



**WE'RE ON
OUR WAY**

**WE ARE
MACMILLAN.
CANCER SUPPORT**

WE'VE MADE A GREAT START

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We thank you all

Macmillan Cancer Support's vital work for people with cancer and for their families, friends and carers is almost entirely funded by voluntary giving. Thanks to the generosity of our supporters, in 2006 we broke all our previous fundraising records and were able to reach and help more people than ever before. We are very grateful to all our donors, and to everyone who has supported us in so many different ways.

The Trustees would also like to thank our dedicated Macmillan professionals, as well as our directors, staff and volunteers who work tirelessly and professionally for our cause.

Peter Cardy stepped down as our Chief Executive at the end of 2006 and we thank him warmly for his 5 years of highly committed service. Since then, our Director of Fundraising and Communications, Judy Beard, has done a wonderful job as Acting Chief Executive pending the arrival of Ciaran Devane who will step into the driving seat from 1 May 2007.

Jamie Dundas
Chairman

2006 has been a landmark year for us, bringing many challenges as well as enormous success.

Above all, it was the year we became Macmillan Cancer Support, after an overwhelming vote at our Annual General Meeting (AGM). Behind our new name is our determination to reach and improve the lives of everyone affected by cancer who needs and wants our help by 2010. It is a huge ambition, but we have already made a tremendous start, reaching more people than ever before in 2006.

As a source of support we have developed new ways of providing thousands more people with the things they need: emotional and practical help; financial support and advice; high quality information; and specialist healthcare.

As a force for change, we have fought hard to keep cancer care high on the political agenda, as well as giving more people affected by cancer the chance to have their say in what cancer care services should look like. Our Better Deal campaign has taken great steps forward to reduce the financial impact that cancer has on people too.

And we raised more money than ever before to help make this wonderful work possible. Thanks to our generous donors and the dedication of our staff and volunteers, we boosted our income by over 5% to £102.9 million, our highest ever total.

This money is invaluable – without it we can't put our new plans for developing services into action. Our next challenge is to make sure people know what services we offer and where to find them. We began work on this in 2006 by spreading the news about our work through advertising and the launch of our new website, which attracted almost 1 million visitors.

It's not always been easy. In 2006 we've had to push ahead in an environment where the NHS is struggling with funding pressures and extensive restructuring. This means some existing Macmillan posts have come under threat and it's been more difficult to negotiate new posts. We've also had to rethink priorities, develop new services and work out how to maximise our impact as we expand. Although this process slowed down our spending for a while, it had to be done if we are to help more people in future.

There's no doubt that 2006 witnessed a huge step in our evolution. This doesn't mean that we've left behind any of the important things we do. Quite the opposite. It means we have begun to build on them and move towards our goal of reaching all the people who need and want our help.



We would like to thank every one of you who has helped to make 2006 such a great success. We are looking forward to the challenges that 2007 will bring, confident in the knowledge that we have the people, passion and expertise to get even closer to our goal of making life better for everyone touched by cancer.

Left **Judy Beard**
Acting CEO

Right **Jamie Dundas**
Chairman



EVERYTHING YOU NEED TO KNOW

Trustees' Report

The Trustees present their report and the audited financial statements for the year ended 31 December 2006.

Who we are and what we do

We exist to help improve the lives of people affected by cancer. In 2006 we made this goal an even clearer ambition: to be able to help everyone affected by cancer who needs and wants us by 2010. Now everything we do at Macmillan Cancer Support is focused on this desire.

There is a greater need than ever for our help. Today, 1.2 million people in the UK are living with cancer and 1 in 3 of us will get the disease. We believe that cancer affects us all and that we can all help to make people's experience of it better.

We also believe that cancer is changing. More people are getting cancer and living longer with it. This means people need more than just medical help: they also need practical, emotional and financial support, particularly at home.

As people's needs around cancer have changed, so have we. We're building on the traditional health-care services we're known for and adding new ones in order to give people what they want. But it's not just people with cancer who are affected – their families, carers and communities often need support too.

We are that source of support. We are ready to help anyone affected by cancer navigate their way through the system to get what they need. We fund nurses and other specialist health care professionals; we develop services to provide practical help at home; we give emotional support; we share information; and we offer financial help and advice.

We are also a force for change; listening to people affected by cancer and working together to improve cancer care. We develop new services, fight discrimination and campaign for changes in government policy.

But we can't do all this alone. We work in close partnership with the NHS and a range of other organisations, such as local authorities, Citizens Advice and other cancer charities. Normally, we will identify the need for a new service with the help of the people who want it and the health professionals who'll deliver it. We then use our funding and expertise to help create and support the service, usually with the understanding that our partner will take over financial responsibility in the long-term.

We manage some services ourselves, where it is more effective or appropriate, including our own telephone helplines and the Macmillan website.

Legal information

Legal and administrative information set out on page 38 forms part of this report. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities 2005.

To reflect our objective to be a source of support and a force for change for people affected by cancer, a resolution was passed at our Annual General Meeting on 28 June 2006 to change our legal name from Macmillan Cancer Relief to Macmillan Cancer Support.

The objects of the Charity, as set out in its Memorandum of Association, are to 'assist cancer sufferers by grants of cash or kind; to further cancer education; to establish, endow or make grants to hospitals, hospices, nursing or convalescent holiday homes for cancer sufferers; and to engage in any activities whatsoever which may lessen the sufferings of cancer patients and as ancillary thereto to protect and preserve the health of their families, friends and helpers'.

2006: WHAT WE PLANNED, WHAT WE ACHIEVED AND WHAT WE WANT TO DO NEXT

We now have 3,003 Macmillan nurses in the UK and last year, they helped around 320,000 cancer patients.

There were a great many achievements in 2006 that have paved the way for our activities in 2007, and there were some challenges too. We would like to share with you what we aimed to do in 2006, what we achieved and what we want to do in the future.

Being a source of support

We want to improve the lives of people affected by cancer. This means providing support in any way they need it, from specialist healthcare to practical, emotional and financial support.

We develop specialist healthcare

Macmillan nurses, doctors and many other health professionals play a vital role in improving quality of life for cancer patients and their families. They help to co-ordinate care, relieve pain and deal with the social, emotional and practical effects of cancer.

What we aimed for in 2006

- To fund 62 new Macmillan nurses, 25 doctors and 18 other health professionals, while making sure our partner organisations will pick up the funding in the long-term.
- To agree funding for 10 new treatment and care buildings, such as clinics and day centres.

What we achieved in 2006

- We paid for 71 new Macmillan nurse posts, bringing the total in the UK to 3,003. These nurses helped around 320,000 people in 2006.

- We funded 36 new Macmillan allied health professionals bringing the total to 379 who helped nearly 57,000 people. We also funded 22 new medical posts.
- This means that, at the end of 2006, there were 4,155 Macmillan professionals in total, including the 3,003 Macmillan nurses.
- We invested in 8 cancer care centres. 60,000 people were able to take advantage of the Macmillan cancer centres we have invested in over many years.
- Altogether, we helped over 450,000 people through our specialist healthcare programme, 6% more than in 2005.

What's next?

- We plan to fund 70 new Macmillan nurse posts and 20 new Macmillan allied health professional posts in 2007.
- We plan to invest in 8 clinical buildings in 2007.
- We plan to make the environments in which people are treated for cancer much better. To achieve this, as well as investing in a number of major clinical building projects during 2007, we will launch a quality mark scheme for cancer treatment and care centres to help push up standards.

We provide emotional and practical help

A cancer diagnosis is challenging, not just for the person with cancer but also for the people who love and care for them. We give people living with cancer and their carers the emotional and practical help they need, and help them support themselves and each other.

What we aimed for in 2006

- To launch a leading edge website and expand training opportunities so that people affected by cancer can share their experiences with one another.
- To develop 9 new carer and befriending schemes that will offer emotional and practical help to carers and families.
- To develop 4 new social and family support worker posts.

What we achieved in 2006

- We launched the new Share section of our website to help people support each other and share their knowledge – it's received over 95,000 hits since May and has become the most popular part of our website.
- We funded 9 new carer and befriending schemes which helped more than 2,300 people.
- We created 12 new social and family support worker posts and they were able to help around 7,500 people last year.
- We helped over 1,100 people with cancer learn how to support themselves and each other through training workshops, and gave grants to over 200 cancer self help and support groups to grow their activities.

What's next?

- We will develop 14 new social support posts and increase emotional support to people affected by cancer through volunteer befriending schemes and better promotion of self help and support groups.
- We will start to pilot a number of schemes that will help people affected by cancer identify their needs, access appropriate care and support, and give them a budget to pay for extras that make a real difference to their quality of life.

We give financial support and advice

A cancer diagnosis brings with it many extra costs and anxieties. We help people with those costs and show them how to get the benefits they're entitled to, so they can concentrate on getting well.

