



Stay healthy, take control

**THE MARY HOW TRUST**

**ANNUAL BUSINESS REVIEW & PROFILE**

**UPDATED SPRING 2009**



## **THE MARY HOW TRUST FOR CANCER PREVENTION**

### **Annual Business Review – spring 2009**

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The Mary How Trust for Cancer Prevention is a Charitable Company Limited by Guarantee registered both at Companies' House and the Charity Commission

Registered office: Pulborough Primary Care Centre, Spiro Close, Pulborough, West Sussex, RH20 1FG

Company number 6324356

Charity Number 1122393

## **A. INTRODUCTION**

During the first quarter of each calendar year a small working group of Trustees and staff holds a series of meetings to complete a review of the financial year just ending and to look ahead, setting out our aims for the coming year. Our last financial year ended on 31<sup>st</sup> March 2009 and our accountants' annual accounts for this twelve month period will soon be ready for publication.

This report has been produced by the working group and approved by the board of Trustees for general circulation. We hope you will find it informative.

After looking at our performance over the last year, we then move on to our plans for the coming year, beginning on page 4, where we identify the challenges we face, what we need to do, and how we propose to achieve our aims.

Towards the end of this report the reader will find detail of the Trust's activities and governance and there is a financial breakdown and forecast on page 8 to illustrate how our income and expenditure is faring.

## **B. THE PAST YEAR: A REVIEW OF THE TRUST'S PERFORMANCE 2008/9**

### **General**

There is no doubt that our clients, event participants, and sponsors have tightened their belts over the past year, and this is reflected in our projections for income and costs for 2009/10. However, the Mary How Trust's health screening service continues to be held in high esteem and is loyally supported by clients from West Sussex and around the country. Moreover, the Trust is reaping the rewards of investing in marketing and fundraising, and its higher profile and wider support base have helped to offset the effects of the economic downturn on the Trust.

In the current recession, we are experiencing a downturn in screening donations of approx 20%. The level of sponsorships at fundraising events is also lower – sponsorship in general is harder to secure – which reflects the present harsh economic conditions. As well as doubling our efforts to secure sponsorship for our events, we have felt it necessary to limit increases on ticket prices at our events – and even to freeze them – so as to encourage attendance.

At the time the Mary How Trust was founded, preventive medicine by the state through the NHS was relatively meagre. Last year, 2008, the Trustees took the decision to review the work of the Trust, the way in which it operates, and to examine the market place in terms of other health care providers from the NHS to other independent, but commercial, screening services. During the year, they commissioned Dr Carol Parkes, a consultant in public health, to review the work of the Trust and the environment in which it operates.

The mobile screening unit (a converted American motor home) had been causing concern for some time due to the increasingly high cost of vehicle maintenance – all replacement parts needed to be flown in from the USA. We took the decision to sell the vehicle; this provides the opportunity to consider how best to continue the outreach programme of health screening throughout West Sussex in the future.

Everything that the Trust has achieved this past year has been due to our generous volunteers and supporters and to the dedication, professionalism and enthusiasm of our staff, for which the Trustees are most grateful.

### **Health Screening**

We have stabilised the number of screenings at about 1000-1100 clients per annum. In the previous year 220 repeat blood tests or scans were carried out. The Trust needs to advise clients that there is an additional cost involved with repeat blood tests and scans, and encourage clients to make further donations towards these costs. We also currently monitor a number of clients who have an abdominal aortic aneurysm, often rescanning them every year or more frequently at significant cost. This will be reviewed.

Dr Carol Parkes reviewed the Trust's medical offer against the competitive market place and current medical practice, to ensure that:

- Current Mary How Trust medical processes / standards / clinical outcomes meet today's exacting standards;
- The future Mary How Trust screening offer meets the Trust's objectives and covers areas least available through the NHS.

Dr Parkes presented her report in February 2009 with a recommended course of action and time line. The Trustees reviewed and approved her recommendations in April 2009. Dr Parkes will work with Mary How Trust staff over the next 18 months to put in place changes that will update the Trust's current medical processes and screening offer. Evolution, not revolution, will be our watchword.

This work will be undertaken in house by the staff to ensure the effectiveness of the policy changes and the commitment of the staff to the changes themselves.

### **Financial Review**

- **Income:** Our income was nowhere near that of 2007/8, as we did not have the benefit of a £100,000 legacy and the grant income of £48,264 received that year. However, we still managed a healthy income of £198,000 in 2008/9 thanks to the continued support of donors and the numerous fundraising events, some organized externally by friends of the Trust and others internally by our own fundraisers. These events raised £37,000. The Mary How Trust charity shop contributed a net figure of £12,858 during the year.

- **Expenditure:** Our annual operating expenditure was £269,000 compared to £261,000 last year.

