned by technology. Alongside this we will decommission legacy systems, strengthen our core infrastructure and develop new solutions.
- Continuing to test new approaches to income generation through fundraising innovation and diversification of income streams.
- Continuing to strengthen and forge partnerships across our wider community, to work towards collective aims, as together through collaboration we can achieve more for our patients, donors and supporters.

# SECTION 172 STATEMENT

## HOW THE BOARD COMPLIES WITH ITS SECTION 172 DUTY

The Trustees welcome the new reporting requirement as an opportunity to explain how dialogue with stakeholders has informed and helped to shape its decisions in promoting the success of the charity to achieve its charitable purposes.

The Board of Trustee members understand the importance of maintaining productive relationships with stakeholders, underlined by a strong sense of purpose. We've continued to focus on increasing our voice and influence with government, regulators and policy-makers, as we aim to provide patients with the best possible treatment and care.

The Trustees can demonstrate the promotion and success of the charity for the benefit of the stakeholders through our *Organisational Strategy: Together, We Can Save Lives*, included within this Strategic Report. This strategy was developed in collaboration with Trustees, colleagues, patients and partners. Anthony Nolan also have a Community Involvement initiative which includes working directly with donor groups and patients to ensure dialogue and representation throughout the Charity.

Anthony Nolan's work is centred around finding the best possible matches for patients, giving them the best possible chance of survival, a good quality of life, and a high standard of support throughout their long transplant journey.

The Trustees are responsible for strategic planning and policymaking for Anthony Nolan and, accordingly, all key decisions, the current performance and future longer-term plans of the charity and stakeholders are referred to and taken by the Board of Trustees.

The corporate governance of the Charity is administered by two subcommittees of the Board, the Audit and Finance Committee and the Governance, Nominations and Remuneration Committee which ensure oversight and best practice.

Our culture, staff and volunteer welfare and well-being, throughout the COVID-19 period has been fundamental to continued success, as we have supported all our communities, partners and patients.

Through working collaboratively with the Strategic Leadership Team and listening to feedback from the charity's many stakeholders, and corporate governance structures, the Board of Trustees believes that it is well-positioned to respond to uncertainties and promote the success at Anthony Nolan.



# TRUSTEES' REPORT HOW WE OPERATE 2019-2020

## ORGANISATIONAL STRUCTURE

Anthony Nolan is a registered charity and a company limited by guarantee incorporated in England and Wales. Every member undertakes to contribute an amount not exceeding £1 to the assets of the charity in the event of the charity being wound up during the period of their membership, or within one year thereafter. The members, who are the Trustees, are also the Directors of the charity. The charity's governing document is in the form of a Memorandum and Articles of Association revised and updated on 6 April 2017.

The overall strategic direction of the charity is determined by the Trustees, who meet formally at least five times each year. The Trustees are responsible for planning and policymaking for Anthony Nolan and, accordingly, all key decisions are referred to and taken by the Board of Trustees. The Chair of the Board is Ian Krieger.

There are two formal subcommittees of the Board, the Audit and Finance Committee and the Governance, Nominations and Remuneration Committee, chaired by Carol MacKinnon and Ian Krieger respectively. The Audit and Finance Committee enables the Trustees to consider issues on financial strategy and planning, investments, risk, corporate governance and matters relating to the external audit as well as internal controls in more detail where needed. The Committee meets approximately two weeks in advance of each board meeting. The responsibilities of the Governance, Nominations and Remuneration Committee include recruiting new Trustees, managing Trustee terms of office, reviewing the effectiveness of the Senior Leadership Team, approving CEO remuneration and staff annual pay review. The Committee meets annually and on an ad hoc basis as and when requested by the Board of Trustees.

The day-to-day management of Anthony Nolan is entrusted to the Chief Executive and the Strategic Leadership Team, who have delegated authority from the Board to administer the affairs of the charity. There is a short, closed session at the start of each Board meeting. The Chief Executive and Strategic Leadership Team are then invited to join

the main part of the Trustees' meetings and provide them with updates on the work of Anthony Nolan.

The Chief Executive and Strategic Leadership Team meet regularly throughout the year to discuss and consider strategic and operational activities as well as review monthly financial and management information.

## RECRUITMENT, APPOINTMENT, ELECTION, INDUCTION AND TRAINING OF TRUSTEES

### RECRUITMENT AND APPOINTMENT

Appointment to the Board of Trustees is by invitation after the needs of the charity and a range of suitable candidates are considered by the Trustees. The number of Trustees is subject to a maximum of 20 and must be greater than three.

### ELECTION

Under the Memorandum and Articles of Association, the Trustees retire from the Board by rotation every four years with the option of re-election for up to a maximum of three terms. A rotation plan is in place to ensure the phased retirement of existing Trustees to ensure business continuity as new Trustees are appointed.

The Trustees aim to ensure that the composition of the Board has the right balance of skills and expertise and is made up of individuals with suitable backgrounds and experience to contribute positively to the governance of Anthony Nolan. Since the members of Anthony Nolan are the Trustees and Directors, election and re-election is determined by the current Board in all cases.

### INDUCTION AND TRAINING

The work of Anthony Nolan involves continuously advancing scientific and medical processes of stem cell transplants. To keep Trustees aware of the charity's operations on both a national and international level, sessions are arranged to update

them on facets of Anthony Nolan's work, either during Trustees' meetings or at separate meetings.

Presentations by outside advisers relating to specific governance issues are organised as appropriate. The induction of a new Trustee is tailored to the individual concerned and includes: a guided tour of the charity's operations, an introduction to key staff, and an outline of the duties and responsibilities of being a Trustee and Director. All newly appointed Trustees are provided with an Induction Pack of key documents and information relating to Anthony Nolan. The January Board meeting each year includes refresher sessions for all Trustees.

### **DECLARATION OF INTERESTS**

At each board meeting, there is a standing agenda item for each board member to declare their interests. Each financial year, all Trustees complete a Declaration of Interests form and new Trustees complete a Fit & Proper Person Declaration, as recommended by HMRC. Declarations of Interests are also completed by members of the Strategic Leadership Team, Assistant Directors and the Company Secretary.

### **REMUNERATION OF KEY MANAGEMENT PERSONNEL**

The Board of Directors, who are the charity's Trustees, together with the Strategic Leadership Team, comprise the key management personnel of the charity, as defined by FRS102. All Trustees give their time freely and none receives remuneration. Trustees are entitled to claim reasonable expenses under the charity's Expenses Policy. Trustees' expenses during the year are disclosed in note 11. There were no related party transactions during the year except for those with Anthony Nolan Trading Limited. The pay of the Strategic Leadership Team, and any pay increases, are approved by the Chair of the Board of Trustees. Remuneration is reassessed as required when job vacancies are advertised based on a market benchmarks across relevant sectors.

## **CHARITY GOVERNANCE CODE**

Anthony Nolan supports the seven principles of good governance laid out in the Charity Governance Code. As a charity registered in Scotland, as well as England and Wales, Anthony Nolan also supports the five core best practice principles laid down in the Scottish Governance Code 2018. A review of the Governance Codes was undertaken by our Audit and Finance Committee and discussed by the Board in January 2019. Anthony Nolan aspires to follow best

practice guidelines at all times. The review showed that the charity generally performs well under the Code. We have identified the following areas for continued development:

### **SELF-APPRAISAL AND FEEDBACK**

All new Trustees are invited to informal two-way feedback meetings with the Chair one year after appointment. A new self-appraisal process has been put in place for all Trustees from May 2019 and a new Vice-Chair, Carol MacKinnon, was appointed in January 2019 to be an additional channel of communications between individual Trustees, the Chair and the Board.

### **DIVERSITY AND BOARD APPOINTMENTS PROCESS**

Anthony Nolan is committed to applying values of respect, diversity and inclusion to support its effectiveness, leadership and decision-making ability to act in the best interests of the charity and the public. As such, the Board recognises that Trustees with different backgrounds, careers, life-experience, professional skills and diversity of thought contribute to robust decision-making and help the Board to stay informed, current and responsive to emerging challenges and opportunities, in line with the Governance Code's recommendations.

In 2019, a Diversity and Inclusion Advisory Group was set up by the Board of Trustees in order to examine the Board's diversity, respect and inclusion practices. The group produced draft procedures and guidance, which will be agreed by the Board, on self-appraisal, recruitment, monitoring and continuous learning and development to embed the values and culture of diversity, respect and inclusion to meet the Board's objectives. A new Governance, Nominations and Remunerations Committee has been set up and is due to meet again in the summer of 2020 to take on the responsibilities of the Diversity and Inclusion Advisory Group. It will be responsible for implementing the procedures and guidance and ensuring that the current skills analysis is fit for purpose and that the appointments process is properly reviewed and documented to meet the standards of openness and transparency recommended by the Code.

### **NUMBER OF TRUSTEES**

Currently, the Anthony Nolan Board has 13 Trustees. As part of the Board's rotation plans the number of Trustees, as well as the expertise identified as necessary for decision-making, enables a degree of succession planning and stability so that new Trustees can benefit from the experience of the longer-serving members.

## TERMS OF OFFICE

The Code advises that no Trustee should serve for more than nine years and any serving for more than that period should be subject to rigorous review to take account of the need for refreshing the Board balanced with the need to retain experience of the business. 11 of our Trustees have served for five years or less, while three Trustees have served for more than nine years: the Chair was unanimously elected by the Board to serve for a new term of office of four years from 1 January 2018, two other Trustees' terms of office were reviewed in April 2017 and their appointments were subject to unanimous re-election by the Board to serve new terms of office of four years.

## EMPLOYEES

Anthony Nolan provides an inclusive working environment for employees and one which supports professional and personal development. Anthony Nolan is committed to fostering a culture of diversity, respect and inclusion as well as equality of opportunity for all employees. Employment practices and policies are in place to ensure that no employee, or potential employee, receives less favourable treatment because of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, co-parenting, pregnancy and maternity/paternity.