What we aimed for in 2006

- To offer 22,000 Macmillan Grants to people in financial hardship.
- To develop 24 new benefits advice schemes and expand the Benefits Helpline to help 6,000 people get the benefits they are entitled to.
- To make it easier for people to get the financial advice and support they need.

What we achieved in 2006

- We gave 22,200 Macmillan Grants with each person receiving on average £371. In total, we gave £8.2 million of Macmillan grants, up 8% on 2005.
- We funded 29 new benefits and welfare rights posts which helped an estimated 13,200 people; 48% more than the previous year. Over 7,000 people contacted our Benefits Helpline; 9% more than in 2005.
- We helped obtain £10.3 million in extra benefits that people affected by cancer were entitled to but not claiming.
- We clarified the ways in which we can help more people with financial advice and support in the future.

What's next?

- We will give over 23,000 people on low incomes approximately £390 each in financial support through Macmillan Grants.
- We will fund 27 new benefit advice schemes in 2007.
- Macmillan benefits advisers will help around 15,600 people affected by cancer, an increase of nearly 20% on 2006.
- Our Benefits Helpline will help a further 8,000 people; over 10% more than in 2006.

We provide information and help people navigate the system

We want to help people understand their illness, take away some of the fear, allow them to make informed decisions about their treatment and have access to the services and support they need.

We gave out 22,200 Macmillan Grants in 2006, a 9% increase on 2005. Each grant was worth, on average, £371.

What we aimed for in 2006

- To develop the Macmillan website so that people affected by cancer can receive support, get involved, and share their experiences.
- To offer information and emotional support to more people by extending the CancerLine's opening hours.
- To launch a second Macmillan Mobile Cancer Information Service.
- To significantly upgrade our website.
- To develop 34 information posts and work alongside the NHS to help make information more accessible for people.

What we achieved in 2006

- We launched our new website which had more than 900,000 visitors – over a quarter more than last year.
- We helped over 34,000 people through our CancerLine. We extended the helpline's opening hours and created the YouthLine, an information and support service for young people.
- We successfully launched our second Mobile Macmillan Cancer Information Centre in London, East Anglia and the South East and helped over 13,000 people through this and the national service.
- We increased the number of Macmillan information posts by 25%, bringing the total to 179. We also opened our Belfast Support and Information Centre, the first of its kind in Northern Ireland.

What's next?

- We will expand our Macmillan website and increase the volume of information about cancer care services.
- We will provide phone or e-mail support to 43,000 people affected by cancer through our telephone helplines, 30% more than in 2006.
- We will increase the number of people helped through our Mobile Macmillan Cancer Information Centres by over 25% and start planning a third service that covers the East Midlands and Northern England.
- We will invest in around 50 new initiatives to improve information and support for people affected by cancer, including piloting Macmillan information 'pods' that can be set up in places such as hospital foyers, public buildings, libraries and shopping centres.

Being a force for change

We listen to people affected by cancer and work with them to improve cancer care and make life better.

We keep cancer on the political agenda by campaigning for better government policies, researching what support people really want and defending the hard-won professional posts we fund. We also develop services where they are most needed and work with our partner organisations to drive up standards in every aspect of cancer care.

We help give people a stronger voice

People affected by cancer are at the heart of everything we do and they are also best qualified to help develop services that are genuinely useful. That is why we work in close partnership with them and support them to use their experience to influence improvements in cancer care and support.

What we aimed for in 2006

- To promote Cancer Voices, which is a network of individuals who use their experience of cancer to push for better services.
- To improve how we involve service users in the way we plan and manage projects that affect them.
- To be even better at inspiring our partner organisations and Macmillan professionals to include users effectively when they are designing and developing their services.

What we achieved in 2006

- We increased the size of our Cancer Voices network from 400 to 600, involved them in developing our strategy for improving cancer services, and provided training and a toolkit to equip people to be effective influencers.
- We encouraged dialogue between people affected by cancer and NHS health professionals and managers to help improve services.

What's next?

- We will continue to expand Cancer Voices and help them to be effective influencers and agents of change.
- We will continue to make sure that the voices and views of people affected by cancer are heard by everyone concerned with cancer care.

We raise awareness and campaign for change

We work with people affected by cancer, government and other organisations to raise awareness of the challenges and needs cancer brings. We want to make sure that cancer remains a political priority, and to encourage people who make decisions – both locally and nationally – to develop better policies and services that will bring lasting change for people living with cancer.

What we aimed for in 2006

- To keep cancer a priority for government health departments across the UK so their plans reflect the needs of people living with cancer.
- To press for a full ban on smoking in public places throughout the UK in order to reduce the risks of people getting cancer from second-hand smoke.
- To complete research on the barriers that prevent people from returning to work after cancer treatment.
- As part of our Better Deal Campaign, we want to lessen the financial impact of cancer by pushing for improvements to the benefits system. We also want to highlight the extra costs related to hospital travel and parking, and encourage people to become campaigners on our behalf.

What we achieved in 2006

- We played a leading role in the Cancer Campaigning Group, a coalition of 32 cancer charities, and were instrumental in persuading the Government in England to promise a 5 year Cancer Reform Strategy in 2007.
- We welcomed the proposed ban on smoking in public places which will come into effect across the UK from July 2007.

As part of our Better Deal Campaign we:

- launched our *Cancer Costs* report to highlight excessive hospital travel and parking costs and, for the first time, inspired 2,000 people to act as public campaigners on our behalf;
- persuaded the Health Select Committee to recommend free or more affordable parking for people with cancer, and many hospital trusts are changing or reviewing their parking policies too;
- pushed for amendments to the Welfare Reform Bill so that people undergoing treatment for cancer, or who are terminally ill, will continue to receive Incapacity Benefit, without the need for stressful return-to-work interviews;
- launched the Hitting Homes campaign to highlight the fact that 1 in 17 people affected by cancer lose their home.

In 2006 we published *Worried Sick*, a report that highlights the emotional impact of cancer and calls on UK governments to prioritise support for people with cancer, their carers and families.

What's next?

- We will influence the Cancer Reform Strategy in England, and push for cancer to remain a disease priority in Scotland, Northern Ireland and Wales.
- We will press ahead with our Better Deal campaign which includes lobbying for a fairer benefits system for people with cancer, free hospital travel and parking and more affordable travel insurance.

We fund research to improve cancer services

We don't do medical research, as so many other organisations already invest in it. Instead, we focus our research on improving quality of life for people affected by cancer and use the results to come up with practical solutions and better services. We want to be a leading light in involving people affected by cancer in research.

What we aimed for in 2006

- To research the emotional impact of cancer and share our findings.
- To carry out research to find out areas where more information is needed to help people live with their cancer.
- To research the barriers that prevent people with cancer from working.

What we achieved in 2006

- We published *Worried Sick*, a report that highlights the emotional impact of cancer and calls on governments across the UK to prioritise supportive care for people with cancer and their carers and families.
- We also published the *Listening Study*, a large piece of research that reveals the main topics that people would like to see researched. The top priorities were how to prevent cancer and how to live more easily with it.
- We undertook research to find out more about the problems that people affected by cancer experience when working or wanting to return to work after treatment.

Our number of Cancer Voices grew from 400 to 600 in 2006.

The World's Biggest Coffee Morning raised £6.7 million, £0.2 million more than in 2005. It also won the Institute of Fundraising Award for Best Use of Events.

What's next?

- We will publish research into what people want from cancer services in 10 years' time. We will use this information to influence future government cancer strategies, as well as our own service and campaigning activities.
- We will launch a Big Cancer Survey to find out more about people's support needs.
- We will do further research into the issues that prevent people from staying at or returning to work.

We support Macmillan professionals

Macmillan professionals – such as nurses, doctors, dietitians, physiotherapists and many others – play a crucial role in providing people living with cancer with the care they need. It is a priority for us to help them support people affected by cancer – and to help healthcare professionals adapt to changes in what patients now need and want, as well as the changing environment in which they work.

What we aimed for in 2006

- To ask Macmillan professionals what they need to learn and how they need to develop their roles so that we can shape our future support programme for them.
- To give Macmillan professionals up-to-date information together with increased opportunities to network with their fellow Macmillan postholders, particularly online.
- To protect Macmillan posts and services during the structural and financial changes to the NHS which are happening throughout the UK.

What we achieved in 2006

- We consulted with around 300 Macmillan professionals including GP facilitators about the support they need to care more effectively for people affected by cancer.
- We reviewed the current arrangements for continuing Macmillan professional education through the Macmillan National Institutes for Education and concluded that they should be replaced before the end of 2007 by new mechanisms to improve the learning and development support we provide to our Macmillan professionals.
- We piloted a new e-newsletter which now reaches 90% of our Macmillan professionals to help them stay in touch and keep up with the latest developments.

- We started to develop CHAIN, an online network for Macmillan professionals to help them find information, contact one another, and share their knowledge and expertise.
- We established systems for recording, reporting and analysing the number of Macmillan posts at risk in the UK. We have strongly opposed any changes to Macmillan services that reduce patient care and have lobbied locally and nationally to safeguard our investment.