- **Operating Surplus/Loss:** Our operating loss was £71,000 compared to a surplus of £82,000 last year. The major reason for this large swing from surplus to loss was that legacy and grant income of £148,264 was received in 2007/08, but not repeated in 2008/09.

- **Reserves:** The Trust currently has reserves of £205,000, mainly held in Charibonds. Last year this figure stood at £212,000. Although the stock market is still very volatile the Trustees believe that this investment should remain unchanged. The Trust received an income from these Charibonds of £13,500 in the year.

### **Marketing and Fundraising**

The careful re-structuring of existing staff working hours resulted in 22½ hours per week of dedicated assistance to the marketing and fundraising coordinator at little extra cost to the Trust. We continued to make progress with our key marketing and fundraising objectives, including the following:

- **PR:** Public awareness of the Trust continues to grow due to successful fundraising events, wider media coverage and word of mouth. This higher profile has encouraged new screening clients and new fundraising supporters.

- **Donor Relations:** We now send our twice-yearly newsletter to all of our screening clients as well as our donors and supporters and the newsletter reaches over 4,000 people. We have received positive feedback from screening clients who received a newsletter for the first time in November 2008, and a few have become event volunteers.

- **Fundraising:** We hosted a busy calendar of fundraising events and we also benefited from a number of 3<sup>rd</sup> party fundraising activities in aid of the Trust. These events play an essential role in raising awareness of the Trust and raising vital funds for our work. Our band of event helpers has grown.

- **Legacy Strategy:** Our leaflet and legacy guide were approved by our solicitors. We developed our publicity campaign for legacies and tribute gifts, and we have been able to consult with several experts in legacy fundraising, whose time and advice have been given free of charge.

- **Sponsorships:** We secured a good level of sponsorship for certain fundraising events, in particular the c@twalk fashion show in June 2008 and the golf day in July 2008.

From April 2008 to April 2009 a net total of some £36,000 was raised by a wide range of Mary How Trust fundraising activities spread over our own organised events and also the many and welcome events organised by our supporters and friends.

Our own organised events included: monthly bingo evenings; c@twalk fashion show; inaugural golf day; grand summer draw; garden lecture; annual bridge drive; quiz night.

Fundraising in aid of the Trust included: Slinfold Golf Club Captain's and Lady Captain's charity 08/09; Worthing Golf Club Captain's charity 08/09; A C Coughtrey's two hog roasts; Riverside Café's two frock exchanges; Barmy Bingo Christmas Special; charity netball match.

### **Charity Shop**

Our Pulborough shop, which has been an excellent aspect of our operation for the last 10 years, continued to perform well in 2008/9 consistently providing a much needed steady flow of essential funds. The shop is run by a dedicated team of volunteers led by our experienced Shop Manager and Coordinator, whose efforts have maintained sales levels and donated goods over this period. This year the Trust has improved the exterior look of the shop by smart signage on the fascia and beside the entrance in the Trust's distinctive new brand and colours.

### **Summary of the Trust's performance in 2008/2009**

We consider we have had a very strong year. Reviewing our performance enables us to compare what we have achieved with what needs to be done, ready for planning the year ahead (to 31 March 2010) in section C below.

## **C. THE FUTURE YEAR: TRUST PLANS FOR 2009/10**

### **Main Aims:**

1. To implement the Parkes Report specifically to:
  - Update current clinical processes/standards and outcomes.
  - Improve the screening offer itself.
2. During this time of transition, to maintain the very high standard of our health screening programme and to maintain our core service and ethos at all times.
3. To continue to improve the financial position of the Trust (specifically to increase the income stream from fundraising) by placing greater emphasis on legacies, grants, sponsorship and corporate support and to maintain control of our costs and expenditure.
4. To maintain governance so that the Trust and its workings are robust enough to withstand the most rigorous scrutiny. To ensure that implementations of proposals from the Parkes Report strengthens and improves governance.
5. To encourage event volunteers to take on the role of organising the fundraising events. To offer support and guidance in events planning.

### **Our Health Screening Programme**

Our health screening programme is at the heart of our plan. The table below identifies the number of clients and clinic sessions we anticipate over the next year, and illustrates the stability of our service.

	<b>2008/9 Actual</b>	<b>2009/10 Forecast</b>
No. of clients	<b>1074</b>	<b>1100</b>
No. of sessions	<b>245</b>	<b>250</b>

We plan to develop the role of our Lead Nurse. We also will review our policy on abdominal aortic aneurysm scans, where there is currently a high incidence of clients returning for repeat visits.

We will review our mobile screening/outreach programme across West Sussex and plan the best way to run and develop this important aspect of our work.

We feel it is worth explaining that a key difference between a charity and a commercial concern is that the more screenings we undertake the greater is the charitable income we need to cover our costs; whereas a commercial concern would expect to make more profit as a result of greater customer throughput.

