

Letter from the chair

Welcome to our annual report for 2008-09, a year of great change for the charity. After 7 years Pamela Chesters stepped down as chair in November 2008. Pam became chair of the charity in December 2001 and took up the challenge, alongside her role as chair of The Royal Free Hampstead NHS Trust, to lead the charity towards independence. She oversaw the recruitment of the charity's first dedicated staff team and the development of finance and governance structures. The charity made huge progress under her leadership, and we thank Pam enormously for her contribution.

We have been able to support many exciting projects throughout the year, alongside our regular areas of support, including our biggest project to date which is the redevelopment of the front of the Royal Free Hospital. Other exciting projects which we have supported during the year (both outlined later in the report) include the Building Bridges project and the HIV project in Uganda. The charity continues to support research and development in areas such as microbiology and cancer, the Work of Arts Committee and the archives, patient and staff amenities and welfare and of course the continuing education of staff.

Sadly the £5m capital appeal the NHS trust had asked us to set up to support the development of new theatres and wards at the Royal National Throat, Nose and Ear Hospital in Grays Inn Road, has been shelved because of the likely impact of the current recession on the future configuration of health services in London. The £5m grant the charity had committed to the redevelopment has therefore been undesignated and is now shown in the accounts as part of general unrestricted funds.

Given the increased importance of charities to the NHS in the current economic climate, the trustees have commissioned a strategic review of all activities of the charity in order to be best placed to support the NHS trust in the future. Between January and March 2009 interviews took place with over 60 key stakeholders (including staff, patients and the local community) and 7 other London NHS charities. The results and recommendations of the review were presented to the board of the charity in May 2009. As a result of the review, the board has determined that the charity will actively raise funds in future as well as administer and allocate them; and a restructuring of the organisation of the charity is under way, which should be completed during 2010.

I would like to thank all the trustees for their time and dedication, and in particular Jan Morgan for acting as chair during part of the year, and for her part in the progression of the project to rebuild the front of the Royal Free Hospital, Danny Bernstein for so ably chairing the Finance and Investment Committee and Christine Fogg for overseeing and supporting the Strategic Review.

This is an exciting time in the history of the charity, and the conclusions drawn from the Strategic Review will result, we believe, in improvements in our charity structure and what we are able to achieve. Changes indicated by results so far include the development of a more sophisticated grants policy, the development of structures to support long term fundraising and improvements in the way we manage special purpose funds to best meet the future demands of the NHS trust.

Julia Palca
Chair

1. Reference and administrative details of the charity, its trustees and advisors.

Principal office

The principal office to the charity is:

Royal Free Charity
Atrium Office
Royal Free Hospital
Pond Street
London
NW3 2QG

General queries: 020 7472 6761

Finance queries: 020 7317 7512

Fundraising queries: 020 7472 6786

Principal Professional Advisors

Bankers

Lloyds TSB plc
40 Rossllyn Hill
London NW3 1NL

Auditors

Audit Commission
1st Floor
Millbank Tower, Millbank,
London SW1P 4HQ

Property advisers

E A Shaw Chartered Surveyors
9-12 Bow Street
Covent Garden
London WC2E 7AB

Solicitors

Mills and Reeve LLP
Francis House
112 Hills Road
Cambridge CB2 1PH

Investment managers

Black Rock Investment Management Ltd
33 King William Street
London EC4R 9AS

Rathbones Investment Management Ltd
159 New Bond Street
London W1S 2UD (to November 2008)

Sarasin and Partners (from November 2008)

Juxon House
100 St Paul's Churchyard
London EC4M 8BU

2. Structure, governance and management

2.1. Who we are

The Royal Free Charity (the working name of the Royal Free Hampstead Charities) is the result of the amalgamation of the former Special Trustees of the Royal National Throat, Nose and Ear Hospital and the Special Trustees for the Royal Free Hospital under paragraph 10 of Schedule 4 to the National Health Service Act 2006 (formerly Section 11 Trustees). The charity is registered with the Charity Commission Charity number 1060924 and operates under a Charity Commission Scheme dated 8 January 2008. The charity exists to support NHS patients of The Royal Free Hampstead NHS Trust

2.2. How we work

The charity manages around £25m worth of assets, having recently committed £4.15m to refurbishing the front of the Royal Free Hospital. In 2008-9 the charity had a total income of £5.6m. Voluntary income was £4.1m and investment income from property, cash and equities was circa £1.5m.