What's next?

- We will launch a new learning and development website and offer specialist training in a number of areas including awareness, user support and involvement and information so that Macmillan professionals are equipped to meet people's non-clinical needs.
- We will help Macmillan professionals choose and find the most appropriate training for their career development and we will improve the induction process of new Macmillan professionals to ensure their full effectiveness, and so that they know both how we can support them and what we expect from them.
- We will continue to robustly safeguard Macmillan posts and services.
- We will continue to increase opportunities for Macmillan professionals to share experiences and learning by providing networking events and promoting our online network, CHAIN.

Raising awareness about what we do

The only way we can help people is if they know we are here and they understand what we and others can do for them. That is why we are committed to increasing awareness and understanding of Macmillan. And we want to market our services (and others) more effectively so that we can reach more people.

We tell people how we can help

Our ambition is to reach every single person affected by cancer who wants our help by 2010. To make that happen we need everyone to understand who we are and how we can help, what other services are on offer, and how they can get involved with Macmillan's work.

What we aimed for in 2006

- To communicate our new ambition to reach and improve the lives of everyone living with cancer who needs our help by 2010.
- To change our name, improve our look and make our communications clearer.
- To test new ways of telling people affected by cancer about our services and how we can help.

What we achieved in 2006

- We shared our new ambition with supporters, staff and volunteers all over the UK, and we changed our name from Macmillan Cancer Relief to Macmillan Cancer Support to show that we are broadening the range of services we offer.
- We developed our new look to help us stand out more, and promoted Macmillan Cancer Support through advertising.
- We launched a new website, www.be.macmillan.org.uk, to equip staff, Macmillan professionals and supporters with materials to promote us effectively.
- We promoted our new telephone helplines for young people and South Asian people.
- We were voted the charity that 'most impressed' MPs and 55% of them mentioned Macmillan when asked to name the charity they think of most in cancer care.

What's next?

- We will invest in PR, press and tactical advertising to make sure people become more aware of us and what we offer, as quickly as possible.
- We will measure awareness to see whether the messages about what we do are getting through.
- We will try to correct any misunderstandings people have about Macmillan and make it clear we are a source of support and a force for change through all our fundraising, marketing and communications.
- We will launch our online Macmillan services map in 2007.

Investing in our people and the way we work

None of the plans and goals we have are possible unless we have the right people and the right organisational structures and ways of working.

What we aimed for in 2006

- To have a new strategy for attracting more volunteers.
- To offer training to help improve the way we recruit and support volunteers.
- To agree and start to implement our new Human Resources strategy for staff.
- To improve the way we respond to complaints.

What we achieved in 2006

- We planned a new awards system for volunteers to celebrate their contribution, and approved a new volunteer expenses policy.
- We increased the number of volunteers from approximately 13,000 to 14,000.
- We improved our diversity policy to make sure we are inclusive, open and accessible to people affected by cancer and those we employ.
- We strengthened the Macmillan Staff Consultation Forum to ensure our activities take into account the views of staff.
- We improved the way we respond to complaints, including creating a central database to record and track complaints throughout the organisation. We received just over 900 complaints, 3% (24) fewer than last year.

What's next?

- We want to increase our volunteer opportunities by 25% UK-wide. We also want to provide volunteers with tools and training and put our new awards system into action for them.
- We want to increase the contribution of our staff and managers by introducing appropriate training, leadership programmes and policies.
- We will review how we are organised and how we do things to ensure we use our resources as efficiently and effectively as possible to make a real difference to the lives of people affected by cancer.
- We will work out how we need to change the way we work and what infrastructure we need to ensure we offer quality information and support both to people affected by cancer and our supporters and donors.

OUR FINANCES IN 2006

It was another strong year for Macmillan. The great generosity of our donors and the enormous commitment of our volunteers and staff resulted in a record-breaking year for fundraising. Our income grew by over 5% to deliver £102.9 million – the first time we've ever exceeded the £100 million mark.

We are extending our charitable activities to meet the broad range of needs of people affected by cancer. For us this means increasing our practical and emotional support, financial help and information services.

During 2006 we began to develop our detailed operating plans to expand greatly our services reach. This will require significant increases in charitable spend in the coming years. In 2006 itself, charitable spend was £66.4 million, marginally down on 2005. Our ability to spend on specialist healthcare was cramped by the financial pressures on the NHS. Also, as we add new services to our traditional services such as Macmillan nurses and Macmillan Grants, we need to work out how best to fund these new programmes. In some cases this may add to our fixed costs and so we are taking time to make sure we get any new ways of funding right. In 2007 we aim to increase charitable spend as we accelerate the growth in our services reach.

As we continue to develop both our established and emerging programmes, it is clear that we will both be able, and will have the mechanisms in place, to significantly increase our spend over the coming years.

The challenge looking forward will be to raise the necessary funds to meet our ambition to be there for everyone affected by cancer who needs and wants our help by 2010.

As Trustees, we believe that the future prospects of Macmillan Cancer Support and its subsidiary trading companies are satisfactory.

How we spent our money

You can find a summary of our £66.4 million charitable spend in 2006 on page 15. Meanwhile, pages 6 to 11 explain what we do and put the numbers in context.

Although, as mentioned above, our 2006 charitable spend was a little lower than in 2005, we were able to push forward with both our new and established spending plans. We agreed to support 250 new posts during the year which means that for the first time, we now have more than 4,000 Macmillan professionals including over 3,000 Macmillan nurses. We increased our spend on Macmillan Grants to a record £8.2 million, helping over 22,000 people. We spent over £5 million on buildings.

We also spent over £7 million developing Macmillan benefits advice projects and a further £7 million on information services.

You'll find a more detailed analysis of our spend in note 7 to the accounts on page 28.

How we raised our money

Our income has always come mostly from voluntary giving and fundraising. Last year was no different, with £97.6 million (95%) of our record £102.9 million income coming from voluntary sources. Just 0.5% came from statutory grants, while investment income provided the remaining 4.5%.

Our voluntary income of £97.6 million was 5.6% up on 2005, mainly as a result of legacy income, which grew by nearly 10% to a record £38.3 million. As with other charities, it's never easy to forecast what we're going to get from legacies, and it would be unwise to assume we'll receive as much again in 2007. Having said that, legacies remain our biggest source of revenue, contributing over a third of our total voluntary income, which is why it makes sense for us to continue our long-term investment in legacy development.

Our direct marketing income grew by over 4% to £13.6 million. Although this growth is slower than in recent years, we will continue to invest in this area, as we're confident it has significant growth potential.

Income from the World's Biggest Coffee Morning grew again in 2006, to reach £6.7 million – a 5% increase on the previous year – and we will continue to invest in this flagship fundraising event. Elsewhere most income streams were steady.

We are still committed to investing in sources of income that are important for our future but we are managing the pace of this growth carefully. We are keeping a close eye on our costs and our fundraising activities to make sure we're making the most of the money we invest in them.

Our reserves

As a large, dynamic organisation relying almost entirely on voluntary giving, we need to hold adequate reserves so that we can honour our charitable spend commitments if there are dips in income and also so that we can react to unexpected opportunities to support people affected by cancer.

Each year, the Trustees review the amount of money we keep in our general reserve fund. In 2006, we set a target range of £12 million to £18 million.

We aim to spend money raised as soon as possible without relaxing our standards of what represents good spend. We are, however, prudent when budgeting for volatile items such as legacy income and investment gains. In 2006, both these areas performed strongly leading to an in year surplus. As a result, we ended the year with general reserves of £29million, appreciably higher than our current target range.

We will soon be completing this year's annual review of our reserve target level. It looks as though we may need to increase it in the short to medium term for a number of reasons: we continue to grow and we anticipate this growth continuing in the coming years; there is a gradual shift towards more fixed charitable spend rather than one-off grants; and we also need to ensure we have enough reserves set aside to cover our pension commitments.

While we are planning a deficit in 2007, we will be careful in drawing down our reserves given that we are likely to have to increase our target level of reserves.

Our grant-making policy

While we fund certain services directly, we also work in partnership with many organisations. In most instances, we fund services for 3 years with the partner organisation then assuming financial responsibility in the long-term.

We also give Macmillan Grants to individuals in financial hardship, something we have done ever since we were founded nearly 100 years ago.

Our investments

Long-term funds

Our longer-term reserve funds (see reserves policy above) are managed on behalf of the Trustees by JP Morgan Private Bank. Their job is to maximise the overall growth of these funds while maintaining a prudent and balanced portfolio that performs steadily. We've also made it clear that our funds must not be invested directly or indirectly in tobacco stocks.

The performance of JP Morgan is regularly monitored by the Trustees and was again satisfactory in 2006. The portfolio generated nearly £1 million of income, while also appreciating by over £3 million, in what was a good year for markets generally.