In response to COVID-19, circa 20% of our employees were furloughed as part of the government's Job Retention Scheme and we are continuing to review our approach. We are constantly monitoring and responding to the situation as it evolves.

## EMPLOYEE INFORMATION

The Strategic Leadership Team regularly provides information to employees through a variety of communications including all-staff briefings held at least once a year, and weekly emails from the Chief Executive to all staff. Information, news, policies and resources are shared via the widely-used staff intranet, Matchbook. Regular consultations are held with staff through Anthony Nolan's Staff Forum which includes a representative from every division. Employee views are also sought through web-based surveys, focus groups and team meetings, the results of which feed into senior management decision making. During COVID-19, the Strategic Leadership Team set up a Coronavirus Taskforce and the Chief Executive

regularly reported to all staff on matters discussed and outcomes agreed on a weekly basis in addition to the weekly Chief Executive email. Furthermore, in order to ensure all staff were engaged, including those on furlough, information channels were set up for all divisions as well as an all staff channel and one specifically dedicated to well-being, in order to share information with employees.

## BUSINESS RELATIONSHIPS

Contracts management procedures are in place to make sure that all supplier and customer contracts operate in the best interests of the charity. New suppliers are subject to an appraisal process including standard requirements for declaring interests and agreements to comply with our Modern Anti-Slavery Statement. Service level agreements with customers are reviewed on a regular basis with contracted parties and price agreements negotiated to mutual benefit. A Delegation of Financial Authorities Policy and Schedule, approved by the Board of Trustees, is in place to determine signing authorities for contracts and oversight of key capital investment decisions, staffing matters and audit protocols. This ensures that Trustees are aware of the use of resources within the organisation. All contracts over £250,000 are reported quarterly to the Audit and Finance Committee, and any with a value of £1m or higher are signed by the Chair and reported to the Board of Trustees. A conflict of interests declaration is a standing item on each Board of Trustees agenda.

The charity, as agreed by the Board of Trustees, has a robust procurement and vendor risk management process, to vet its customers and suppliers. Through effective contract management, engaging relationships and reviews with key suppliers and customers, the Board of Trustees through delegated authority to the Audit and Finance Committee, ensure that value for money is achieved with charitable funds.

Further information on our work to foster trusted business relationships and partnerships is outlined in the strategic aims of the Organisational Strategy.

## SAFEGUARDING

A Safeguarding Policy is in place and published on the charity's website. The policy and compulsory training for staff, as well as training for volunteers identified as requiring inductions for working with the charity, are subject to regular review by the

Designated Safeguarding Lead Director together with the Leads for Staff and Volunteers, Patients and Donors. Arrangements are in place for staff and volunteers to report concerns to independent, external third parties to ensure at all times that matters can be raised without fear or favour. All Trustees are required to complete our compulsory safeguarding training.

## WHISTLEBLOWING

It is important that any fraud, misconduct or wrongdoing by staff, permanent or temporary, or volunteers, including Trustees, acting on behalf of Anthony Nolan is reported and properly dealt with. A Whistleblowing Policy is in place to ensure that people can safely raise concerns and feel confident they will be listened to, their concerns will be properly investigated and acted upon appropriately.

## ANTHONY NOLAN TRADING LIMITED

Anthony Nolan Trading Limited (ANTL) is a wholly owned subsidiary of Anthony Nolan. This subsidiary plays a crucial role in fundraising on behalf of the charity and the principal activity of ANTL is to carry on the trading operations of the group with a view to raising funds. This is achieved through advertising, fundraising events and utilising intellectual and similar rights held by the parent charity.

## PROFESSIONAL INDEMNITY INSURANCE

The charity has taken out an insurance policy that provides professional indemnity insurance cover for the Trustees. The cost of this insurance for the period was £3,377, the same cost as the previous year.

## RISK AND CORPORATE GOVERNANCE MATTERS

Anthony Nolan operates a robust risk management process. Risk registers are used to detail the risks identified, their potential impact, and likelihood of occurrence. They also include the controls and plans in place to mitigate against the risks. The charity's major risks are reviewed in detail at least annually by the Audit and Finance Committee and the risk register is approved by the Trustees.

Our ability to continue to save patients' lives, and improve their quality and length of life, depends on having sufficient funding in place. Therefore, continuity of income remains a key risk for the charity, particularly given it is in part dependent on NHS policy and with the continued impact of the COVID-19 pandemic. A range of actions have been, and continue to be, implemented including continuing to work closely with UK transplant centres and international registries, working on ways to diversify our income portfolio, continuous improvement in our approach to financial management, and investment in our brand to help raise our profile.

In the process of carrying out our lifesaving work, the health and safety of donors, patients, staff and volunteers is of paramount importance. We have a range of controls in place to mitigate the risk of any potential harm to individuals including: health and safety training, inductions and guidance for our staff and volunteers, medical check assessments in place before the donation process, verification procedures in place to ensure correct identification of patients and donors prior to transplant, and risk assessments carried out for all events.

Our Quality and Regulation Team plays a key role in ensuring that the charity operates in accordance with all medical and scientific regulatory requirements. This includes ensuring compliance with the Human Tissue Authority, which licences our registry and our cord blood bank in Nottingham to carry out our lifesaving work and our accreditation by the World Marrow Donor Association. Our Histocompatibility Laboratory is also accredited by the United Kingdom Accreditation Service and the European Federation for Immunogenetics. Our Cord Blood Bank holds National Ethical Approval to act as a research tissue bank and has FACTNetCord accreditation. The team is also providing support to help navigate the regulatory environment of cell and gene therapies.

The loss or misuse of personal data that the charity holds for all its patients, donors, financial supporters, staff and volunteers is also considered a major risk. To mitigate against this risk, we have clear data protection and confidentiality policies, and induction and training in place. There are also technical solutions in place to ensure any personal and sensitive medical data is encrypted and transmitted securely. These policies and procedures are communicated to staff and volunteers and monitored by a standing Data Security and Protection Working Group. Internal notification of data loss/misuse reporting processes are in place to identify, investigate and

mitigate against any potential issues with regard to the use of personal data.

A Privacy Office has been established to ensure that data protection impact and legitimate interest assessments are completed where necessary. Policies and procedures comply with the requirements of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018, and our Data Protection Officer reports directly to the Board. A charity-wide data mapping exercise was carried out in 2017, again in 2019 and there is another review planned for this summer. We also have a robust procedure implemented to respond to Subject Rights Requests: during the 2019/20 year end period, 6 Subject Access Requests and 46 Rights to Erasure Requests were received. All were resolved within the required one month timeframe. Information security policies are in place to ensure that our systems are secure and regularly reviewed, with appropriate disaster recovery measures in place.

We have continuously assessed the risks associated with the UK's departure from the EU, and in the past year have focused this appraisal and contingency planning on specific risks. This included potential disruption to the import and export of stem cells and to our business-critical supply chains, as well as changes to the employment and residency rights of staff members from the EU. After the passing of the Withdrawal Agreement Bill in January 2020, our assessment and planning is now focused on risks and opportunities in the medium-to-longer term including regulatory divergence and access to EU research funding and collaboration.

March 2020 saw the escalation of the outbreak of the COVID-19 pandemic. At Anthony Nolan we acted swiftly by immediately setting up a taskforce group of senior leaders and clinical managers to deal with the impact on our patients, staff, supporters and operational delivery.

Contracts management procedures are in place to make sure that all supplier contracts operate in the best interests of the charity. New suppliers are subject to an appraisal process including standard requirements for declaring interests and agreements to comply with our Modern Anti-Slavery Statement. A Delegation of Financial Authorities Policy and Schedule is in place to determine signing authorities for contracts, as agreed by the Board. All contracts over £250,000 are reported quarterly to the Audit and Finance Committee, and any with a value of £1m or higher are signed by the Chair and reported to the Board. A conflict of interests declaration is a standing item on each board agenda.

Through procurement and vendor risk management, directors are aware of the charity's key customers and suppliers. Through effective contract management, relationships with key suppliers and customers are subject to regular reviews and management which include assessing value for money for the charity and maintaining strong supplier and customer relationships.

As required by the Charity Commission, a serious incidents reporting policy is in place and during the year no serious incidents were reported.

## ENERGY AND CARBON REPORTING

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the charity is required to disclose the energy and carbon created as an organisation over the last reporting year starting on or after April 2019. To fulfil this we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1, 2 and 3. This statement excludes scope 3 emissions as these are not material to our charity's activities.

### ORGANISATIONAL AND OPERATIONAL BOUNDARIES OF THE COMPANY

The charity does not have a complex company structure and therefore the company accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. Its structural and operational boundaries are the same with the company operating from three sites:

- Head Office, London
- Nottingham
- Laboratory and Research Facility, London

The sites at Nottingham and the London laboratory are located on hosted sites and therefore receive energy from third parties. As such, consumption data is based on sub-meter readings taken by these parties.

### ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

The methodology used for determining energy and carbon emissions within this section of the report come from a number of sources of our greenhouse emissions:

- Natural gas used for heating the building we occupy and for hot water (Scope 1).

- Electricity used for lighting, cooling and air conditioning and the operation of laboratory equipment (Scope 2).
- Fuel consumption in vehicles (Scope 3) that are used for business including staff vehicles and hire cars (Scope 1).

Gas and electricity consumption have been taken from invoices and sub-meter readings as appropriate. Where the readings/invoices do not cover a full year, we have estimated the consumption for the full year based on the average consumption per day in the period.

Fuel consumption is measured from direct use of grey fleet vehicles and journeys by employees traveling from site to site. As per Scope 3 where employees use their own vehicles for business purposes a mileage allowance is paid, even though the charity is only indirectly responsible.

The charity's consumption and associated greenhouse gas emissions for the financial year April 2019 to March 2020 are shown in Tables 1 and 2.

Table 1: Total energy consumption and associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 reporting period.