### **The Mary How Trust Film Society**

The Mary How Trust Film Society has been run by a team of dedicated enthusiasts for the last 15 years. It is the longest-running cinema for charity in West Sussex and, we believe, the only one where 100% of the proceeds go to charity. The Mary How Trust is taking full responsibility for the Film Society with effect from May 2009 and will retain 100% of the proceeds from that point.

We expect ticket sales and other income to be about £12,000 per annum and a net annual surplus in the region of £7,000. The regular film sponsors continue to support the Film Society, and we will actively seek new sponsors (current rate: £150 per film).

### **Marketing and Fundraising**

We will highlight our 21<sup>st</sup> anniversary to encourage interest in our work and support for our events.

We will continue to make progress in the key areas of donor relationships and communications, and we will focus on the following areas in our efforts to increase our income:

- **Fundraising:** Our fundraising calendar for 2009/10 encompasses a wide range of activities and events. Our target is to raise a net total of £30,000 from a combination of our own organised events and the fundraising activities of 3<sup>rd</sup> parties who support the Mary How Trust. We will continue to encourage fundraising activities amongst our existing and new supporters.

- **Sponsorship:** We will remain vigilant in keeping the costs of fundraising as low as possible, and we will continue seeking the generous sponsorship of local businesses, to whom we offer excellent promotional opportunities. We will build on the success of event sponsorships by securing general sponsorship for marketing expenditure such as our newsletter and literature.

- **Grant Funding:** We will establish a schedule of regular grants applications. In the current economic climate, it is essential to make the most of all available grant funding opportunities. We will present strong and compelling proposals for funding for specific projects and capital expenditure.

- **Legacy Fundraising:** We will build relationships with local solicitors; and remind supporters how helpful legacy gifts have been – and continue to be – for our future work. We will make our new legacy literature widely available to the public.

## **D. BACKGROUND INFORMATION ON THE TRUST**

### **Aims of the Mary How Trust**

The Mary How Trust for Cancer Prevention is a small, independent West Sussex charity. The Mary How Trust's health screening service aims to spot the early signs of cancers and other life-threatening illnesses such as heart disease, diabetes, bowel cancer, and abdominal aortic aneurysm.

"Stay healthy, take control". The aim of the charity is to make health screening & advice accessible to all, so ensuring the widest benefit to the community. We make no charge for our health screenings, simply inviting a donation towards our costs.

We receive no funding from the NHS. Our service depends on donations, fundraising and volunteers.

### **Stewardship**

Primarily, the object of the Trust is to remain in operation as long as there is a demand for our services. In doing so we need to balance our books and underpin our cost base.

Further, we will seek to expand the work of the Trust consistent with our resources and capabilities as long as there is a demand for our services.

### **Characteristics of the Trust**

- A charity which is run by a mixture of professionals and volunteers who are dedicated and enthusiastic.
- A spirit of always striving to do things better.
- An informal and friendly atmosphere.
- Well-established and generates tremendous goodwill in the communities it serves.

### **History and where we are now**

The charity was founded in 1988. It was largely the creation of Mary's husband and a far-sighted and committed local doctor. In 2007/8 the Mary How Trust was incorporated. This additional status as a charitable company limited by guarantee is appropriate for a charity operating in the 21<sup>st</sup> Century.

For much of its first two decades the charity was sustained by the fundraising energies of friends of the late Mary How, in whose name the trust was formed. Since 2006 the Trust has had a Marketing & Fundraising Coordinator to develop and oversee fundraising activity.

The Trust also benefits from:

- Its charity shop in Pulborough
- Its Film Society in West Chiltington
- Supporters, sponsors, donors
- A growing number of groups and individuals who hold fundraising events in aid of the Mary How Trust.

In addition, the Mary How Trust has often benefited from substantial and generous legacies, & donations from local grant-making funds and individuals.

### **PRESIDENT AND PATRONS**

We have been able to attract as President and Patrons a number of local leaders to whom we are most grateful for their support. They are:

President: Lady Emma Barnard

Patrons: The Hon Lady Barttelot MBE DL  
David Bowerman CBE JP DL  
Michael Follis  
Guy Harwood  
Ted Hennings  
Nick Herbert MP  
Rupert Toovey

### **THE DIRECTORS/TRUSTEES**

As a Charitable Company Limited by Guarantee we have 10 directors who have responsibility to ensure compliance with company law. At the same time they are also Trustees with responsibility to make sure the Trust complies fully with the rules of The Charity Commission. Above all they ensure the Trust is well governed, overviewed and challenged, and transparent in all its affairs. Seven of the Directors/Trustees are

local and three live further afield. Together, they provide the Trust with a good range of skills – medical, marketing, finance, human resources, business and experience of other larger charities. The Directors/Trustees meet twice a year yet a number of them, particularly the local ones, assist the charity in an executive capacity.