Short-term funds

In accordance with the relevant accounting standards, we record each charitable grant as spent when we formally commit to making the grant. Pending actual payment of these grants, the funds are held on deposit with the Charity's bankers or invested in highly rated money market funds.

At 31 December 2006, we had cash and short-term deposits of £92 million relating to unpaid grants of £90 million. During 2006 most of this money was held in 2 highly-rated liquidity funds, which diversify and reduce risk and generate good returns. In 2007 we have added a third highly-rated liquidity fund to reduce the risk even further.

Total Macmillan professionals and services

Nurses	3,003
Doctors	360
Allied health professionals*	379
Information professionals	179
Educational professionals	57
Social workers/counsellors	131
Others	46
Total	4,155

Carers/befriending schemes	61
Completed buildings	152

In 2006

CancerLine	
– calls, emails and letters	34,000
Macmillan Grants	
– expenditure	£8.2m
– people helped	22,200
Macmillan Benefits Helpline	
– people helped	7,000
– benefits accessed	£10.3m

*Physiotherapists, dietitians, speech and language therapists etc.



We signed up to the Fundraising Standards Board Promise in May 2007, committing us to the highest standard in fundraising.

Income for 2006

Legacies – £38,343,000

The money people leave us in their wills is the biggest source of income we have – it makes a huge difference.

Direct marketing – £13,620,000

This includes funds raised from letters and newspaper and TV adverts that ask people for money, to help pay for our services.

Other voluntary giving – £36,966,000

This includes volunteer fundraising events like the World's Biggest Coffee Morning and our challenge event programme which covers hiking, biking and running events and support from many business partners, both for these events and other activities.

Local committees – £7,437,000

Funds raised by volunteers who run events and appeals for us in their local community.

Merchandising income – £1,261,000

Simple things like our Christmas cards, mugs, toys and badges add up to important income.

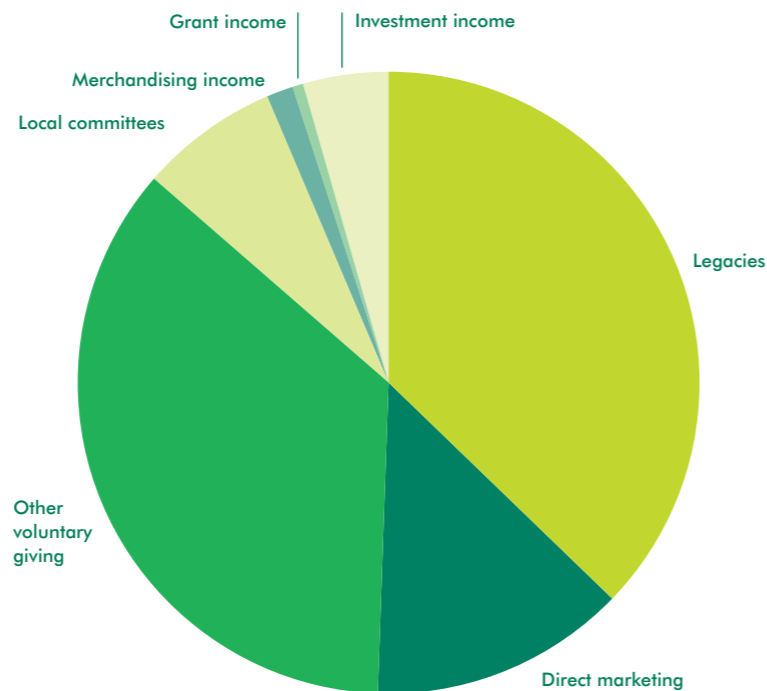
Grant income – £674,000

In 2006, less than 1% of our money came from grants such as the New Opportunities Fund.

Investment income – £4,573,000

We invest the money relating to financial commitments not yet paid and reserves, in order to produce valuable income.

Total – £102,874,000



Expenditure for 2006

Specialist healthcare – £22,644,000

Our Macmillan nurses, doctors, and other health and social care professionals.

Practical and emotional support – £5,874,000

We involve people affected by cancer in the development of cancer services they will use, through our Cancer Voices network and we fund self help and support groups.

Financial support – £17,621,000

Our practical, everyday support includes financial advice through the Macmillan Benefits Helpline and Macmillan Grants to help cover expenses.

Information and support – £9,318,000

We give people reliable information and emotional support so they can make important decisions about their cancer care.

Force for change – £10,268,000

We campaign for change. We want cancer care to be high in the minds of the Government, the Department of Health and every other body with influence.

Governance – £663,000

Because we are running a large organisation we have to pay for audits, legal advice and other usual business costs.

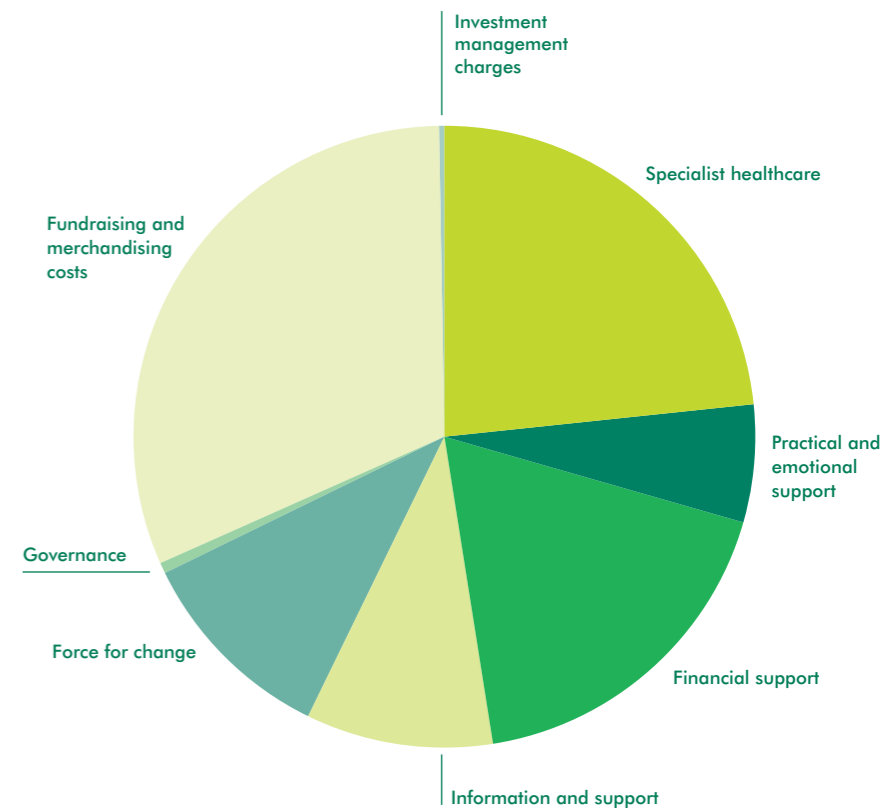
Fundraising and merchandising costs – £30,463,000

People can't help us unless we ask them to and support their efforts. This covers the costs of all our fundraising, including events and appeals, as well as the cost of promotional materials.

Investment management charges – £215,000

To maximise the income we can make from our investments, we use an investment bank to manage our portfolio.

Total – £97,066,000



GOVERNANCE

Powers and delegations

Under Macmillan's Articles of Association, and subject to certain matters reserved to the members in the General Meeting, the Board holds all of Macmillan's powers and authorities. The Board meets regularly during the year to consider, determine and review Macmillan's strategies and policies and to receive reports from senior managers. The Board has delegated some of its powers and responsibilities to its Finance and Legal Committee, Audit Committee and Remuneration Committee.

The Board has also delegated authority for certain matters to the Chief Executive and authorised sub-delegation by the Chief Executive to Executive Directors and other officers.

The Board is also advised about all aspects of its policy and work and, in particular, the views and opinions of Macmillan's Members, by its Council. Members of the Council are appointed by the Board and must be Macmillan Members.

Macmillan has its UK office in London, and national and regional offices in Scotland, Wales, Northern Ireland and the English regions.

Statement of responsibilities of the Trustees

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees (who are also company directors) to prepare accounts which give a true and fair view of the state of affairs of Macmillan and the Macmillan Group and of the surplus or deficit of income over expenditure of the Macmillan Group for the period. In the presentation of these accounts the Trustees must make judgements and estimates that are reasonable and prudent, follow suitable and consistent accounting policies and standards, which are applicable for a going concern (and in particular the Statement of Recommended Practice for charity accounting), disclosing and explaining any material departure from these policies and standards.

The Trustees are also responsible for keeping proper accounting records in accordance with company law, for safeguarding Macmillan's assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees have overall responsibility for Macmillan's internal controls and the Audit Committee reviews internal risks and monitors the performance of management in controlling these risks.

In accordance with company law, as Macmillan's Trustees, we certify that: so far as we are aware, there is no relevant audit information of which the charity's auditors are unaware; and we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that Macmillan's auditors are aware of that information.