Energy Type:	Energy Use (kWh)	% Split kWh	Emissions (tCO <sub>2</sub> e/yr.)	% Split CO <sub>2</sub> e
Combustion of Gas (Scope 1)	417,719	30.05%	76.8	23.62%
Transport (Scope 1)	15,968	1.15%	3.9	1.20%
Electricity (Scope 2)	956,375	68.80%	244.4	75.18%
Total (Scope 1 & 2)	1,390,062	100.00%	325.2	100.00%

Table 2: Energy and Carbon Conversion Factors

Activity	Fuel	Unit	Year	kg CO <sub>2</sub> e
Electricity generated	Electricity: UK	kWh	2019	0.2556
Gaseous Fuels	Natural gas	kWh	2019	0.18385
Transport (average car)	Diesel	kWh	2019	0.24462
Transport (average car)	Diesel	Mile	2019	0.27901

\*UK Government GHG Conversion Factors for Company Reporting, 2019, BEIS & DEFRA

Vehicle use is based on fleet vehicles and employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard diesel biofuel blend and have an engine transmission of 2L or less. Therefore 0.24462 kg CO<sub>2</sub>e per kWh value has been applied. The fuel conversion factor applied (kWh/mile): 0.27901 kg CO<sub>2</sub>e per mile / 0.24462 kg CO<sub>2</sub>e per kWh = 1.1406 kWh/mile.

Greenhouse gas emissions from scope 1 and scope 2 - SECR Year 1 reporting period.

## INTENSITY RATIO

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows a comparison of energy efficiency performance over time and with other similar types of organisation. We have chosen to compare our overall emissions with our annual turnover for the 2019/20 year.

Table 3: Intensity Ratio - Energy consumption and associated greenhouse gas emissions per £100,000 of annual turnover

Energy Consumption	Total greenhouse gases emissions	The annual group turnover (£'M)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO <sub>2</sub> e)	FY 19/20	(kWh / £100,000 turnover)	(tCO <sub>2</sub> e / £100,000 turnover)
1,390,062	325.2	55.4	2,574.2	0.602

## ENERGY EFFICIENCY ACTIONS

Anthony Nolan is committed to reduce carbon and greenhouse gas emissions and have established a number of measures to fulfil this:

- We have an established Green Committee that proactively review our processes and practices.
- We have installed BMS (building management support) systems to reduce energy consumption in our London and Nottingham Labs.
- We encourage cycling to work by operating a bicycle scheme and providing storage and washing facilities on all our sites.
- We have introduced local measures to encourage employees to reduce emissions through reduced heating, lighting and cooling.
- We have an asset replacement programme to replace old inefficient heating and cooling plant.
- Where we need to upgrade working spaces we actively seek to incorporate energy saving measures including replacing inefficient plant and upgrading insulation.

## BUSINESS PLANNING

Each year, Anthony Nolan conducts a cross-organisational planning exercise which serves to translate our strategic ambition into actions and targets. In parallel, our annual budgeting process ensures we are deploying resources in line with strategic objectives and financial parameters. In April 2019 we launched our new strategy, *Together, We Can Save Lives*, providing a

framework for the prioritisation of effort and resource deployment. Three-year strategic business plans were agreed with the board as we plan for providing outstanding services for patients and clinicians, driving lifesaving research, working collaboratively with our supporters, being a strong voice for patients and ensuring we are working together as an organisation in the most effective ways. Operational planning is informed by a review of our operating environment, which enables us to identify emerging opportunities and assess risks to mitigate. Plans and budgets are scrutinised through the lenses of value for money and strategic alignment to ensure our activities and expenditure deliver maximum impact.

## PROFESSIONAL FUNDRAISING PARTNERSHIPS

Anthony Nolan uses a select group of third-party agencies to fundraise on our behalf. We have longstanding partnerships with all the third-party agencies we use, and they were all appointed following a thorough tender process driven by a focus on quality. We also work with external agencies to deliver our Payroll Giving programme and our raffles and lottery. In order to ensure the safety and protection of our supporters, we conduct regular monitoring and mystery shopping of those dealing directly with the general public. We listen to a minimum of 10 calls a month during a telephone campaign to check the quality of appeals made on our behalf. We also collate all feedback we receive about these practices and pass it on to the relevant agencies so we can adapt our approach if necessary. Anthony Nolan is scrupulous about these practices.

To aid with this, we also have a robust policy – approved by our Board of Trustees – to protect vulnerable people, intrusion of privacy and unreasonably persistent approaches. This includes extensive training of those fundraising on our behalf and ensuring that potentially vulnerable financial donors who have signed up via a face to-face fundraising campaign understand what they have committed to. To aid with this, we include a financial disclosure statement which is communicated to the new regular giving supporters both during and after the Direct Debit sign up process. We received a total of 45 complaints related to fundraising in 2019/20, which is the same number of complaints that we received in the previous year.

Most complaints received were from people who objected to receiving a request to donate or the method of the approach. Anthony Nolan values the privacy of all those who support us in our

lifesaving work. We have systems in place to ensure that supporter data is collected, managed and processed in line with all necessary legislation and to satisfy the requirements of GDPR. We are members of the Fundraising Regulator and comply with all requirements, including following the Fundraising Regulator Code of Fundraising Practice. We also check that, as representatives of Anthony Nolan, our agencies follow these practices. Anthony Nolan holds a Gambling Commission Licence for our postal and online raffle programme and lottery.

We value all types of feedback about our fundraising and marketing activities including complaints – they help us to learn and to improve the levels of service we offer. We attempt to respond to all people directly about their feedback, provided we have the information and permission to do so, in order to try to resolve the issue and to turn it into a positive experience. Complaints can be sent to use in writing to our Fundraising Complaint Coordinator at our head office, by email to [fundraisingcomplaints@anthonymolan.org](mailto:fundraisingcomplaints@anthonymolan.org), or by phoning 020 7424 6626.

Complaints are reviewed by the Complaint Coordinator before being forwarded to the relevant person to investigate and respond – this depends on the nature of the feedback and the type of activity it relates to. We will get back to people within 14 days to confirm receipt and within 30 days to follow up on the investigation including details of what they can do if they are dissatisfied with the outcome. Where individuals are not satisfied with the outcome of the investigation they can escalate these to senior staff at Anthony Nolan and/or the Fundraising Regulator.

We record feedback centrally in order to assess which activities are driving complaints, to ensure that we are meeting timelines, understand any emerging themes and to support staff training where appropriate. These are collated and shared as part of our central feedback reporting to our senior leadership and as members of the Fundraising Regulator we report back to them as part of the annual complaints return.

## OUR VOLUNTEERS

Volunteers and supporters are the lifeblood of Anthony Nolan. Selfless with their time and generous with their contributions, they are influential in shaping the face of the organisation, and we couldn't do what we do without them.

From travelling couriers and passionate school speakers, to our lifesaving donors and all the

people who lead community events, 1,328 volunteers supported us during the 2019/20 year. We are particularly grateful for the incredible contribution of our partners who have worked tirelessly to recruit thousands of potential lifesavers across the UK.

We are very fortunate to have such a committed group of people helping us achieve our strategic aims to improve outcomes and quality of life for our patients, and to deliver excellence, efficiency and transparency in our work.

Volunteer Managers are in place across the organisation to identify training and support needs, and ensure our volunteers are recognised as a key part of Anthony Nolan. Our volunteers also have a dedicated Safeguarding Lead to apply our Safeguarding Policy and identify and address potential risk areas.

#### **VOLUNTEERING ROLES AT ANTHONY NOLAN:**

- Peer Support Volunteer.
- Online Community Champion.
- Patient and Families Panel.
- Office Volunteer.
- Laboratory Assistant.
- Laboratory Administrator.
- Marrow Student Volunteer.
- Donor Recruitment Event Volunteer.
- Schools Volunteer Presenter.
- Volunteer Courier.
- Donor Visitor.
- Phenotype Project Volunteer.
- Fundraising Volunteer, including challenge events and community fundraisers.

#### **PUBLIC BENEFIT**

The Trustees, in exercising their powers and duties, have complied with their duty in section 4 of the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing the report and accounts the Trustees have complied with the requirements set out in the guidance to report on the significant activities and achievements of the charity in 2019–2020. They have reported in a way that both sets out the aims and strategies of the charity and demonstrates how the aims and activities of the charity were carried out for the public benefit.

#### **WORKING WITH PHARMACEUTICAL COMPANIES**

Anthony Nolan works with pharmaceutical companies in a variety of ways and several policies are in place to govern these relationships. Our internal policy governs how we work with pharmaceutical companies in a non-commercial capacity. If a relationship is commercial, this is subject to our usual due diligence when working with third parties and always subject to a contractual framework. We always aim to be open, transparent, and honest in response to any public, supporter, patient or media enquiry concerning any of our relationships with pharmaceutical companies. In 2019/20 our non-commercial work with pharmaceutical companies included:

- Impact Health Research Limited – £225 received on 9 December 2019 for Christmas cards
- VH Bio – £500 received on 30 September 2019 for the Graft Selection Workshop
- VH Bio – £4,500 received for a table at the 2019 Daisy Ball.
- Anthony Nolan is one of 14 UK charities who form the Blood Cancer Alliance (BCA). Together, we are working to tackle the issues blood cancer patients face and improve the experience and outcomes of all those living with blood cancer. The BCA receives funding from the pharmaceutical industry, however is wholly independent of these commercial organisations. Current funding totals £94,500, full details of which is available on the BCA website – [bloodcanceralliance.org/funding](http://bloodcanceralliance.org/funding)

#### **TRUSTEES' AND DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS**

The Trustees (who are also the Directors of Anthony Nolan for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the 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 which give a true and fair view of the state of affairs of the charitable company and the group as at the balance sheet date, and of the incoming resources and application of resources, including the income and expenditure for the charitable group, for that period.