The charity has approximately 300 special purpose funds, set up to support defined areas in the hospital. This is down from over 400 funds two years ago. The charity has worked actively to reduce the number of funds, for example by amalgamating funds with similar purposes, to streamline the funds and in the hope of making more effective the allocation of its charitable spend. The funds are included in restricted funds in the accounts and represent approximately 40% of the charity's funds. The remaining 60% of funds are available as general funds which can be applied as by directed by the charity's trustees to any area falling within the aims and objectives of the charity.

The charity is primarily a grant maker and manager of funds, through both the restricted and unrestricted funds. Grant decisions are taken at full trustee meetings.

2.3. The hospitals we support

The main objective of the Royal Free Charity is to support projects and activities, which will benefit patients and staff within the hospitals of the Royal Free Hampstead NHS Trust - the Royal Free Hospital and the Royal National Throat, Nose and Ear Hospital (RNTNEH). This is done through managing the assets of the charity effectively, and providing resources where none is available through public funding.

The Royal Free Hampstead NHS Trust has overall around 900 beds and sees over half a million patients a year from all over the world. It employs around 4,900 people and has a turnover of about £375m. Services include a major accident and emergency service, all branches of surgery and medicine, a renal service serving the whole of north London, paediatrics, ENT specialist services, maternity services, care of elderly people, an adolescent psychiatric service and one of two high security infectious diseases units in the country. Its research is world class, for example researchers have recently found and tested a cure for Type 1 diabetes.

The history of the Royal Free Hospital goes back to Hatton Garden where (preceding the NHS by a century) the first "free" public hospital was established in a rented 4-storey house in 1828 by a young surgeon called William Marsden – who also founded the Royal Marsden Hospital. In 1877 the Royal Free opened the UK's first women's medical school, which only opened its doors to male students in the late twentieth century. In 1974 the Royal Free Hospital moved from Grays Inn Road to its current location on the site of the old Hampstead General Hospital.

The RNTNEH became part of the Royal Free Hampstead NHS Trust in 1996. Founded in 1874, the RNTNEH remains on its original site on Gray's Inn Road, Kings Cross. It is the only specialist ENT hospital in the UK and is located next door to the UCL Ear Institute, its partner in research and teaching. The RNTNEH is responsible for such discoveries as the fact that the healthy ear emits sound, leading to the development of the now world wide New Born Hearing Programme. Over 60,000 patients pass through the doors every year, 25% of whom are difficult cases referred from all over the UK

2.4. Trustees

All trustees are volunteers and are not paid for their time, although they may claim expenses. The board also exercises the right to invite co-opted trustees to attend board meetings and sub committees, where the skills and knowledge of the co-optees complement those of the main board and of the charity's sub committees. The board meets 4 times a year as a full board. There is an established Finance and Investment Committee, which two trustees and a co-optee attend, and a Work of Arts Committee. Both meet 4 times a year.

Trustees are appointed by the NHS Appointments Commission, in line with national guidance requiring a balance between NHS linked trustees, and lay trustees. Our current charity scheme allows us to have up to 7 trustees, and under NHS Appointments Commission guidance 3 trustees must have NHS links but none can be executives within the related NHS trust. The charity currently has the full complement of trustees.

The chair of the trustees ensures that all new and existing trustees are fully briefed on the key issues facing the Royal Free Charity, including Charity Commission information on trustee responsibilities, changes in charity and NHS law pertinent to the Royal Free Charity, and receive timely copies of reports, accounts and other key documents. All trustees and co-opted trustees are asked to declare all relevant interests in other organisations, especially organisations closely connected with the Royal Free Hampstead NHS Trust.