The Trustees

The Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Jonathan Asquith (retired 28 June 2006)

Tara Donnelly

Dr Derek Douglas CBE (appointed 16 January 2006)

Jamie Dundas (Chairman)

Dr David Evered

Susan Kirk

Judith Lancaster

Joe MacHale (Treasurer)

Julia Palca

Sir Joseph Pilling KCB

Simon Prior-Palmer

Priscilla Snowball

Dr Gareth Tuckwell

Simon Prior-Palmer retires from the Board at the forthcoming Annual General Meeting and he offers himself for re-election for a further 3 year term.

Appointment and induction of the Trustees

The Trustees of the Charity are members of the Board. Members of the Board are elected by the Members of the Charity at the Annual General Meeting and, subject to re-election or early retirement, serve for a 3 year term. The Board has the power to fill casual vacancies by appointment until the next Annual General Meeting.

For new Trustees, Macmillan has a wide ranging induction training programme, which is also open to existing Trustees to attend. The programme, which is presented by both the officers of Macmillan and its outside advisors, includes site visits, covers the aims of the organisation, how these are put into effect, and the role of the Trustees.

Internal controls and risk management

Macmillan has a comprehensive annual planning and budgeting process which is approved by the Trustees. Planning is based on assessment by Macmillan's regional and UK management of the need for local and national improvement in cancer services, and of the readiness to act of our prospective partners in health and social care. Long-range planning has been introduced, which scans a 10 year horizon to anticipate major changes in cancer, its impact, treatment and care and the ageing population.

There is a system of financial reporting which compares actual results against the phased budget on a monthly basis. Internal controls are subject to regular review by Macmillan's Internal Audit team, which carries out a programme of cyclical reviews throughout Macmillan and reports regularly to the Audit Committee.

As part of the annual planning and budgeting process, Macmillan prepares a 3 year risk management plan. This identifies the most significant risks to the implementation of the corporate strategy, orders them by likelihood of occurrence and impact, indicates what action is in hand or planned to mitigate each risk and names the Executive Director responsible for taking and monitoring the action.

During 2006 the risk management plan was reviewed, key risks were considered and any necessary action was taken. This was reported to the Finance and Legal Committee. The risk management plan is reviewed each year as part of the planning and budgeting process.

Membership

The Members of Macmillan Cancer Support are entitled to attend its Annual General Meeting and vote on important decisions affecting the Charity. Volunteers, staff, Macmillan professionals and committee members of the Charity are entitled to become Members.

Membership is also open to anyone who, in the opinion of the Board, deserves to be a Member of the Charity. Honorary Life Membership is awarded by the Board to those who have given outstanding support and service to the Charity.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up and there being insufficient funds. The total number of such guarantees at 31 December 2006 was 11,431 (2005: 11,165).

FURTHER INFORMATION

Employment policies and involvement

Macmillan's policy is to recruit, employ and develop staff, without discrimination, on the basis of their qualifications, knowledge and experience for the work to be done.

Macmillan operates a policy of equal pay and aims to ensure that salaries reflect the knowledge, skills, responsibilities and personal competency required for the satisfactory performance of each job. Salaries are also set in the context of the jobs market and comparisons are made with similar jobs in other charities and relevant organisations. Salaries are monitored by the Remuneration Committee.

Macmillan operates a Staff Consultation Forum comprising 26 representatives from across the charity who meet 4 times a year and whose views are reported at Executive Directors Meetings.

Trading subsidiaries

Macmillan Cancer Support has 4 subsidiary trading companies that permit fundraising to support the Charity's work. All of their taxable profits each year are transferred to the Charity. Macmillan Cancer Support Sales Limited sells Christmas cards and other items; Macmillan Cancer Support Trading Limited carries out fundraising events and activities; and Macmillan Cancer Support Enterprises Limited and CancerLink are dormant companies.

Note 5 to the Accounts summarises the results of the trading subsidiaries, which performed satisfactorily in 2006.

Related parties

Details of other related parties and connected organisations can be found in note 17 to the accounts.

Volunteers

Volunteering makes an enormous contribution to the work of the Charity. In 2006, approximately 14,000 volunteers supported Macmillan through fundraising, care and administration. Just a few of the many different tasks undertaken by volunteers include serving on the Council and committees, providing listening skills and complementary therapies, running events, being librarians and drivers and staffing the Macmillan CancerLine. Without this huge army of support, Macmillan would not be the organisation it is today.

Auditors

A resolution will be proposed at the Annual General Meeting that BDO Stoy Hayward LLP be re-appointed as Macmillan's auditors for the ensuing year.

Approved by the Board of Trustees and authorised for issue on 1 May 2007



Victoria Benson, Company Secretary

Independent auditors' report to the members of Macmillan Cancer Support

We have audited the financial statements of Macmillan Cancer Support for the year ended 31 December 2006 on pages 20 to 37 which have been prepared under the accounting policies set out on pages 23 and 24.

Respective responsibilities of Trustees and auditors

The Trustees' responsibilities for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Our report has been prepared pursuant to the requirements of the Companies Act 1985 and for no other purpose. No person is entitled to rely on this report unless such a person is a person entitled to rely upon this report by virtue of and for the purpose of the Companies Act 1985 or has been expressly authorised to do so by our prior written consent. Save as above, we do not accept responsibility for this report to any other person or for any other purpose and we hereby expressly disclaim any and all such liability.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charity and the group at 31 December 2006, and of the group's incoming resources and resources expended, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees' Report is consistent with the financial statements.

BDO Stoy Hayward LLP

Chartered Accountants & Registered Auditors
Epsom, Surrey
1 May 2007

Consolidated statement of financial activities

For the year ended 31 December 2006 (including an income and expenditure account)

	Note	Unrestricted £'000	Restricted £'000	2006 Total £'000	2005 Total £'000
Incoming resources					
Incoming resources from generated funds:					
Legacy income		24,590	13,753	38,343	34,966
Voluntary income	2	43,015	15,008	58,023	56,337
Merchandising income		1,261	–	1,261	1,123
Total fundraising income		68,866	28,761	97,627	92,426
Grant income	3	–	674	674	949
Investment income	4	4,573	–	4,573	4,314
Total incoming resources		73,439	29,435	102,874	97,689
Resources expended					
Costs of generating funds:					
Cost of generating voluntary and legacy income		25,185	4,524	29,709	29,708
Merchandising costs		754	–	754	669
Total fundraising costs		25,939	4,524	30,463	30,377
Investment management costs		215	–	215	248
Total cost of generating funds		26,154	4,524	30,678	30,625
Net incoming resources available for charitable application		47,285	24,911	72,196	67,064
Charitable expenditure					
Source of support	7	29,296	26,161	55,457	56,879
Force for change	7	9,927	341	10,268	10,836
Governance	6	663	–	663	584
Charitable expenditure	7	39,886	26,502	66,388	68,299
Total resources expended	6	66,040	31,026	97,066	98,924
Net incoming/(outgoing) resources before gains and transfers	8	7,399	(1,591)	5,808	(1,235)
Transfers between funds	16	(1,522)	1,522	–	–
Net incoming/(outgoing) resources		5,877	(69)	5,808	(1,235)
Net gains on investments	11	3,472	–	3,472	2,969
Actuarial gain/(loss) on defined benefit pension scheme	19	380	–	380	(1,895)
Net movement in funds		9,729	(69)	9,660	(161)
Fund balances brought forward at 1 January as previously stated		–	–	–	45,856
Prior year adjustment – FRS17 restatement	19	–	–	–	(1,404)
Fund balances brought forward at 1 January as restated		29,855	14,436	44,291	44,452
Fund balances carried forward at 31 December		39,584	14,367	53,951	44,291

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 16 to the financial statements. The notes on pages 23–38 form part of these financial statements.

Balance sheets

31 December 2006

	Note	Group 2006 £'000	Group 2005 £'000	Charity 2006 £'000	Charity 2005 £'000
Fixed assets					
Tangible fixed assets	10	973	1,123	973	1,123
Investments	11	34,512	31,181	34,512	31,181
		35,485	32,304	35,485	32,304
Current assets					
Debtors	12	23,091	22,358	23,526	23,285
Short-term deposits		80,375	73,866	80,375	73,866
Cash at bank and in hand		11,934	9,751	11,382	8,729
		115,400	105,975	115,283	105,880
Creditors: amounts falling due within 1 year					
Grants committed not yet paid	13	(35,583)	(34,514)	(35,583)	(34,514)
Other creditors	14	(4,082)	(4,363)	(3,966)	(4,269)
Net current assets		75,735	67,098	75,734	67,097
Total assets less current liabilities		111,220	99,402	111,219	99,401
Creditors: amounts falling due after more than 1 year					
Grants committed not yet paid	13	(54,675)	(51,961)	(54,675)	(51,961)
Pension scheme funding deficit	19	(2,594)	(3,150)	(2,594)	(3,150)
Net assets	15	53,951	44,291	53,950	44,290
Funds					
Restricted funds		14,367	14,436	14,367	14,436
Unrestricted funds:					
Investment revaluation reserve		6,590	4,433	6,590	4,433
Other general funds		29,414	24,331	29,413	24,330
Total general funds		36,004	28,764	36,003	28,763
Designated funds		6,174	4,241	6,174	4,241
Pension scheme deficit		(2,594)	(3,150)	(2,594)	(3,150)
Total unrestricted funds		39,584	29,855	39,583	29,854
Total funds	16	53,951	44,291	53,950	44,290

The notes on pages 23–38 form part of these financial statements.