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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities' SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether the applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and group, and enable them to ensure that the financial statements comply with the requirements of The Companies Act 2006, The Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005 and The Charities Accounts (Scotland) Regulations 2006 as amended.

They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information 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.

## AUDITOR

RSM UK Audit LLP will not be seeking reappointment for the next financial year and a resolution will be proposed to appoint new auditors.

The Board of Trustees thank RSM for their challenge and professionalism throughout their time as Auditors.

## STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The Trustees who were in office on the date of approval of these financial statements have

confirmed as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each Trustee has confirmed that they have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information, and to establish that it has been communicated to the auditor.

## FUNDS HELD AS CUSTODIAN

Although the charity maintains restricted funds to deal with incoming resources that are earmarked for a particular purpose by donors, sponsors, and other funds, Anthony Nolan does not currently hold, and the Trustees do not intend that it will in the future hold, any funds as custodian for any third party.

The Trustees' Annual Report is approved by order of the Board of Trustees and the Strategic Report and the Directors' Report required by company law (included therein) are approved by the Board of Trustees in their capacity as the directors at a meeting on 16 July 2020 and signed on their behalf by:



Chair, Ian Krieger

Date: 16 July 2020

# INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF ANTHONY NOLAN

## OPINION

We have audited the financial statements of Anthony Nolan (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Parent Charity Only Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated and Charity Statements of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2020; and of the group's and the parent charitable company's incoming resources and application of resources, including their 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## BASIS FOR OPINION

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## OTHER INFORMATION

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

## **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006

and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

## **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the statement of trustees' responsibilities set out on pages 37-38 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent 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 group or parent 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## USE OF OUR REPORT

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees 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, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Date 29 July 2020

NICHOLAS SLADDEN (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP,  
Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London  
EC4A 4AB

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(Including Consolidated Income and Expenditure Account) for the year ended 31 March 2020

	Notes	Unrestricted Funds	Restricted Funds	TOTAL 2020	Unrestricted Funds	Restricted Funds	TOTAL 2019
		£'000	£'000	£'000	£'000	£'000	£'000
<b>INCOME FROM:</b>							
<b>Donations and legacies</b>	2	8,429	711	<b>9,140</b>	9,359	320	9,679
<b>Charitable activities</b>							
Donor provision	5	45,078	-	<b>45,078</b>	43,084	-	43,084
Research	6	28	249	<b>277</b>	40	216	256
<b>Other trading activities</b>	3	594	-	<b>594</b>	531	-	531
<b>Investments</b>	4	194	-	<b>194</b>	147	-	147
<b>Other</b>	7	106	-	<b>106</b>	18	-	18
<b>TOTAL INCOME</b>		54,429	960	<b>55,389</b>	53,179	536	53,715
<b>EXPENDITURE ON:</b>							
<b>Raising funds:</b>							
Expenditure on raising donations and legacies	8	4,221	-	<b>4,221</b>	3,720	-	3,720
Expenditure on other trading activities	3, 8	375	-	<b>375</b>	331	-	331
<b>Charitable activities:</b>							
Donor provision	8	43,988	285	<b>44,273</b>	42,557	386	42,943
Education and awareness	8	3,405	-	<b>3,405</b>	3,999	-	3,999
Research	8	2,729	257	<b>2,986</b>	2,524	204	2,728
<b>TOTAL EXPENDITURE</b>		54,718	542	<b>55,260</b>	53,131	590	53,721
<b>NET INCOME/(EXPENDITURE) BEFORE INVESTMENT GAINS/(LOSSES)</b>		(289)	418	<b>129</b>	48	(54)	(6)
<b>Net gains/(losses) on investments</b>	14	(229)	-	<b>(229)</b>	78	-	78
<b>NET INCOME/(EXPENDITURE)</b>		(518)	418	<b>(100)</b>	126	(54)	72
<b>TRANSFERS BETWEEN FUNDS</b>	24	41	(41)	<b>-</b>	66	(66)	-
<b>NET MOVEMENTS IN FUNDS</b>		(477)	377	<b>(100)</b>	192	(120)	72
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward	24	13,845	569	<b>14,414</b>	13,653	689	14,342
<b>TOTAL FUNDS CARRIED FORWARD</b>	24	13,368	946	<b>14,314</b>	13,845	569	14,414

**PARENT CHARITY ONLY STATEMENT OF FINANCIAL ACTIVITIES**

(including Parent Charity Only Income and Expenditure Account) for the year ended 31 March 2020

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL 2019 £'000
<b>INCOME FROM:</b>							
<b>Donations and legacies</b>	2	8,429	711	<b>9,140</b>	9,359	320	9,679
<b>Charitable activities</b>							
Donor provision	5	45,078	-	<b>45,078</b>	43,084	-	43,084
Research	6	28	249	<b>277</b>	40	216	256
<b>Investments</b>	4	310	-	<b>310</b>	251	-	251
<b>Other</b>	7	209	-	<b>209</b>	114	-	114
<b>TOTAL INCOME</b>		54,054	960	<b>55,014</b>	52,848	536	53,384
<b>EXPENDITURE ON:</b>							
<b>Raising funds</b>							
Expenditure on raising donations and legacies	8	4,221	-	<b>4,221</b>	3,720	-	3,720
<b>Charitable activities:</b>							
Donor provision	8	43,988	285	<b>44,273</b>	42,557	386	42,943
Education and awareness	8	3,405	-	<b>3,405</b>	3,999	-	3,999
Research	8	2,729	257	<b>2,986</b>	2,524	204	2,728
<b>TOTAL EXPENDITURE</b>		54,343	542	<b>54,885</b>	52,800	590	53,390
<b>NET INCOME/(EXPENDITURE) BEFORE INVESTMENT GAINS/(LOSSES)</b>		(289)	418	<b>129</b>	48	(54)	(6)
Net gains/(losses) on investments	14	(229)	-	<b>(229)</b>	78	-	78
<b>NET INCOME/(EXPENDITURE)</b>		(518)	418	<b>(100)</b>	126	(54)	72
<b>TRANSFERS BETWEEN FUNDS</b>	24	41	(41)	<b>-</b>	66	(66)	-
<b>NET MOVEMENTS IN FUNDS</b>		(477)	377	<b>(100)</b>	192	(120)	72
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward	24	13,785	569	<b>14,354</b>	13,593	689	14,282
<b>TOTAL FUNDS CARRIED FORWARD</b>	24	13,308	946	<b>14,254</b>	13,785	569	14,354

**CONSOLIDATED & CHARITY BALANCE SHEETS**

As at 31 March 2020

COMPANY NUMBER: 02379280 CHARITY NUMBER: 803716 CHARITY NUMBER (SCOTLAND): SCO38827

	Notes	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
<b>FIXED ASSETS</b>					
Tangible assets	13	2,465	2,804	2,465	2,804
Investments	14	2,907	3,093	2,907	3,093
		<b>5,372</b>	5,897	<b>5,372</b>	5,897
<b>CURRENT ASSETS</b>					
Stocks	15	653	574	653	574
Debtors	16	11,792	10,325	12,131	10,748
Cash at bank and in hand	17	7,514	7,755	6,931	7,068
		<b>19,959</b>	18,654	<b>19,715</b>	18,390
<b>LIABILITIES</b>					
Creditors: Amounts falling due within one year	18	9,877	8,763	9,693	8,559
		<b>10,082</b>	9,891	<b>10,022</b>	9,831
<b>NET CURRENT ASSETS</b>					
		<b>15,454</b>	15,788	<b>15,394</b>	15,728
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
Creditors: Amounts falling due after one year	19	572	806	572	806
Provisions for liabilities	22	568	568	568	568
		<b>14,314</b>	14,414	<b>14,254</b>	14,354
<b>NET ASSETS</b>					
<b>THE FUNDS OF THE GROUP &amp; THE CHARITY</b>					
<b>Restricted income funds</b>	24	<b>946</b>	569	<b>946</b>	569
<b>Unrestricted income funds</b>					
General Fund	24	13,268	13,045	13,208	12,985
Designated funds	24	100	800	100	800
		<b>14,314</b>	14,414	<b>14,254</b>	14,354
<b>TOTAL GROUP &amp; CHARITY FUNDS</b>					

The financial statements on pages 45 to 73 were approved by the Trustees and authorised for issue on 16 July 2020 and are signed on their behalf by



Date: 16 July 2020

Chair  
Ian Krieger

**CONSOLIDATED & CHARITY STATEMENTS OF CASH FLOW**

For the year ended 31 March 2020

COMPANY NUMBER: 02379280 CHARITY NUMBER: 803716 CHARITY NUMBER (SCOTLAND): SCO38827

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£'000	£'000	£'000	£'000
<b>RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>				
<b>Net income/(expenditure) for the reporting period</b>	<b>(100)</b>	72	<b>(100)</b>	72
<b>Adjustments for:</b>				
Depreciation	<b>886</b>	1,138	<b>886</b>	1,138
Change in value of investments	<b>186</b>	(93)	<b>186</b>	(93)
Interest and rents from investments	<b>(194)</b>	(147)	<b>(310)</b>	(251)
Increase in stocks	<b>(79)</b>	(21)	<b>(79)</b>	(21)
Increase in debtors	<b>(1,467)</b>	(1,319)	<b>(1,383)</b>	(1,556)
Increase in creditors	<b>880</b>	1,261	<b>900</b>	1,204
Net cash provided by operating activities	<b>112</b>	891	<b>100</b>	493
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>				
Interest and rents etc. from investments	<b>194</b>	147	<b>310</b>	251
Purchase of property, plant and equipment	<b>(547)</b>	(449)	<b>(547)</b>	(449)
Purchase of investments	<b>-</b>	(3,000)	<b>-</b>	(3,000)
Net cash used in investing activities:	<b>(353)</b>	(3,302)	<b>(237)</b>	(3,198)
<b>DECREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(241)</b>	(2,411)	<b>(137)</b>	(2,705)
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD</b>	<b>7,755</b>	10,166	<b>7,068</b>	9,773
<b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>	<b>7,514</b>	7,755	<b>6,931</b>	7,068

The changes in cash and cash equivalents due to exchange rate movements in the year were £9k decrease (2019: £1k decrease).