During the year the following trustees and co-opted trustees held office:

Pamela Chesters – trustee (NHS linked trustee and chair – stepped down Nov 2008)
Julia Palca – trustee (chair from Nov 2008)
Danny Bernstein - trustee (NHS linked trustee)
Christine Fogg - trustee (appointed trustee in Nov 2008)
Matthew Lewin – trustee (NHS linked trustee appointed Jan 2009)
Adam Lewis – trustee (NHS linked trustee)
Janet Morgan – trustee
Martin Morton – trustee

Nicky Begent – co-opted trustee
Pamela Chesters – co-opted trustee (from Dec 2008 until May 2009)
Andrew Way – co-opted trustee (stepped down May 2009)

2.5. Profiles of our trustees:

Danny Bernstein was appointed as a co-opted trustee in February 2006 and became one of three NHS linked trustees in January 2009. He is a chartered accountant and has spent most of his working life in the airline industry, the last 20 years with Monarch Airlines, initially as CEO and more recently as non-executive

chairman. Danny is also a non-executive director of The Airline Group Limited, Journey Group PLC and the Royal Free Hampstead NHS Trust.

Pamela Chesters was a trustee and chair of the Royal Free Charity between December 2001 and November 2008. In December 2008 she became a co-opted trustee until she left the NHS Trust during the course of the year. She became chair of the Royal Free Hampstead NHS Trust Board in December 2001 and was nominated by the NHS trust to be a trustee for the NHS charity. Her professional background is in the oil industry and from 1990 to 2000 she served as an elected councillor in the London Borough of Camden. Pamela is also chair of Action for Children, and on the board of trustees of Common Purpose and the Riverside Group.

Christine Fogg was appointed in July 2008 and works independently as a management consultant and executive coach. Christine was chief executive of Breast Cancer Care from September 2000 until early 2008. Prior to this, Christine was the chief executive of two HIV/AIDS charities. Initially trained as a nurse at London's Hammersmith Hospital, Christine moved into NHS management within the HIV/AIDS and sexual health field. She has acted as a trustee and/or volunteer for a variety of organisations including a women's refuge and a community project supporting HIV positive African women.

Matthew Lewin was appointed in January 2009. He was born in South Africa where he trained as a journalist before moving to the UK in 1969. Matthew worked for many years for the Hampstead and Highgate Express (Ham & High), becoming editor of the newspaper from 1994 to 2000, and since then he has continued to work as a freelance journalist and writer. He is the chairman of the Burgh House Trust and was a non-executive director of the Tavistock and Portman NHS Foundation Trust from 2000 to 2008.

Adam Lewis was appointed in April 2008 as one of the charity's three NHS linked trustees. Adam trained in medicine at St Bartholomew's Hospital and subsequently at the Royal Free Hospital, where he was a consultant general surgeon for many years. He also served as medical director of the Royal Free Hampstead NHS Trust. In 1991 he was appointed Surgeon to the Royal Household and in 2001 became Sergeant Surgeon to Her Majesty the Queen. He is also Past Master of the Worshipful Company of Barbers.

Janet Morgan was appointed in May 2005. Janet was a nurse at University College Hospital prior to becoming the founding MD/chairman of Grosvenor International, an independent boutique estate agency. She is very active in the charitable sector and her work includes supporting the Alzheimer's Research Trust, for which she is a life patron, founding LOST (Lithuanian Orphans Support Trust), chairing the European Committee of the International Women's Forum and working to found and support a cross-party non-sectarian eminent women's group which conceived and cofounded in Northern Ireland.

Martin Morton was appointed in October 2001. He has been an NHS in-patient at the Royal Free Hospital and has lived locally since 1957. He was previously a Director at the Confederation of British Industry, and its pension fund pensioner. He is chairman of the governors of a Westminster comprehensive school. Martin is a Friend of the Royal Free Hospital and serves on the hospital's users' panel. He was an elected member of St Pancras and Camden Councils for 25 years and is involved with the Camden Civic Society and Highgate Cemetery Charity.