Approved by the Board of Trustees and authorised for issue on 1 May 2007

Jamie Dundas, Chairman **Joe MacHale**, Treasurer

Consolidated cash flow statement

31 December 2006

	Note	2006 £'000	2005 £'000
Net incoming/(outgoing) resources for year		5,808	(1,235)
Adjustments to exclude non-cash items and investment income			
Depreciation	10	368	365
Other fixed asset write offs	10	-	72
Donated shares retained	11	(121)	(88)
Increase in grant commitments and other creditors	13, 14	2,946	10,952
Pension actuarial gain/(loss)	19	380	(1,895)
(Increase) in debtors	12	(733)	(3,939)
Investment income		(4,573)	(4,314)
Net cash inflow from operating activities		4,075	(82)
Returns on investment and servicing of finance			
Investment income		4,573	4,314
Capital expenditure and financial investments			
Purchase of tangible fixed assets	10	(218)	(1,146)
Payments to acquire investments	11	(13,203)	(15,891)
Proceeds from sales of investments	11	12,563	16,911
Change in accrued investment income	11	29	9
Decrease/(increase) in cash and short-term deposits held with investment manager	11	873	(365)
Increase in combined cash and short-term deposits		8,692	3,750
Management of liquid resources			
(Increase) in short-term deposits		(6,509)	(38,437)
Increase/(decrease) in cash in the year		2,183	(34,687)
		2006 £'000	2005 £'000
Cash		11,934	9,751
Short-term deposits		80,375	73,866
Total		92,309	83,617

The notes on pages 23–38 form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2006

1 Accounting policies

Basis of preparation

The accounts are prepared under the historical cost convention, modified to include the revaluation of investments to market value, and in accordance with applicable accounting standards, the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities 2005" and the Companies Act 1985.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiary companies Macmillan Cancer Support Sales Limited and Macmillan Cancer Support Trading Limited on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as allowed by section 230 of the Companies Act 1985 and paragraph 397 of SORP 2005. The income of the parent charity was £102,075,000 (2005: £97,446,000) and the expenditure was £96,295,000 (2005: £96,215,000).

Incoming resources

Voluntary income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Donated services and facilities are valued and brought in as income and the appropriate expenditure at the price that Macmillan estimates it would pay in the open market for an equivalent service or facility.

Legacies

Legacies are deemed to be receivable from the date of probate. Those receivable at year end, where they can be valued, are included at 90% of probate value, reflecting the uncertainty inherent in the fact that a substantial proportion of legacy receivables represent property or other investments whose value is subject to market fluctuations until they can be realised.

Grant income

Revenue grants are credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless they relate to a specific future period, in which case they are deferred.

Resources expended

Resources expended are recognised in the period in which they are incurred.

Grant commitments

Grants are generally made to organisations to meet employment, travelling and training costs of Macmillan professionals, to cover costs associated with buildings development and to develop carer, benefits advice and information projects. The full value of the charity's commitment to a charitable grant is recognised in the year in which the grant is made available and shown as a long or short-term liability as appropriate.

Grants to individuals are made to cover a wide range of practical needs and are recognised in the year in which they are made.

Releases of grant commitments

There are occasions when it becomes necessary to withdraw and re-deploy a grant which has been approved in a prior year. Where re-deployment occurs the intention of the original grant is observed where possible. If it cannot be spent in the current year the funds revert to the original unrestricted or restricted reserve.

Allocation of expenditure

Resources expended are allocated to the particular activity that the cost relates to. Where expenditure contributes to more than 1 area of activity, the costs are re-allocated to each of the activities based on estimated staff time.

Governance costs

Governance costs are the costs associated with constitutional and statutory requirements and with the strategic management of the charity's activities.

Notes to the financial statements

For the year ended 31 December 2006

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided in equal installments over the life of each tangible asset at the following rates:

Furniture and equipment	20%
Computer equipment	33⅓%
Software development	33⅓%
Short leasehold property	100% in year of expenditure
Freehold property	2%
Motor vehicles	20%
Leasehold improvements	over the life of the lease

Items of equipment are capitalised where the purchase price exceeds £1,000. Software development is capitalised where the costs exceed £250,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

Fund accounting

Restricted, designated and general funds are separately disclosed, as set out in note 16.

The different funds held are defined as follows:

Restricted funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

Designated funds are set aside at the discretion of the Trustees for specific purposes. They would otherwise form part of the general funds.

General funds are available to spend at the discretion of the Trustees in furtherance of the charitable objectives of the Charity.

Transfers represent costs transferred between the charity's funds.

Leases

The Charity enters into operating leases as described in note 18. Expenditure on operating leases is charged in the Statement of Financial Activities as incurred.

Investments

Listed investments are included in the balance sheet at market value. Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the balance sheet date are included in the Statement of Financial Activities for the relevant underlying funds. The historical cost of investments is shown in note 11 to the accounts.

Pensions

The charity operates a defined benefit pension scheme, which closed to new entrants on 30 April 2004. The charity's defined benefits scheme is accounted for in accordance with FRS 17 'Retirement Benefits'. The service cost of pension provision relating to the year, together with the cost of any benefits relating to past service if the benefits have vested, is charged to the Statement of Financial Activities. A charge equal to the increase in the present value of the scheme liabilities (because the benefits are closer to settlement) and a credit equivalent to the charity's long-term expected return on assets (based on the market value of the scheme assets at the start of the year), are also included in the Statement of Financial Activities.

The difference between the market value of the assets of the scheme and the present value of the accrued pension liabilities is shown as an asset or liability on the balance sheet. Any differences between the actual and expected return on assets during the year are recognised in the Statement of Financial Activities along with differences arising from experience or assumption changes.

The charity also contributes to a separate stakeholder pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions to the charity's stakeholder pension scheme are charged to the Statement of Financial Activities in the year in which they become payable.

Taxation

As a registered charity, the Charity benefits from rates relief, and is exempt from direct tax on its charitable activities but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

2 Voluntary income

	Unrestricted £'000	Restricted £'000	2006 Total £'000	2005 Total £'000
Local fundraising committees	3,131	4,306	7,437	7,455
Fundraising appeals	18	8,736	8,754	11,320
Fundraising events	12,017	1,431	13,448	12,364
Trusts, Corporate income and general donations	13,500	516	14,016	11,959
Direct marketing	13,601	19	13,620	13,043
Donated services and facilities	748	-	748	196
Total	43,015	15,008	58,023	56,337

3 Grant income

	2006 Total £'000	2005 Total £'000
New Opportunities Fund:		
Barnsley Supportive Care at Home Scheme	144	147
Easington Palliative Home Carers' Scheme	198	-
Head and Neck Support and Befriending Groups	23	24
Home Ground – Integrated Rural Cancer Care project	81	41
Palliative Care Education in Nursing Homes in Northern Ireland	45	54
Northern Ireland Cancer Prevention, Detection, Treatment and Care	-	20
Information for Cancer	11	16
NHS Grants	172	647
	674	949

4 Investment income

	2006 Total £'000	2005 Total £'000
Income from listed securities	940	841
Interest income	3,633	3,473
	4,573	4,314

Notes to the financial statements

For the year ended 31 December 2006

5 Subsidiary undertakings

The Charity has 4 wholly owned trading subsidiaries which are incorporated in the UK for the purposes of generating income for the charitable purposes of the Charity. All of their taxable profits each year are transferred to the Charity. The specific activity or status of each company is:

Macmillan Cancer Support Sales Limited: sale of Christmas cards and other items
 Macmillan Cancer Support Trading Limited: fundraising events and activities
 Macmillan Cancer Support Enterprises Limited: dormant
 CancerLink: dormant

A summary of the trading results of the non-dormant companies is shown below:

	Macmillan Cancer Support Sales Limited £'000	Macmillan Cancer Support Trading Limited £'000	2006 £'000	2005 £'000
Turnover	1,212	197	1,409	1,440
Cost of sales	(352)	(4)	(356)	(346)
Gross profit	860	193	1,053	1,094
Operating expenses	(453)	(13)	(466)	(346)
Interest receivable	21	9	30	39
Net profit	428	189	617	787
Costs recharged, licence fee and interest paid to Charity	(185)	(70)	(255)	(276)
Profit on ordinary activities	243	119	362	511
Amount transferred to Charity	(243)	(119)	(362)	(511)
Profit for financial year	–	–	–	–
Funds balance at 31 December 2005	1	–	1	1
Funds balance at 31 December 2006	1	–	1	1