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

### CHARITY INFORMATION

Anthony Nolan is a company limited by guarantee (registered number 02379280), which is a public benefit entity and registered as a charity in England and Wales (charity number 803716), and Scotland (SCO38827), and domiciled in the UK. The address of the registered office is Royal Free Hospital, Pond Street, London NW3 2QG.

### 1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### A) BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); the Companies Act 2006, The Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The reporting currency is pound sterling.

Anthony Nolan meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### B) BASIS OF CONSOLIDATION

The consolidated accounts incorporate the result of Anthony Nolan and its wholly owned subsidiary undertaking, Anthony Nolan Trading Limited, on a line by line basis. The consolidated entity is referred to as 'the group'.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

### 1 ACCOUNTING POLICIES (CONTINUED)

#### C) GOING CONCERN

The Trustees have reviewed the group's and the charity's forecasts and scenario plan projections (including the impact of COVID-19) covering a period that exceeds 12 months from the date of signing these financial statements. Three scenario plans were tabled, 'worst case', 'better case' and 'possible case', based on transplant activity falling by 50%, 25% and 10% respectively.

The key operational impacts of COVID-19 have been:

- Stem cell transplants are still going ahead – but at reduced levels, circa 85%+ of prior year levels.
- Fundraising income will decline, by circa £2.5m vs the prior year. Primarily due to the loss of some key events, private site opportunities and individual giving, as lockdown measures have been extended and no mass gatherings have been possible. Events and Community fundraising are expected to return, but at a reduced level in 2021. Legacy and Philanthropic donations largely remain at expected levels.
- Cell and Gene Therapy and the collection of cord blood services were paused in March 2020 and will return from August 2020.

The Strategic Leadership Team have acted to address operational efficiencies and ensure the best use of charitable funds including:

- Variable cost reductions in relation to operational transplant activity;
- Use of the government furlough scheme;
- Capital and revenue investment delayed;
- Discretionary spend stopped, recruitment frozen.

Current scenario plans inform that transplant activity is expected to be down 13% against the annual expectations for FY 20-21, an improved position versus the 'better case' scenario (down 25%). Even in the 'worst case' scenario there are sufficient levels of investments and cash.

The investments of £3.0m (introduced in September 2018) have been liquidated in July 2020 for £3.19m. An unsecured overdraft facility of £2.0m is also available from Barclays Bank if necessary.

Based on the existing levels of cash, and the scenario planning on estimated levels of income and expenditure, the Trustees are satisfied that the charity has adequate resources to continue in operation for the foreseeable future.

Accordingly, the going concern basis has been used in preparing these financial statements.

Trustees have also considered there are no material uncertainties in the operating environment.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

### 1 ACCOUNTING POLICIES (CONTINUED)

#### D) INCOME

Income is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Donations are accounted for when either receivable or there is sufficient evidence to suggest that it is probable and there is entitlement to the income. Donations are stated gross of any attributable tax recoverable. Sponsorship income from events is recognised when the event takes place.

Income from government and other grants are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Donations and grants given for specific purposes are treated as restricted income.

Income from legacies is recognised when probate is granted and there is sufficient information to value them. Reversionary interest involving a life tenant is not recognised. Where a payment is received from an estate after the reporting date and before the accounts are authorised but it is clear that the payment had been agreed by the executors prior to the end of the reporting period, then it is treated as an adjusting event and accrued as income.

Income in respect of payments for transplants and other similar services derives from the amounts charged in respect of the search for matching tissue types and the arrangement of the transplants, and is accounted for when transplant or other procedure takes place. It is classed as income from charitable activities.

Rental income on assets leased under operating leases is recognised on a straight line basis over a lease term and is presented within the investment income.

#### E) EXPENDITURE AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

All expenditure is accounted for on an accruals basis inclusive of any irrecoverable Value Added Tax. Expenditure on charitable activities includes grants payable to other institutions and individuals. Where costs cannot be directly attributed, they are allocated to categories on a basis consistent with the budgeted use of the resources concerned and in proportions based upon a suitable ratio applicable to the nature of the cost involved. The basis of allocation of support and governance costs is analysed in Note 10.

Redundancy and termination benefits are recognised in the period in which the charity commits to incur the costs. These costs are allocated on the same basis as other expenditure.

Grants to third parties are charged in the year when an award is approved by the relevant award panel and the commitment is communicated to the recipient, except in cases where the offer is conditional. Such grants are recognised as expenditure when conditions are fulfilled.

The cost of volunteers' time is not accounted for as this cannot be measured reliably.

#### F) FOREIGN CURRENCIES

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date. All exchange gains or losses are included in the statement of financial activities in the period to which they relate.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

### 1 ACCOUNTING POLICIES (CONTINUED)

#### G) FINANCIAL INSTRUMENTS

##### Basic financial instruments

The group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, other than fixed asset investments, are initially recognised at transaction value and subsequently measured at their settlement value.

#### H) RESEARCH AND DEVELOPMENT EXPENDITURE

Expenditure on research and development is written off to the Statement of Financial Activities in the period in which it is incurred.

#### I) TANGIBLE FIXED ASSETS

All tangible assets purchased costing more than £1,000 that have a useful economic life that exceeds one year are capitalised and classified as fixed assets, the exception being computer equipment, which is all capitalised, even if the cost is lower than £1,000. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value over its expected useful life, as follows:

Leasehold buildings	over the life of the lease
Leasehold improvements, fixtures & fittings	over 3 to 4 years
Office equipment (including computer equipment and software)	over 3 to 5 years
Laboratory equipment	over 3 to 5 years

#### J) IMPAIRMENT OF FIXED ASSETS

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses.

#### K) OTHER INVESTMENTS

Investments, including bonds and cash held as part of the investment portfolio investments are measured at fair value. The basis for measuring fair value is bid price. Realised and unrealised gains and losses in the year are included in the statement of financial activities.

#### L) STOCKS

Stocks are valued at the lower of cost and net realisable value. Stocks that have reached the expiry date are written off at the point of expiry.

#### M) LEASED ASSETS AND OBLIGATIONS

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

## 1 ACCOUNTING POLICIES (CONTINUED)

### N) TAXATION

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from Corporation tax to the extent that they are applied to its charitable activities.

Costs are recorded gross of VAT but the group is able to reclaim a proportion of VAT paid, because of its trading activities, using the partial exemption method.

The subsidiary company distributes any taxable profits to the charity each year under Gift Aid.

### O) PENSION CONTRIBUTIONS

The group and the charity make contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the group and the charity in independently administered funds. The amount charged to the Statement of Financial Activities in respect of pension costs is the total contributions payable for the year.

### P) FUND ACCOUNTING

The general fund comprises the accumulated surpluses of unrestricted incoming resources over resources expended, which are available for use in furtherance of the general objectives of the charity.

Designated funds are part of unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated.

Restricted funds are funds subject to specific conditions imposed by funders. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the period end are carried forward in the balance sheet. Where the specific conditions of the donation are met so the funds are no longer restricted in purpose or use, unspent amounts are transferred to the general fund.

Restricted income spend on fixed assets, such as laboratory equipment, is shown as a transfer to the unrestricted fund at the point of purchase, once the terms of the restriction have been met.

### Q) PROVISIONS

Provision is made by the group and the charity for liabilities and charges arising from legal or constructive obligations that exist at the balance sheet date. The amount is calculated on the basis of the estimated cost to settle the present obligation or transfer it to a third party at that date. Consideration is given to the timing of the cash flows and to future events and uncertainties which may affect the amount required to settle the obligations.

## CRITICAL ACCOUNTING JUDGEMENT AND SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical evidence and other factors, including expectations of future events that are believed to be reasonable under circumstances.

## CRITICAL JUDGEMENTS IN APPLYING THE CHARITY'S ACCOUNTING POLICIES

### (i) Dilapidation costs

In estimating the dilapidation costs relating to the leases of premises a provision is calculated in accordance with the amount per square foot. This is applied from the start of the lease and increased with the addition of new premises, when major improvements are carried out or according to the surveyor's estimates.

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>2 DONATIONS AND LEGACIES INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>TOTAL 2020</b>	<b>TOTAL 2019</b>
	£'000	£'000	£'000	£'000
<b>Group &amp; Charity</b>				
Donations	7,784	711	<b>8,495</b>	8,761
Legacies	645	-	<b>645</b>	918
	<b>8,429</b>	<b>711</b>	<b>9,140</b>	<b>9,679</b>

**3 TRADING OPERATIONS & INVESTMENTS**

The charity has one wholly owned subsidiary, Anthony Nolan Trading Limited ("ANTL"), a company registered in England & Wales (Company number 02511952, registered office: The Royal Free Hospital, Pond Street, London NW3 2QG). The charity owns 100 ordinary shares of £1 each that were issued in ANTL at par upon incorporation. These shares are carried in the balance sheet at their original cost of £100.

The principal activity of ANTL is to carry on the trading operations of the group with a view to raising funds on behalf of the parent charity, which is achieved through the sale of merchandise, advertising, the organisation of fundraising events, and by exploiting intellectual property and other similar rights held by the parent charity. Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales, and are publicly available.

At 31 March 2020, the value of ANTL's net assets was £61k (2019: £61k) matching the value of the shareholder's funds. Current assets were £693k (2019: £802k) and current liabilities £632k (2019: £741k).

In the year ANTL made a turnover of £594k (2019: £531k) and expended £478k (2019: £427k), including a share of central costs payable to Anthony Nolan (Note 29), thereby generating operating profit of £116k (2019: £104k). The sum equivalent to the taxable profits was distributed to Anthony Nolan.