Julia Palca was appointed a trustee in May 2005 and became chair of the trustees in December 2008. Having worked for a large London law firm, and then starting up the litigation department at Mirror Group Newspapers, Julia then joined her present law firm, Olswang. She is currently acting as its consultant general counsel. Julia is also a part-time employment judge, special advisor to the Prison Reform Trust and a trustee of Macmillan Cancer Support.

Nicky Begent is a co-opted trustee, appointed in January 2004. Nicky completed a PhD at the Institute of Basic Medical Sciences and did several years of research at King's College. She was later appointed research administrator at Charing Cross and Westminster Medical School. Nicky worked voluntarily as a fundraiser for the Ronald Raven Cancer Research Trust and from 2001 has been chair of the Friends of the Royal Free Hospital (Charity) and a director of Friends of the Royal Free Hospital Ltd (The Friends' Shop).

Andrew Way was a co-opted trustee, appointed when he joined the Royal Free Hampstead NHS Trust on 1 July 2005 as chief executive officer until he left the trust in May 2009. Previous posts include CEO of Heatherwood & Wexham Park Hospitals NHS Trust and chief operating officer at the Hammersmith Hospitals NHS Trust. Andrew joined the health service as a student nurse and practised in a wide range of clinical settings before moving into management. He is also a trustee of the Hampstead Wells and Campden Trust.

2.6. Our staff

During the last financial year the Royal Free Charity employed the equivalent of 5 staff (4 fulltime and one part time respectively):

- Sara Morley (Director of Fundraising);
- Stephen King (Head of Finance and Administration);
- Banu Boyle (Fundraising Administrator) – departed September 2009
- Fay Dawes (Appeals Administrator);
- Hilda Ranatunga (Finance Officer);
- Diane Ryan (Database Administrator).

2.7. Finance and Investment Committee

The Finance and Investment Committee meets quarterly (shortly before each meeting of the full trustee board), oversees all financial matters of the charity and receives regular reports from the investment managers, and the auditors.

Members

Danny Bernstein – chair

Julia Palca

Simon McGeary - co-optee (Managing Director of Capital Markets, Citigroup)

2.8. Work of Arts Committee

The committee's purpose is to maintain and develop the range of artworks on show in the NHS trust's own premises, mainly in public and circulation areas, to the benefit of patients, visitors and staff. The committee is responsible for over 400 pieces of art, and every year commissions new work to be shown on the NHS trust premises. Between October and March 2009 the committee completed the poetry commission, and had the pictures framed and hung around the hospital (most currently being on the ground floor where many see them every day). In February 2009 Manuela Janz was employed as a part time curatorial assistant.

Members

Kim Fleming – (chair) director of planning, NHS trust
David Bishop – photographer, medical illustration department
Dr Edith Gilchrist - non attending
Philip Holmes - director of facilities, NHS trust
Gillian Lawson - Hampstead Artists' Council
Annette Lewin - vice chair
Mary McLoughlin-Wood – senior nurse, RNTNEH
Professor Kevin Moore - medical school
Dr Archie Prentice – consultant, NHS trust
Eva Ratz – local artist
Victoria Rea – NHS trust archivist, committee secretary
Vikki Slowe - artist
Sue Williams - support services, NHS trust

2.9. Risk Management

The trustees for the Royal Free Charity recognise that they have a responsibility to minimise the risk to which their activities could be exposed. They acknowledge that risk is an inherent feature of all activity and that the management of risk is vital if the objects of the charity are to be met. Therefore the trustees have put in place a mechanism for the identification, assessment and regular review of risk and systems have been established to mitigate the effect of those risks. One of the risks that the trustees have identified is that many of the income streams that are received are subject to factors that are outside of the charity's control. These include:

- investment gains - subject to stock market fluctuations.
- investment gains on properties – subject to property price fluctuation
- legacy income – unknown by nature and fluctuates from year to year.