6 Expenditure

	Grants £'000	Direct staff costs £'000	Other direct costs £'000	Apportioned support costs £'000	2006 £'000	2005 £'000
Source of support (Note 7)	42,175	5,988	3,468	3,826	55,457	56,879
Force for change (Note 7)	4,938	985	3,215	1,130	10,268	10,836
Governance (Note 7)	–	321	187	155	663	584
Total charitable expenditure	47,113	7,294	6,870	5,111	66,388	68,299
Cost of generating voluntary and legacy income	–	8,949	13,521	7,239	29,709	29,708
Merchandising costs	–	–	754	–	754	669
Investment management fees	–	–	215	–	215	248
Total expenditure	47,113	16,243	21,360	12,350	97,066	98,924

Analysis of apportioned support costs

	Human Resources & Facilities £'000	IT £'000	Finance, Legal & Secretariat £'000	Policy & Communications £'000	2006 £'000	2005 £'000
Source of support	1,815	699	578	734	3,826	2,534
Force for change	536	206	171	217	1,130	1,576
Governance	74	28	23	30	155	106
Cost of generating voluntary and legacy income	3,433	1,323	1,094	1,389	7,239	7,712
	5,858	2,256	1,866	2,370	12,350	11,928

Support costs, including staff costs, were apportioned to activities on the basis of headcount in each of the departments supporting the various activities.

Analysis of governance costs

	2006 £'000	2005 £'000
Staff costs	321	187
External audit fees	49	49
Board and Council meeting expenses	13	13
AGM costs	77	107
Legal and other costs	203	228
	663	584

Notes to the financial statements

For the year ended 31 December 2006

7 Analysis of charitable expenditure

	Staff costs £'000	Grants £'000	Other costs £'000	2006 £'000	2005 £'000
Source of support					
Specialist healthcare					
Macmillan nurses	1,140	7,266	384	8,790	16,926
Macmillan doctors	343	(455)	109	(3)	1,658
Macmillan allied health professionals	654	4,166	220	5,040	5,517
Treatment and care buildings	602	3,753	314	4,669	31
Day and in-patient care	109	692	37	838	2,701
Clinical service grants	429	2,679	202	3,310	2,761
Practical and emotional support					
Macmillan carer/befriending schemes	516	3,290	174	3,980	2,965
Macmillan social workers	128	820	43	991	2,122
Social care and support	41	152	127	320	1,462
Cancer self help and support groups	51	226	115	392	563
Learning and development for people affected by cancer	25	–	166	191	178
Financial Support					
Macmillan Grants	1,283	8,175	432	9,890	8,697
Macmillan benefits advice projects	944	6,019	318	7,281	2,522
Macmillan Benefits Helpline	377	–	73	450	434
Information					
Information services	826	4,908	1,556	7,290	5,713
Mobile Macmillan Cancer Information Centres	261	–	415	676	473
CancerLine	434	–	198	632	365
Online support	–	–	109	109	–
Information buildings	54	343	21	418	1,017
Associated charities	25	141	27	193	499
Other direct provision of services	–	–	–	–	275
	8,242	42,175	5,040	55,457	56,879
Force for change					
Involving people affected by cancer in developing Macmillan and NHS services	175	827	160	1,162	504
Macmillan Cancer Voices	41	–	229	270	601
Policy and Campaigning	387	–	1,201	1,588	1,999
Public education and awareness raising	90	–	809	899	666
Research to improve cancer services	376	1,871	248	2,495	1,969
Macmillan professional learning and development	291	1,087	550	1,928	3,792
GP educators and facilitators	239	1,105	242	1,586	383
Macmillan partnership projects					
Gold Standards Framework	10	24	28	62	489
Primary Care Cancer Lead Clinicians	42	49	187	278	433
Cancer Genetics	–	(25)	25	–	–
	1,651	4,938	3,679	10,268	10,836
Governance costs	412	–	251	663	584
Total charitable expenditure	10,305	47,113	8,970	66,388	68,299

New grants committed in the year are recognised as charitable expenditure in the year in which they are made and are shown above.

The grants figure shown above comprises both multi-year grants where the full cost is recognised on the balance sheet as a liability in the year of commitment and those grants (mainly Macmillan grants) which are wholly expensed during the year.

Grants to institutions and partner organisations totalled £38,938,000 (2005: £43,141,000). Grants to individuals totalled £8,175,000 (2005: £7,562,000).

A full list of the grants made to institutions and partner organisations is disclosed in a separate publication which is available from the Charity's registered office.

8 Net incoming/(outgoing) resources for the year

This is stated after charging:

	2006 £'000	2005 £'000
Depreciation	368	365
Auditors' remuneration		
Audit	49	49
Tax services	(38)	80
Operating lease rentals		
Property	1,964	1,663

No Trustee has received any remuneration from the Group during the year (2005: nil). The total amount of expenses reimbursed to the Trustees during the year was £1,200 (2005: £500). The number of Trustees who were reimbursed was 4 (2005: 4)

9 Staff costs and numbers

Staff costs were as follows:

	2006 £'000	2005 £'000
Salaries and wages	19,612	17,404
Agency staff costs	756	970
Employers National Insurance contributions	1,974	1,786
Pension costs	1,202	1,349
	23,544	21,509

The number of employees who earned £60,000 (excluding pension) or more were:

	2006 No.	2005 No.
£60,001 – £70,000	4	4
£70,001 – £80,000	5	2
£80,001 – £90,000	1	2
£90,001 – £100,000	1	1
£110,001 – £120,000	1	1

Retirement benefits are accruing under defined benefit schemes for 9 (2005: 9) higher paid employees. Contributions totalling £28,941 (2005: £17,100) were made to a stakeholder scheme for 3 (2005: 1) higher paid employees.

The average number of staff employed during the year was 679 (2005: 660) which includes 144 (2005: 161) part-time staff. The average number of full-time equivalent (FTE) staff employed during the year was 632 (2005: 584). The average FTE is analysed by function as follows:

	2006 No.	2005 No.
Fundraising	370	373
Source of support	196	127
Force for change	58	79
Governance	8	5
	632	584

Notes to the financial statements

For the year ended 31 December 2006

10 Tangible fixed assets

The group and charity	Motor vehicles	Leasehold property & improvements £'000	Freehold property £'000	Computer equipment & systems £'000	Furniture & equipment £'000	Total £'000
Cost						
At 1 January 2006	–	109	95	1,877	1,387	3,468
Additions in year	81	–	–	124	13	218
Reclassification of assets	–	575	–	–	(575)	–
At 31 December 2006	81	684	95	2,001	825	3,686
Depreciation						
At 1 January 2006	–	109	10	1,515	711	2,345
Charge for year	12	113	2	192	49	368
Reclassification of assets	–	32	–	–	(32)	–
At 31 December 2006	12	254	12	1,707	728	2,713
Net book value						
At 31 December 2006	69	430	83	294	97	973
At 31 December 2005	–	–	85	362	676	1,123

11 Investments

The group and charity	2006 £'000	2005 £'000
Market value at 1 January	31,181	28,788
Purchased acquisitions	13,203	15,891
Shares acquired via legacies and gifts	121	88
Disposal proceeds	(12,563)	(16,911)
Change in accrued income	(29)	(9)
Increase/(decrease) in cash and short-term deposits	(873)	365
Unrealised gain	3,472	2,969
Market value at 31 December	34,512	31,181
Historic cost at 31 December	27,923	26,748
Investments comprise:	2006 £'000	2005 £'000
UK listed	23,802	22,116
Non-UK listed	9,569	7,576
UK non-listed	155	155
Non-UK Private Equity	45	–
Cash and short-term deposits	941	1,334
	34,512	31,181

Listed investments include £22,304,283 (2005: £20,141,519) of direct holdings.

The balance of £11,066,806 (2005: £9,550,230) is held in investment funds and unit trusts.

Investments representing over 5% by value of the portfolio comprise:

	2006 £'000
UBS Triton Property Unit Trust	2,408

12 Debtors

	Group 2006 £'000	Group 2005 £'000	Charity 2006 £'000	Charity 2005 £'000
Accrued legacy income	20,181	19,015	20,181	19,015
Prepayments and other accrued income	1,828	2,157	1,407	1,823
Income tax recoverable	467	452	467	452
Trade debtors	321	303	–	–
Amount due from subsidiaries	–	–	1,253	1,602
Sundry debtors	294	431	218	393
	23,091	22,358	23,526	23,285

Included within the amount due from subsidiaries are 2 loans to the Charity's trading subsidiaries. £40,000 (2005: £50,000) has been loaned to Macmillan Cancer Support Trading Limited and £200,000 has been loaned to Macmillan Cancer Support Sales Limited. Interest is payable on the loans and is calculated at base rate plus 2%. The loans are repayable by 31 December 2010, and are secured by a first ranking debenture dated 28 July 1999 containing fixed and floating charges over all the assets of the subsidiary companies.