Mary How Trust Directors / Trustees:

Christopher Leaver	Chairman
John Graham	Treasurer
Hilary Blackburn	Marketing
Marian Carraro	Fundraising
Carola Godman Law	Business networks
Jeremy How	Human resources and Family continuity
Patrick Lavin	Governance
Guy Leonard	Marketing and Fundraising
Dennis Mounstephen	Finance, a founding trustee
Dr. John Staffurth	Medical, Consultant Oncologist

## MANAGEMENT

The Trust is managed by Stuart Trownson, General Manager; Roanne Moore-Loizides, Marketing and Fundraising Coordinator (our only full time employee); Gillian Weston, Office Manager, and Jeanne Hobbs, Shop Manager.

They are supported by 10 paid part-time staff and a team of volunteers.

## COMMITTEE STRUCTURE

All committees are a mixture of Trustees, staff and volunteers. The committees all feed into the meetings of the Trustees, which take place six monthly.

The regular committee meetings are:

Management Operations Committee	(Monthly)
Financial and Governance Review incl Risk Review	(Quarterly)
Marketing and Fundraising	(Monthly)
Medical Team	(Every two months)

## STAFFING

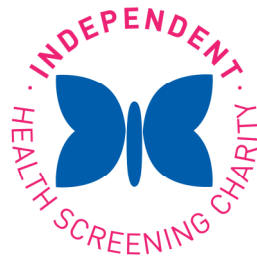
Our current total of 14 staff equates broadly to 6 full-time employees. The total comprises, 3 management, 7 professional and technical staff, and 3 office staff, all based at our Pulborough Primary Care Centre clinic and office base, and 1 'outside' staff – the Shop Manager at Lower Street, Pulborough.

## VOLUNTEERS

The Trust benefits from the help of a superb band of volunteers undertaking a range of tasks. Numerically, the chief areas of support are in the Shop (23) in reception at our Pulborough base (20) and our Event Volunteers (43).

**E. FINANCIAL FIGURES, ACTUAL AND FORECAST**

	<b>ACTUAL 2006/7</b>	<b>ACTUAL 2007/8</b>	<b>ACTUAL 2008/9</b>	<b>FORECAST 2009/10</b>	
<b>SCREENING NUMBERS</b>					
Pulborough/Storrington			1,003	1,100	
Mobile Unit			233		
Total	1,656	1,463	1,236	1,100	
Corporate screenings					
<b>TOTAL SCREENINGS</b>	1,656	1,463	1,236	1,100	
<b>INCOME</b>	£	£	£	£	£
Corporate screenings	5,970	7,135	1,000		
Individual screenings	69,515	70,788	62,000	55,000	
Gift Aid	25,234	20,791	18,000	17,000	
Shop	28,585	27,407	28,000	25,000	
Film Society	2,000	2,000		7,000	
Regular Donations	21,589	26,447	25,000	23,000	
Irregular Donations	26,591	5,385	11,000	4,000	
MHT Fundraising	1,408	1,073	35,000	28,000	
External Fundraising	9,478	19,354	2,000	2,000	
Interest & Dividends	15,729	14,178	16,000	16,000	
Grant Applications	7,868	48,264		49,000	
Legacies	50,000	100,000			
Sale of Mobile Unit				5,000	
<b>TOTAL INCOME</b>	263,967	342,822	198,000	231,000	
<b>EXPENDITURE</b>					
Rent	8,564	13,618	14,000	14,000	
Office Consumables	48,471	51,855	52,000	40,000	
Medical Consumables	43,131	25,846	30,000	33,000	
Salaries: Med & Admin	96,662	98,036	108,000	114,000	
Mobile Unit	10,180	6,755	6,000		
Shop	18,820	14,549	17,000	17,000	
Marketing/Fundraising (incl salaries)	17,111	44,680	37,000	38,000	
Medical Equipment Maintenance	5,781	5,387	5,000	6,000	
<b>TOTAL EXPENDITURE</b>	248,720	260,726	269,000	262,000	
<b>SURPLUS / (LOSS)</b>	15,247	82,096	(71,000)	(31,000)	
<b>MOVEMENT OF FUNDS</b>					
B/F Cash			131,000	60,000	
Surplus/Loss			(71,000)	(31,000)	
Capital Expenditure			-	49,000	
Net Buy/Sale Investment				28,000	
Carry Forward			60,000	8,000	
<b>YEAR END LIQUID ASSETS</b>					
Bank Balance			60,000	8,000	
Bonds/Share- Reserves			205,000	177,000	
<b>TOTAL</b>			265,000	185,000	



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