The charity has drawn up a register of risks which is assessed annually.

2.10. Partnership working and networks

The Royal Free Charity, alongside charity The Friends of the Royal Free, is one of just two charities who support both the hospitals that constitute the Royal Free Hampstead NHS Trust. Under the umbrella of the NHS trust there are over 20 special interest charities fundraising and promoting their cause. In recognition of this, and the possible conflicts and confusion this might cause, the Royal Free Charity has set up and chairs a regular "Royal Free Fundraisers' Forum" for all charities operating with the NHS trust to discuss informally possible conflicts and issues arising.

The Royal Free Charity is also an active member of the Association of NHS Charities and Stephen King (Head of Finance and Administration) is a member of the Charity Finance Directors' Group (CFDG).

3. Aims and objectives

The objectives of the charity are to support worthwhile projects and initiatives beyond the scope of NHS approved funding and that

- improve services, facilities and the environment for patients and staff of the Royal Free Hampstead NHS Trust;
- promote medical knowledge through research and by dissemination;
- and preserve the heritage of the Royal Free Hampstead NHS Trust.

The overall strategy of the charity during the year was to achieve the charitable objectives by the following means:

- Services, facilities and environment - Support of the scheme to improve the entrance to the Royal Free making access to the hospital easier for patients, visitors and above all emergency services.
- Patients Welfare and Amenities – Purchase of items of equipment and the provision of facilities not normally provided by or in addition to the normal NHS provision, such as support of a number of programmes initiated by the trust aimed at caring for hospital staff and enabling them to provide a better service to patients.
- Staff Welfare and Amenities - to improve facilities and services for staff and to provide rewards over and above those that would normally be provided by the NHS such as long service and achievement awards.
- Preservation of the heritage of the Royal Free – by giving ongoing support to the hospital archivist.

The charity supports its strategic goals through both donated income and specific grants made from invested income.

4. Achievements and performance

We employed our first database administrator, Diane Ryan, in September 2008. She has developed the use of our fundraising database, a result of which was the first Gift Aid claim on general donations from September 2008 to March 2009, increasing the value of our Gift Aid claim by some £29,000. In line with our objective to improve our service to all our supporters, where contact details are given we aim to thank all donors to the charity within two weeks of receiving their gift.

The annual application made by the charity on behalf of the NHS trust to the Hampstead Wells and Campden Trust (Charity No 1094611) resulted in our highest award yet from that charity of £40,000 - supporting areas within the hospital as diverse as provision of wheelchairs and waiting room chairs, bedside tables, children's toys, wireless head sets to replace telephone interpreting services for gynaecology and maternity patients and cutlery for the occupational therapy suite.

To date most of our fundraising has been reactive, responding to and supporting grateful patients, friends and relatives who would like to raise funds for the NHS trust. From the preliminary findings of the Strategic Review it is likely the charity will make plans to develop structures to support more proactive fundraising in the future.

5. Financial review

5.1. Money received – money spent

The income of the Royal Free Charity in 2008/09 was £5.654m, an increase of £0.859m on the previous year. This is due to a legacy of nearly £1.5m from the estate of Mr Ernest Gruenwald who died in the Royal Free Hospital in 2007, and to whom the charity is deeply grateful. Mr Gruenwald was a Holocaust survivor and sadly had no close surviving relatives.

Reference is made elsewhere in this report to the planned redevelopment of the Royal National Throat, Nose and Ear Hospital. As the grant of £5m originally made by the charity in 2007/08 was accrued in that year's annual accounts, it has been written back in 2008/09: this has distorted the total expenditure for the year, which stands at the negative amount of -£0.908m.

5.2. Investments and management of funds

During 2008/09, the charity rationalised its financial investment management arrangements. Its investments are now spread between two managers - Black Rock and Sarasin, both of whose holdings are divided between unrestricted and restricted funds. Besides spreading the risk, this recognises that unrestricted funds are generally held for the long term, whilst restricted funds, notably those of relatively small value, are intended for more immediate use. Direct investment in tobacco companies is not permitted.