<b>4 INVESTMENT INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>TOTAL 2020</b>	<b>TOTAL 2019</b>
	£'000		£'000	£'000
<b>Group</b>				
Rent receivable under operating leases	83	-	<b>83</b>	81
Investment income	66	-	<b>66</b>	21
Bank interest receivable on short term cash deposits	45	-	<b>45</b>	45
	<b>194</b>	<b>-</b>	<b>194</b>	<b>147</b>
<b>Charity</b>				
Rent receivable under operating leases	83	-	<b>83</b>	81
Investment income	66	-	<b>66</b>	21
Bank interest receivable on short term cash deposits	45	-	<b>45</b>	45
Anthony Nolan Trading Ltd: Gift aid distribution	116	-	<b>116</b>	104
	<b>310</b>	<b>-</b>	<b>310</b>	<b>251</b>

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>5 DONOR PROVISION INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>TOTAL 2020</b>	<b>TOTAL 2019</b>
	£'000		£'000	£'000
<b>Group &amp; Charity</b>				
Fees receivable for the provision of donors	44,768	-	<b>44,768</b>	42,224
Support income in relation to donor processing	310	-	<b>310</b>	860
	<u>45,078</u>	<u>-</u>	<u><b>45,078</b></u>	<u>43,084</u>
<b>6 RESEARCH INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>TOTAL 2020</b>	<b>TOTAL 2019</b>
	£'000		£'000	£'000
<b>Group &amp; Charity</b>				
Grant income receivable	28	249	<b>277</b>	256
	<u>28</u>	<u>249</u>	<u><b>277</b></u>	<u>256</u>
<b>7 OTHER INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>TOTAL 2020</b>	<b>TOTAL 2019</b>
	£'000		£'000	£'000
<b>Group</b>				
Other income	106	-	<b>106</b>	18
	<u>106</u>	<u>-</u>	<u><b>106</b></u>	<u>18</u>
<b>Charity</b>				
Anthony Nolan Trading Ltd: recharge of costs	103	-	<b>103</b>	96
Other income	106	-	<b>106</b>	18
	<u>209</u>	<u>-</u>	<u><b>209</b></u>	<u>114</u>

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

8 ANALYSIS OF EXPENDITURE	Activities undertaken directly		Grant funding of activities	Support costs (note 10)		Total Costs
	Staff costs	Other costs		Staff costs	Other costs	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Group</b>						
<b>2019/2020</b>						
Expenditure on:						
Raising funds						
Expenditure on raising donations and legacies	1,451	1,638	-	450	682	<b>4,221</b>
Expenditure on other trading activities	-	375	-	-	-	<b>375</b>
Charitable activities:						
Donor Provision	8,338	28,793	119	3,054	3,969	<b>44,273</b>
Education and awareness	1,550	859	-	384	612	<b>3,405</b>
Research	1,472	652	-	330	532	<b>2,986</b>
<b>Total expenditure</b>	<b>12,811</b>	<b>32,317</b>	<b>119</b>	<b>4,218</b>	<b>5,795</b>	<b>55,260</b>
<b>2018/2019</b>						
Expenditure on:						
Raising funds						
Expenditure on raising donations and legacies	1,242	1,403	-	407	668	3,720
Expenditure on other trading activities	-	331	-	-	-	331
Charitable activities:						
Donor Provision	7,736	28,251	75	2,896	3,985	42,943
Education and awareness	1,601	1,273	-	458	667	3,999
Research	1,338	549	-	306	535	2,728
<b>Total expenditure</b>	<b>11,917</b>	<b>31,807</b>	<b>75</b>	<b>4,067</b>	<b>5,855</b>	<b>53,721</b>



**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

8 ANALYSIS OF EXPENDITURE (CONTINUED)	Activities undertaken directly		Grant funding of activities	Support costs (note 10)		Total Costs
	Staff costs	Other costs		Staff costs	Other costs	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Charity</b>						
<b>2019/2020</b>						
Expenditure on:						
Raising funds	1,451	1,638	-	450	682	<b>4,221</b>
Charitable activities						
Donor Provision	8,338	28,793	119	3,054	3,969	<b>44,273</b>
Education and awareness	1,550	859	-	384	612	<b>3,405</b>
Research	1,472	652	-	330	532	<b>2,986</b>
<b>Total expenditure</b>	<b>12,811</b>	<b>31,942</b>	<b>119</b>	<b>4,218</b>	<b>5,795</b>	<b>54,885</b>
<b>2018/2019</b>						
Expenditure on:						
Raising funds	1,242	1,403	-	407	668	3,720
Charitable activities						
Donor Provision	7,736	28,251	75	2,896	3,985	42,943
Education and awareness	1,601	1,273	-	458	667	3,999
Research	1,338	549	-	306	535	2,728
<b>Total expenditure</b>	<b>11,917</b>	<b>31,476</b>	<b>75</b>	<b>4,067</b>	<b>5,855</b>	<b>53,390</b>

The amount of irrecoverable VAT included in the group and charity expenditure is £1,440k (2019: £1,296k).

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

**9 ANALYSIS OF GRANTS**

	<b>Grants to institutions</b>	<b>Grants to individuals</b>	<b>Support costs</b>	<b>Total</b>
	£'000	£'000	£'000	£'000
<b>Group &amp; Charity</b>				
<b>2019/2020</b>				
Charitable activities:				
Donor Provision	40	79	19	<b>138</b>
	<b>40</b>	<b>79</b>	<b>19</b>	<b>138</b>
<b>2018/19</b>				
Charitable activities:				
Donor Provision	5	70	15	<b>90</b>
	<b>5</b>	<b>70</b>	<b>15</b>	<b>90</b>

During the 2019/20 financial year £40k (2019: £5k) worth of grants were given to institutions:

£8k (2019: Nil) was given in the year to African-Caribbean Leukaemia Trust to recruit BAME donors.

£4k (2019: £3k) was given to Adrian Sudbury School Education Trust

£25k (2019: Nil) was given to Lancaster University

£3k (2019: £2k) was given to your simPal.

During the 2019/20 financial year £79k (2019: £70k) worth of grants were given to individuals.

£67k (2019: £53k) was given to 331 (2019: 246) patients to help with the costs of lifestyle changes caused by treatment. £12k (2019: £12k) was given to Rik Basra campaign.

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>10 ANALYSIS OF SUPPORT COSTS</b>	<b>Facilities</b>	<b>Finance &amp; Management</b>	<b>Human Resources</b>	<b>IT</b>	<b>Governance</b>	<b>Total</b>
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Group &amp; Charity</b>						
<b>2019/2020</b>						
Expenditure on:						
Raising funds	209	191	141	554	37	<b>1,132</b>
Charitable activities:						
Donor Provision	1,153	1,822	779	3,063	206	<b>7,023</b>
Education and awareness	190	139	128	505	34	<b>996</b>
Research	165	115	112	440	30	<b>862</b>
<b>Total support costs</b>	<b>1,717</b>	<b>2,267</b>	<b>1,160</b>	<b>4,562</b>	<b>307</b>	<b>10,013</b>
<b>2018/2019</b>						
Expenditure on:						
Raising funds	199	162	119	543	52	<b>1,075</b>
Charitable activities:						
Donor Provision	1,162	1,522	692	3,175	330	<b>6,881</b>
Education and awareness	193	146	115	526	145	<b>1,125</b>
Research	160	105	96	438	42	<b>841</b>
<b>Total support costs</b>	<b>1,714</b>	<b>1,935</b>	<b>1,022</b>	<b>4,682</b>	<b>569</b>	<b>9,922</b>

Basis of the allocation of expenditure:

Where appropriate, expenditure, including depreciation, is allocated directly to the activity to which that expenditure relates.

Expenditure which does not relate directly to an activity but are incurred to enable activities to occur are classified as support costs.

- Finance & management costs relating to governance are estimated based on the time and resources incurred on governance activities.
- Other finance costs are apportioned in proportion to total direct expenditure incurred per activity.
- All other support costs are apportioned in accordance with the average full time equivalent number of staff directly employed in that activity during the financial year.

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

**11 STAFF COSTS**

The charity considers its key management personnel, as defined by FRS 102, to comprise the Trustees, the Chief Executive Officer and the members of its Strategic Leadership Team. All Trustees give their time freely and no one receives remuneration.

	<b>Group and Charity</b>	<b>Group and Charity</b>
	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
The average monthly number of persons employed by the group during the year (excluding Trustees) was:		
<b>Charitable activities:</b>		
Donor provision	<b>247</b>	240
Education and awareness	<b>32</b>	33
Research	<b>28</b>	26
Raising funds	<b>38</b>	34
	<b>345</b>	333
	<b>£'000</b>	£'000
<b>Staff costs for the above:</b>		
Wages and salaries	<b>12,807</b>	11,961
Social security costs	<b>1,327</b>	1,242
Pension costs	<b>713</b>	566
Staff restructuring costs	<b>73</b>	40
	<b>14,920</b>	13,809
Staff costs are allocated in the group's financial statements as follows:	<b>£'000</b>	£'000
Donor provision	<b>11,392</b>	10,632
Education and awareness	<b>1,934</b>	2,059
Research	<b>1,802</b>	1,644
Raising funds	<b>1,901</b>	1,649
	<b>17,029</b>	15,984

Included in the allocated staff costs (note 8), in addition to payroll costs are the costs of funding academic positions of £102k (2019: £99k); staff benefit costs of £150k (2019: £90k); NHS secondment and other similar costs of £1,718k (2019: £1,897k) and £139k (2019: £89k) other staff costs including training and staff holiday accrual.

During 2019/2020 the charity started development work on developing Customer Relationship System TRANSFORM. £12k of project development staff costs was capitalised (2019: Nil), including £10k wages and salaries (2019: Nil), £1k of social security costs (2019: Nil) and £1k pension costs (2019: Nil).

These salary costs are not included in staff costs above.

Remuneration and benefits received in the year by key management personnel, including employer's National Insurance contributions, were £992k (2019: £1,004k).

