

# Addenbrooke's Charitable Trust

## Strategic direction statement

### 2014-19



#### Our mission

Our mission is to provide support for the care, research and education provided by Cambridge University Hospitals, achieving benefits for patients that are over and above those that can be achieved through mainstream funding alone.

#### Our goal

Our goal is to be a leading NHS Charity that is widely recognised as achieving exceptional benefits for patients.

#### What this means

In our view, leadership amongst NHS Charities means that ACT should achieve the following over the period 2014 to 2019.

- 1) Income that grows at a rate exceeding that of comparable NHS Charities.
- 2) Growth in charitable expenditure that matches or exceeds income growth.
- 3) Strategic charitable expenditure for maximum public benefit.
- 4) Brand recognition as a highly-trusted organisation which delivers results.
- 5) Warm relationships with a growing and diverse community of supporters and volunteers for whom ACT is the charity of first choice.
- 6) Making our money work harder and offering our supporters the opportunity to help the hospital through new forms of giving.
- 7) A structured and open approach to reporting the public benefit arising from charitable expenditure.
- 8) A significant and growing contribution to income from charitable trading.
- 9) A close and functional relationship with CUH for the furtherance of fundraising and the delivery of projects supported by charitable funds.
- 10) A commitment to strategic collaboration with other organisations where this will lead to greater public benefit.
- 11) An organisation that can be scaled up in the event of a major capital campaign and is prepared for this eventuality.
- 12) Constitutional and governance arrangements fit for the future.

#### How will we get there?

To achieve our goal, we will pursue the following strategies over the period to 2019.

- 1) The establishment of processes, in partnership with the Foundation Trust, which will reliably ensure a pipeline of compelling and deliverable causes for fundraising.
- 2) Strategies that will ensure continued growth in income from all modes of fundraising.

- 3) Strategies that will ensure that charitable expenditure is increased and is targeted for maximum public benefit.
- 4) Control of operating costs, so that we can maximise the proportion of our income that is spent for public benefit.
- 5) An approach towards investment that furthers the charity's aims.
- 6) Effective evaluation and communication of charitable spending,
- 7) Effective communications and marketing to promote awareness of ACT and recognition of the brand.
- 8) The people, processes and systems that can deliver all of the above and reflect the values of the organisation.
- 9) Seeking opportunities for collaboration where this will support progress towards our goal.
- 10) Further development of charitable trading where this will support our goal.
- 11) Innovation in funding mechanisms, moving beyond grant-making to the development of programme-related investment and social investment.
- 12) Being engaged with CUH planning for major capital developments and alert to opportunities for external collaboration.
- 13) To take the opportunities provided by the NHS Charities review to update our constitution; more formally define our relationship with the NHS; and review governance effectiveness.
- 14) To support staff development in the specialist field of overseas volunteering through Addenbrooke's Abroad, a separate charity operating under the management and trustee oversight of ACT.

### How will we know when have got there?

We will develop a framework for the evaluation of charitable spending that will be aligned with the goals of CUH. This will be used retrospectively to inform our impact reporting and prospectively as a guide to grant-making.

We will develop key performance indicators and ensure that reporting arrangements are in place for the Board of Trustees and its committees to monitor progress.

### How we will spend our charitable funds

- Providing new and additional services where the NHS body has no obligation and insufficient resources to do so.
- Enhancing services and above the level that can be provided by exchequer funds.
- Supporting service and research on a time limited-basis in order to support innovation, pump-prime new initiatives and bridge gaps in grant funding.