In common with many other charities the value of investments fell sharply in the financial turbulence of 2008/09, by over £3.5m. However, this was the bottom of an aggressive bear market, as the recovery in financial markets in 2009/10 showed.

Pending payment of the £4.15m grant towards the redevelopment of the front entrance of the Royal Free Hospital, the charity successfully invested £5m in 2007/08 for one year at the relatively high rate of 6.45%, before the very sharp fall in interest rates. This yielded a very welcome return of around £320,000. Towards the end of 2008/09 the charity reinvested £3.5m, also for one year, at the lesser rate of 3.4% which will provide a return of £119,000.

5.3. Reserves policy

As part of the charity's strategic review (mentioned elsewhere in this report), its reserves policy will be reviewed to ensure it meets its future needs. Currently, the charity's policy is to hold accumulated unrealised investment gains in reserve. The financial turmoil of 2008/09 saw a depletion of these gains, but previous years' investment performance enable the charity to be well placed to cope with this situation.

5.4. Grants made from general funds

Currently all decisions on grants go through the main board of the charity. As part of the strategic review the trustees plan to look at the possibility of setting up a grant making committee and developing a more sophisticated grant making policy further to support the goals of the charity.

Sadly the planned redevelopment of the Royal National Throat, Nose and Ear Hospital has been shelved. The Royal Free Charity had invested in setting up a capital appeal for £5m and had also committed a further sum of £5m to be spent on a new building housing theatres and wards. Because of events beyond the control of the NHS trust, namely the planned reconfiguration of NHS services on central London and the expected cut in NHS funding, the NHS trust decided with regret it would be unwise, given so much uncertainty, to go ahead with redevelopment at this time.

On a more positive note the Royal Free Charity board collaborated with the NHS trust on the redevelopment of the front of the Royal Free Hospital. Built in 1974 the hospital's front entrances were badly in need of a reconfiguration, to meet the needs of patients, visitors and staff. The charity board invited renowned architect Piers Gough, who kindly donated his time, to help the NHS trust's architects with creating the best possible environment for people first entering the hospital. Following negotiations with the NHS trust, the board of the charity agreed to make its largest grant ever, of £4.15m, to support the works. Work starts in April 2009 and completion is planned for early 2010.

In the vein of helping to create a patient-friendly environment the charity continues to support the Work of Arts committee, which oversees a collection of over 400 pieces

of art. The charity also supports the archive which houses the history of the hospital including papers going back to the foundation of the first medical school for women.

The Complementary Therapies Service set up over 20 years ago and managed today by Keith Hunt continues to receive our support. Started to provide massage therapy for patients undergoing frightening and difficult treatment for cancer, the service now helps over 18,000 patients and assists people as diverse as mothers who have just given birth, to children undergoing treatment for bowel cancer.

The charity also continues to support projects and activities for staff including training, attending conferences, long service awards and supporting the staff recreation club.

5.5. *Activities of restricted and special purpose funds*

The Royal Free Charity has over 300 special purpose funds, set up to support discrete areas and specialities within the NHS trust, for example a particular ward or an area such as oncology, A&E or ITU. The funds are shown as restricted in the accounts. Each fund has two designated signatories, and updated guidelines have been produced to ensure the funds are used efficiently and appropriately. Funds are used to support research, as well as staff training and conference attendance and patient welfare and amenities. Under the banner of the funds there are several discrete projects being funded, for example the Building Bridges Project and a project establishing the possible conflicts between certain HIV treatments and the prevention of Hepatitis B.