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

**11 STAFF COSTS (CONTINUED)**

	Group and Charity	Group and Charity
	2020 No.	2019 No.
The number of employees whose emoluments for the year fell within the following ranges was:		
£60,001 to £70,000	12	5
£70,001 to £80,000	3	4
£80,001 to £90,000	1	2
£90,001 to £100,000	3	1
£100,001 to £110,000	-	1
£110,001 to £120,000	1	-
£120,001 to £130,000	1	1
£130,001 to £140,000	1	1

The group made contributions to money purchase pension schemes on behalf of all employees whose emoluments exceeded £60,000, and the total contributions payable during the year amounted to £97k (2019: £68k).

Amount of travel expenses claimed by one (2019: one) Trustee was £755 (2019: £422).

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>12 OTHER COSTS</b>	<b>2020</b>	<b>2019</b>
	£'000	£'000
Net movement in funds is stated after charging:		
Depreciation:		
Charge for the year	<b>886</b>	1,138
Stock: amounts expensed during the year	<b>2,228</b>	2,381
Research and development expenditure	<b>2,124</b>	1,887
Operating lease rentals:		
Land and buildings	<b>529</b>	459
Plant and machinery	<b>37</b>	4
Auditor's remuneration:		
Statutory Audit fees payable to		
RSM UK Audit LLP (Charity £35k (2019: £34k))	<b>45</b>	44
Tax Services payable to		
RSM UK Tax & Accounting Ltd:		
Tax compliance	<b>5</b>	5
Advisory	<b>5</b>	15

The group and the charity have an insurance policy that provides professional indemnity insurance cover for the Trustees. The cost of this insurance for the year was £3k (2019: £3k).

During the year to 31 March 2020, the group accounted for net foreign exchange losses of £9k (2019: £18k net gains).

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

**13 TANGIBLE ASSETS**

	Leasehold buildings		Leasehold improvements, fixtures & fittings	Office equipment	Laboratory equipment	TOTAL
	Long term	Short term				
	£'000	£'000				
<b>Group &amp; Charity</b>						
Cost:						
1 April 2019	1,842	137	1,253	3,312	4,933	<b>11,477</b>
Additions	-	-	180	147	220	<b>547</b>
Disposals	-	-	-	-	(48)	<b>(48)</b>
31 March 2020	1,842	137	1,433	3,459	5,105	<b>11,976</b>
Depreciation and disposals						
1 April 2019	599	76	1,085	2,613	4,300	<b>8,673</b>
Charge for the year	16	6	66	388	410	<b>886</b>
Disposals	-	-	-	-	(48)	<b>(48)</b>
31 March 2020	615	82	1,151	3,001	4,662	<b>9,511</b>
Net book value:						
31 March 2020	1,227	55	282	458	443	<b>2,465</b>
31 March 2019	1,243	61	168	699	633	<b>2,804</b>

Certain leasehold buildings are used, when surplus to the group's and the charity's requirements, to generate rental income under operating leases.

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>14 INVESTMENTS</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Funds held in managed portfolios				
Valuation at 1 April	<b>3,093</b>	-	<b>3,093</b>	-
Acquisition at cost	-	3,000	-	3,000
Income received	<b>67</b>	21	<b>67</b>	21
Net losses on revaluation	<b>(229)</b>	78	<b>(229)</b>	78
Investment management costs	<b>(24)</b>	(6)	<b>(24)</b>	(6)
Valuation at 31 March	<b>2,907</b>	3,093	<b>2,907</b>	3,093

The historical cost of the investment portfolio is £3m (2019: £3m).

All of the investment portfolio is in shares and bonds, apart from £105k (2019: £170k), which is cash.

The value of investments where the charity owns more than 5% of holding value included the following investments

DB ETC Index PLC Xtrackers Physical Gold Fund                      £155,027

There were no holdings over 5% value in 2019.

<b>15 STOCKS</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Raw materials and consumables	<b>653</b>	574	<b>653</b>	574

<b>16 DEBTORS</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade debtors	<b>7,782</b>	7,743	<b>7,731</b>	7,714
Amounts due from group undertakings	-	-	<b>333</b>	432
Gift Aid distribution receivable from group undertakings	-	-	<b>116</b>	104
Other debtors	<b>72</b>	134	<b>72</b>	134
Prepayments and accrued income	<b>3,938</b>	2,448	<b>3,879</b>	2,364
	<b>11,792</b>	10,325	<b>12,131</b>	10,748



**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>17 CASH</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Cash at bank and in hand	<b>7,514</b>	7,755	<b>6,931</b>	7,068

<b>18 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Trade creditors	<b>4,111</b>	3,416	<b>4,044</b>	3,361
Other creditors	<b>100</b>	70	<b>100</b>	70
Other taxation and social security costs	<b>344</b>	334	<b>344</b>	334
Accruals and deferred income	<b>4,875</b>	4,258	<b>4,758</b>	4,109
Grants payable	<b>447</b>	685	<b>447</b>	685
	<b>9,877</b>	8,763	<b>9,693</b>	8,559

The charity is party to a Group VAT registration with its subsidiary undertakings. At 31 March 2020 the amount due under this arrangement in respect of the group companies was £6k (2019: £12k).

<b>19 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Grants payable	<b>572</b>	806	<b>572</b>	806

<b>20 GRANTS PAYABLE</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Grants brought forward	<b>1,491</b>	1,492	<b>1,491</b>	1,492
Additions	<b>119</b>	89	<b>119</b>	89
Payments	<b>(591)</b>	(90)	<b>(591)</b>	(90)
Grants carried forward				
Payable within one year	<b>447</b>	685	<b>447</b>	685
Payable after more than one year	<b>572</b>	806	<b>572</b>	806
	<b>1,019</b>	1,491	<b>1,019</b>	1,491

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>21 MOVEMENTS IN DEFERRED INCOME</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Deferred income at beginning of the year	<b>544</b>	442	<b>406</b>	364
Income recognised in the year	<b>(537)</b>	(435)	<b>(399)</b>	(357)
Income deferred in the current year	<b>558</b>	537	<b>457</b>	399
Deferred income at the year end	<b>565</b>	544	<b>464</b>	406

Deferred income comprises income received in respect of the future fundraising events.

<b>22 PROVISIONS FOR LIABILITIES &amp; CHARGES</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Provision for dilapidations	<b>568</b>	568	<b>568</b>	568

A provision for dilapidations is being carried in the balance sheets of the group and the charity in respect of the estimated costs of unavoidable reinstatement and refurbishment works relating to certain leasehold properties that are currently occupied by the charity for its own use. This provision was created in 2004, added to in 2017 (£200k) and is now expected to be utilised at the earliest in 2023.

<b>23 FINANCIAL INSTRUMENTS</b>	<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
	£'000	£'000	£'000	£'000
Carrying amount of financial assets				
Financial assets at fair value through income or expenditure	<b>2,907</b>	3,093	<b>2,907</b>	3,093
Debt instruments measured at amortised cost	<b>10,667</b>	9,122	<b>11,031</b>	9,615
Carrying amount of financial liabilities				
Measured at amortised cost	<b>9,540</b>	8,691	<b>9,457</b>	8,625

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>24 THE FUNDS OF THE GROUP &amp; THE CHARITY</b>	<b>Balance at 1 Apr 2019</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Gross transfers between funds</b>	<b>Net losses on invest- ments</b>	<b>Balance at 31 Mar 2020</b>
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Group</b>						
<b>Restricted income funds</b>						
<u>Voluntary and statutory income</u>						
Donor Campaign and Processing Fund	103	120	(93)	-	-	<b>130</b>
Donor Provision Fund	1	353	(53)	-	-	<b>301</b>
Research Projects Fund	9	48	(50)	-	-	<b>7</b>
Laboratory Equipment Fund	13	29	-	(41)	-	<b>1</b>
Patient Experience Fund	49	161	(139)	-	-	<b>71</b>
	<u>175</u>	<u>711</u>	<u>(335)</u>	<u>(41)</u>	<u>-</u>	<u><b>510</b></u>
Scientific Research Funds	394	249	(207)	-	-	<b>436</b>
	<u>569</u>	<u>960</u>	<u>(542)</u>	<u>(41)</u>	<u>-</u>	<u><b>946</b></u>
<b>Unrestricted income funds</b>						
<u>Designated funds</u>						
Digital & Technology Fund	500	-	(500)	-	-	-
Innovation Fund	300	-	(200)	-	-	<b>100</b>
	<u>800</u>	<u>-</u>	<u>(700)</u>	<u>-</u>	<u>-</u>	<u><b>100</b></u>
General Fund	13,045	54,429	(54,018)	41	(229)	<b>13,268</b>
Total funds	<u>14,414</u>	<u>55,389</u>	<u>(55,260)</u>	<u>-</u>	<u>(229)</u>	<u><b>14,314</b></u>

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>24 THE FUNDS OF THE GROUP &amp; THE CHARITY (CONTINUED)</b>	<b>Balance at 1 Apr 2018</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Gross transfers between funds</b>	<b>Net gains on invest- ments</b>	<b>Balance at 31 Mar 2019</b>
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Group</b>						
<b>Restricted income funds</b>						
<u>Voluntary and statutory income</u>						
Donor Campaign and Processing Fund	88	103	(88)	-	-	103
Donor Provision Fund	139	98	(236)	-	-	1
Research Projects Fund	2	30	(2)	(21)	-	9
Laboratory Equipment Fund	28	40	(10)	(45)	-	13
Patient Experience Fund	62	49	(62)	-	-	49
	<u>319</u>	<u>320</u>	<u>(398)</u>	<u>(66)</u>	<u>-</u>	<u>175</u>
Scientific Research Funds	370	216	(192)	-	-	394
	<u>689</u>	<u>536</u>	<u>(590)</u>	<u>(66)</u>	<u>-</u>	<u>569</u>
<b>Unrestricted income funds</b>						
<u>Designated funds</u>						
Property Fund	500	-	-	(500)	-	-
Digital & Technology Fund	98	-	(98)	500	-	500
Raising Awareness Fund	350	-	(350)	-	-	-
Register Enrichment Fund	186	-	(186)	-	-	-
Innovation Fund	300	-	-	-	-	300
	<u>1,434</u>	<u>-</u>	<u>(634)</u>	<u>-</u>	<u>-</u>	<u>800</u>
General Fund	12,219	53,179	(52,497)	66	78	13,045
<b>Total funds</b>	<u>14,342</u>	<u>53,715</u>	<u>(53,721)</u>	<u>-</u>	<u>78</u>	<u>14,414</u>