Building Bridges, brainchild of Dr Mark Berelowitz, Consultant Psychiatrist at the Royal Free Hospital, brings together trainee doctors from both sides of a conflict to live and work together at a leading UK hospital to generate the twin benefits of doctors trained to the highest Western standards, and also potentially to address the age-old problem of fostering understanding between neighbours in a new and different way. The project is not limited to a particular location or medical specialism – it can be developed to any region which would benefit from deeper cross-cultural understanding between neighbours, and to any branch of medicine. Dr Berelowitz's enthusiasm inspired his colleagues and the support of the Royal Free Hospital doctors and staff has been vital in the setting up, development and ongoing operation of the project.

The project's first objective is medical training: young doctors are given the opportunity to see medical practice in the UK, learn cutting-edge techniques and build their global medical network. Building Bridges' wider objective is that the experience of living and working with colleagues from the other side of a regional divide will forge enduring relationships at a personal level. The hope is that there will be a ripple effect once the doctors return home and they will influence the thinking of people with whom they subsequently come into contact, a bi-annual meeting for alumni is planned which will endorse this.

A pilot for the project was run in early 2009. Four young orthopaedic surgeons from the Middle East – two Palestinian and two Israeli – trained at the Royal Free Hospital under the guidance of Mr. Nicholas Goddard, Consultant Orthopaedic Surgeon, from February to April 2009. The selection and recruitment of the candidates was undertaken by Dr. Kareem Abusneineh in the West Bank and Dr. Elhanan Baron in Israel and competition for the four available places was intense. The chosen quartet was then brought to London and lived together in a shared apartment close to the Royal Free found for them and funded the Building Bridges team. Apart from

accommodation and substance costs which were funded by generous donation, all administration and teaching was given pro bono by staff of the Royal Free Hospital.

Funded through the Royal Free Charity, the Royal Free Centre for HIV Medicine and the Ian Charleson Day Centre are currently involved in a collaborative study with the University of Mbarara Regional Referral Hospital in south-west Uganda. The purpose of the study is to document the prevalence of hepatitis B in patients infected with HIV in South West Uganda. Not only will this help delineate the burden of liver disease in this group of patients in years to come as antiretroviral therapies are being rolled out, but will help identify drug-resistant hepatitis B thought to be associated with anti-HIV therapy that does not treat hepatitis B adequately. The aim is to develop a local clinical management strategy that would involve testing for HBV and managing patients with dual infections with appropriate drugs. One of the key aims of the study is to develop local facilities and expertise to manage viral hepatitis, and that this could be implemented across sub-Saharan Africa as a model of patient care.

The investigation is led by Dr Rose Muhindo, Dr Winnie Muyindike and Professor Tony Wilson from the University of Mbarara. Dr Sanjay Bhagani, Professor Geoff Dusheiko, Dr Anna-Maria Geretti, Professor Margaret Johnson, Dr Alison Rodger and Dr Catherine Roberts are heading the project from the Royal Free Centre for HIV Medicine. Statistical support will be provided by Professor Caroline Sabin from the Department of Population Sciences at Royal Free University College School of Medicine. David Randolph is the fundraiser and project co-ordinator. This programme has been made possible by a generous, secure three-year grant from the MAC AIDS fund.

In March 2007, the Dresden Fund for the Royal Free Hospital (formerly a separate charity with net assets of £390,000) was subsumed into the Royal Free Charity. Its remit is to help in-patients needing financial assistance on being discharged from hospital. Examples of how this has been used in 2008/09 are:

- purchase of beds and bed linen for patients with pressure sores;
- hire of wheelchairs for patients admitted with fractures;
- provision of washing machines or laundry facilities for incontinent patients.

6. Plans for the future

The results and recommendations from the Strategic Review were presented to the board of the charity in May. As mentioned elsewhere in this annual report the Review will lead to changes in the organisation - the areas most likely to be developed include our grants policies and procedures, our profile, fundraising and special purpose funds management. It is also likely that the structure of the charity will be addressed to best meet the agreed new objectives.

As part of the redevelopment of the front entrance of the Royal Free Hospital, the charity has been able to secure an office in a prime site at the front of the hospital. Work is scheduled to finish in early 2010.