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>24 THE FUNDS OF THE GROUP &amp; THE CHARITY (CONTINUED)</b>	<b>Balance at 1 Apr 2019</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Gross transfers between funds</b>	<b>Net losses on invest- ments</b>	<b>Balance at 31 Mar 2020</b>
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Charity</b>						
<b>Restricted income funds</b>						
<u>Voluntary and statutory income</u>						
Donor Campaign and Processing Fund	103	120	(93)	-	-	<b>130</b>
Donor Provision Fund	1	353	(53)	-	-	<b>301</b>
Research Projects Fund	9	48	(50)	-	-	<b>7</b>
Laboratory Equipment Fund	13	29	-	(41)	-	<b>1</b>
Patient Experience Fund	49	161	(139)	-	-	<b>71</b>
	<u>175</u>	<u>711</u>	<u>(335)</u>	<u>(41)</u>	<u>-</u>	<b><u>510</u></b>
Scientific Research Funds	394	249	(207)	-	-	<b>436</b>
	<u>569</u>	<u>960</u>	<u>(542)</u>	<u>(41)</u>	<u>-</u>	<b><u>946</u></b>
<b>Unrestricted income funds</b>						
<u>Designated funds</u>						
Digital & Technology Fund	500	-	(500)	-	-	<b>-</b>
Innovation Fund	300	-	(200)	-	-	<b>100</b>
	<u>800</u>	<u>-</u>	<u>(700)</u>	<u>-</u>	<u>-</u>	<b><u>100</u></b>
General Fund	12,985	54,054	(53,643)	41	(229)	<b>13,208</b>
Total funds	<u>14,354</u>	<u>55,014</u>	<u>(54,885)</u>	<u>-</u>	<u>(229)</u>	<b><u>14,254</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

24 THE FUNDS OF THE GROUP & THE CHARITY (CONTINUED)	Balance at 1 Apr 2018	Incoming resources	Outgoing resources	Gross transfers between funds	Net losses on invest- ments	Balance at 31 Mar 2019
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Charity</b>						
<b>Restricted income funds</b>						
<u>Voluntary and statutory income</u>						
Donor Campaign and Processing Fund	88	103	(88)	-	-	103
Donor Provision Fund	139	98	(236)	-	-	1
Research Projects Fund	2	30	(2)	(21)	-	9
Laboratory Equipment Fund	28	40	(10)	(45)	-	13
Patient Experience Fund	62	49	(62)	-	-	49
	319	320	(398)	(66)	-	175
Scientific Research Funds	370	216	(192)	-	-	394
	689	536	(590)	(66)	-	569
<b>Unrestricted income funds</b>						
<u>Designated funds</u>						
Property Fund	500	-	-	(500)	-	-
Digital & Technology Fund	98	-	(98)	500	-	500
Raising Awareness Fund	350	-	(350)	-	-	-
Register Enrichment Fund	186	-	(186)	-	-	-
Innovation Fund	300	-	-	-	-	300
	1,434	-	(634)	-	-	800
General Fund	12,159	52,848	(52,166)	66	78	12,985
Total funds	14,282	53,384	(53,390)	-	78	14,354

### Restricted funds

**Donor Campaign and Processing Fund:** in 2019/2020 the charity received various grants to cover volunteer courier operations.

**Donor Provision Fund:** in 2019/2020 the charity received various grants to recruit and type to high resolution male donors aged between 16 and 30 years and BAME donors. The biggest contributor was Garfield Weston Foundation.

Donations and grants received to fund the purchase of specific items of laboratory equipment for either research or histocompatibility laboratories are credited to the **Laboratory Equipment Fund**. When the specified asset is purchased and there is no on-going restriction over its use, the value of the asset is transferred to General Fund. £41k was transferred from Laboratory Equipment Fund to General Fund.

The depreciation of the asset is charged to the General Fund over the life of the asset.

**Patient Experience Fund** was created in 2014/15 for the purposes of supporting post transplant patients. 2019/20 grants were mainly to fund positions of patient nurses in UK Transplant Centres and support patients' grant scheme.

**The Scientific Research Fund** and the Research Projects Fund are set up to recognise income received annually in the form of a number of different grants awarded for specific research projects in immunogenetics and related fields. The cost of undertaking these research projects is allocated to the funds, with unspent monies being carried forward into 2020/2021.

Funds are designated for the following purposes:

**Digital & Technology Fund:** to invest in digital and technology to deliver the greater patient benefits. All £500k balance was spent on software and other technology development.

**Innovation Fund:** to fund new income generating initiatives and public awareness. £200k was spent during 2019/20 financial year. The fund is expected to be fully utilised during 2020/21 financial year.

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

<b>25 ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>Fixed assets</b>	<b>Net current assets</b>	<b>Creditors over 1 year and provisions for liabilities and charges</b>	<b>Total</b>
	£'000	£'000	£'000	£'000
<b>Fund balances at 31 March 2020</b>				
<b>Group</b>				
Restricted income funds	-	946	-	946
Unrestricted income funds: General Fund	5,372	9,136	(1,140)	13,368
<b>NET ASSETS</b>	<b>5,372</b>	<b>10,082</b>	<b>(1,140)</b>	<b>14,314</b>
<b>Charity</b>				
Restricted income funds	-	946	-	946
Unrestricted income funds: General Funds	5,372	9,076	(1,140)	13,308
<b>NET ASSETS</b>	<b>5,372</b>	<b>10,022</b>	<b>(1,140)</b>	<b>14,254</b>
<b>Fund balances at 31 March 2019</b>				
<b>Group</b>				
Restricted income funds	-	569	-	569
Unrestricted income funds: General Fund	5,897	9,322	(1,374)	13,845
<b>NET ASSETS</b>	<b>5,897</b>	<b>9,891</b>	<b>(1,374)</b>	<b>14,414</b>
<b>Charity</b>				
Restricted income funds	-	569	-	569
Unrestricted income funds: General Funds	5,897	9,262	(1,374)	13,785
<b>NET ASSETS</b>	<b>5,897</b>	<b>9,831</b>	<b>(1,374)</b>	<b>14,354</b>

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2020

**26 COMMITMENTS UNDER OPERATING LEASES**

<b>Group 2020</b>	<b>Group 2019</b>	<b>Charity 2020</b>	<b>Charity 2019</b>
£'000	£'000	£'000	£'000

**The Charity as a lessee:**

The total future minimum lease payments under non-cancellable operating leases, which are calculated based on rent notice period, are as follows:

**Land and buildings**

Amounts due

Within one year	455	433	455	433
Between one and five years	14	14	14	14

**Plant and machinery**

Amounts due

Within one year	22	8	22	8
Between one and five years	11	-	11	-

	502	455	502	455
	502	455	502	455

The total future minimum service charge payments are as follows:

**Land and buildings**

Amounts due

Within one year	222	217	222	217
Between one and five years	164	164	164	164

	386	381	386	381
	386	381	386	381

**The Charity as lessor:**

At the year end, the Charity had contracted with tenants, under non-cancellable operating leases, for the following future minimum lease payments:

Amounts receivable:

Less than one year	75	75	75	75
--------------------	----	----	----	----

	75	75	75	75
	75	75	75	75

The operating leases represent lease of 65% of Research facility to a third party. The lease is negotiated over terms of 76 years (2019: 77 years) and rentals are fixed for 1 years and 3 months (2019: 12 years and 3 months).



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

### 27 PENSION COMMITMENTS

The group and the charity make contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the group and the charity in independently administered funds. The amount charged to the Statement of Financial Activities in respect of pension costs (as shown in note 11) is the total contributions payable for the period. The amount payable at 31 March 2020 is £100k (2019: £69k).

### 28 CAPITAL COMMITMENTS

	Group 2020	Group 2019	Charity 2020	Charity 2019
	£'000	£'000	£'000	£'000
Capital commitments - contracted for, but not provided	<u>172</u>	<u>-</u>	<u>172</u>	<u>-</u>

### 29 RELATED PARTIES TRANSACTIONS

Anthony Nolan Trading Limited (ANTL) is a wholly owned subsidiary of Anthony Nolan.

During 2018/19 Anthony Nolan received income of £219k from ANTL, which is made up of Gift Aid £116k and management charge £103k (2018/19 income of £200k: Gift Aid £104k and management charge £96k).

The nature of transfers to/from the subsidiary covers the following areas:

- Income received by the Charity on behalf of ANTL;
- Income received by ANTL on behalf of the Charity;
- Expenditure incurred by the Charity on behalf of ANTL

ANTL debtor balance at 31 March 2020 was £449k (31 March 2019: £536k).

Mike Altendorf, Trustee in Anthony Nolan, has carried out paid work for Savanti, a cyber security consulting company.

The charity spent £41,262 on Savanti services in 2020 (2019: £4,696) procured independently. Savanti is not technically a related party as Mike is not considered to have control but it has been disclosed here for full transparency.

Safeguards include Mike's declaration of interest and a robust 3 quotes procurements exercise that Mike was not involved in.

OUR VISION  
TO SAVE AND IMPROVE  
THE LIVES OF EVERYONE  
WHO NEEDS A STEM CELL  
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Find out more at [anthonynolan.org](https://www.anthonynolan.org)

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2344ST 06/20



saving the lives  
of people with  
blood cancer