13 Grants committed not yet paid

The group and charity	Macmillan professionals' grants £'000	Buildings £'000	Other £'000	2006 Total £'000	2005 Total £'000
Commitments at 1 January	61,541	6,059	18,875	86,475	77,936
Grants paid during the year	(22,599)	(2,076)	(8,401)	(33,076)	(29,400)
New grants committed during the year	22,056	4,247	14,020	40,323	42,463
Commitments released as no longer required	(2,577)	(125)	(762)	(3,464)	(4,524)
Commitments at 31 December	58,421	8,105	23,732	90,258	86,475
Falling due within 1 year	21,928	4,537	9,118	35,583	34,514
Falling due after 1 year	36,493	3,568	14,614	54,675	51,961
	58,421	8,105	23,732	90,258	86,475

Notes to the financial statements

For the year ended 31 December 2006

14 Other creditors

	Group 2006 £'000	Group 2005 £'000	Charity 2006 £'000	Charity 2005 £'000
Taxation and social security	854	1,303	854	1,303
Other creditors and accruals	3,228	3,060	3,112	2,966
	4,082	4,363	3,966	4,269

15 Analysis of group net assets between funds

	Restricted funds £'000	Designated funds £'000	General funds £'000	Total funds £'000
Tangible fixed assets	–	973	–	973
Investments	–	3,451	31,061	34,512
Cash and short-term deposits	61,245	1,750	29,314	92,309
Debtors	5,787	–	17,304	23,091
Creditors	(52,665)	–	(44,269)	(96,934)
Net assets at 31 December 2006	14,367	6,174	33,410	53,951

16 Movements in funds

	Balance 1 January 2006 £'000	Incoming resources £'000	Outgoing resources £'000	Gains on investment & actuarial loss on pension scheme £'000	Transfers £'000	Balance 31 December 2006 £'000
Restricted funds:						
Local appeals	7,378	19,063	(22,520)	–	1,500	5,421
Other funds	7,058	10,372	(8,506)	–	22	8,946
Total restricted funds	14,436	29,435	(31,026)	–	1,522	14,367
Unrestricted funds:						
Investment revaluation reserve	4,433	–	–	–	2,157	6,590
Other general funds	24,331	73,439	(66,216)	3,472	(5,612)	29,414
Total general funds	28,764	73,439	(66,216)	3,472	(3,455)	36,004
Designated funds						
Fixed asset fund	1,123	–	–	–	(150)	973
Market fluctuations fund	3,118	–	–	–	333	3,451
Perth Royal Infirmary Palliative Care Unit	–	–	–	–	1,000	1,000
Lung cancer care research	–	–	–	–	750	750
Total designated funds	4,241	–	–	–	1,933	6,174
Pension scheme deficit	(3,150)	–	176	380	–	(2,594)
Total unrestricted funds	29,855	73,439	(66,040)	3,852	(1,522)	39,584
Total funds	44,291	102,874	(97,066)	3,852	–	53,951

Purposes of restricted funds

Local appeals

Local appeal funds comprise income generated from fundraising activities by Macmillan appeals throughout the UK. Local appeal deficits often arise where we commit to funding the service early on in an appeal. Under our required accounting policy, we have to recognise the full cost of multi-year grants when the commitment is made. Often, we will take 3 years to raise the income necessary to meet this cost. Such appeals will start in deficit and gradually work their way to break even over the life of the appeal. During the year £0 (2005: £662,000) was transferred from unrestricted funds to restricted appeal funds to cover deficits which will not be matched by future fundraising. It is anticipated that the remaining deficits will be matched by future restricted income flows and transfers from other appropriate funds.

At the same time, some appeals raise significant funds before the actual grant commitment is made, particularly building appeals. As a result, they appear in surplus for the first part of the life of the appeal. Appeals at the year end in surplus totalled £14,400,740 (2005: £14,348,560). Appeals in deficit totalled £8,979,605 (2005: £6,971,239). A transfer of £1,500,000 has been made between general and restricted funds representing appeal costs which are supported by general funds.

	£'000
Macmillan nurses	4,412
Clinical and social care	541
Macmillan Grants	2,357
Education	241
Other	1,395
	8,946

Macmillan nurses

Income which has been restricted to fund Macmillan nurses has come from a variety of sources and is restricted either to a type of post or to a post in a specific geographical location. Funds will be expended as appropriate posts are identified or developed.

Clinical and social care

Income which has been restricted for clinical and social care has come from a variety of sources and is restricted to services such as medical posts, carers and social workers. Funds will be expended as appropriate posts are identified or developed.

Macmillan Grants

Income which has been restricted to be spent on Macmillan Grants has come from a variety of sources. The grants programme funds one-off payments for adults, young people, or children with cancer to cover a wide range of practical needs.

Education

Income which has been restricted primarily for small grants for education and equipment for Macmillan's professionals, and a fund for Macmillan nurse education.

Other

The balance on these funds is the total of a variety of restricted fund balances, including those for information services, buildings and in-patient care.

Fixed asset fund

The fixed asset fund represents the value of general funds invested in fixed assets which are not, by the nature of fixed assets readily available for use for other purposes. The transfer of £150,000 from this fund makes the value of the fund equal to the net book value of the fixed assets at 31 December 2006.

Market fluctuations fund

The market fluctuations fund is calculated as 10% of the market value of the Charity's investments and is set aside to allow for fluctuations in the market value of investments. The transfer of £333,000 to this fund is an adjustment to bring the fund in line with 10% of the market value of the investments at 31 December 2006.

Perth Royal Infirmary Palliative Care Unit

During the year, the Board of Trustees designated £1,000,000 towards the building costs of the Macmillan Palliative Care Unit at Perth Royal Infirmary. These funds will be matched by a donation from the Gannochy Trust.

Lung cancer care research

During the year, the Board of Trustees agreed to designate £750,000 for future spend on lung cancer care research. Lung cancer has the worst outcome of the most common types of cancer. At the same time, significantly less is known about how care and support could be improved for people affected by lung cancer. Since the year end, a grant of £250,000 has been made to the National Cancer Research Institute to begin this research programme.

Notes to the financial statements

For the year ended 31 December 2006

Other unrestricted funds

Investment revaluation reserve

The investment revaluation reserve is calculated as the difference between the market valuation and the historic cost of the Charity's investments. The transfer of £2,157,000 to this fund is an adjustment to increase the fund to the difference between market value and historic cost of investment at 31 December 2006.

Pension scheme deficit

The pension scheme deficit reserve is the FRS17 deficit calculated by the Charity's actuary as at 31 December 2006. Each year the reserve is adjusted for the movement on the deficit.

17 Related party transactions

Professor Jessica Corner is the Director of Improving Cancer Services at Macmillan Cancer Support.

She is seconded for 80% of her time from the University of Southampton's School of Nursing and Midwifery. During the year, payments of £248,875 (2005: £230,000) were made by Macmillan in respect of the Macmillan Practice Development Unit, a programme of research for people affected by cancer, which is based at the University of Southampton. In addition, £10,701 was also paid to the University to evaluate the service provided by Macmillan's Mobile Information Unit.

The Charity is a member of the National Cancer Research Institute (NCRI) which brings together the major organisations that fund cancer research to coordinate their activities including joint funding initiatives. In 2005 the Charity made a commitment of £750,000 to contribute to the funding of collaborative partnerships in Supportive and Palliative Care (SuPaC) until June 2012 (the total funding was £5million from 5 NCRI member organisations). It also made a grant of £13,109 in 2006 to help fund the Institute's annual conference. In October 2006 Professor Corner's husband was appointed Research Coordinator to the Cancer Experiences Collaborative, which is 1 of 2 SuPaC collaborative partnerships funded by NCRI.

Tara Donnelly is a Trustee of the Charity and up to December 2006 was Director of Operations of the Whittington Hospital NHS Trust. During the year, a grant was made to the Trust of £114,409 over 3 years to provide Information Specialists at the hospital. In addition, the Charity has made a grant of £51,700 in the year towards a Welfare Benefits Worker.

The American Friends of Macmillan Support was formed in 1991 as the US affiliate of Macmillan to support its charitable programmes. The American Friends of Macmillan Support is a public charity as described in section 501(c)(3) of the US Internal Revenue Code. It may devote funds received by it to any purpose consistent with its charitable purposes, as dictated by its Board of Directors. The current Board of Directors includes Judy Beard, who is acting Chief Executive at Macmillan.

Payments to associated charities

The following charities are associated with Macmillan. All of the grants were made on an arms length basis.

British Colostomy Association

During the year the Charity has made payments of £18,700 (2005: £275,204) to the British Colostomy Association (BCA), in support of BCA's activities. From 31 December 2005 BCA wound down its activities and no further significant grant payments are anticipated.

National Association of Laryngectomee Clubs

During the year, the Charity has made payments of £141,252 (2005: £136,560) to the National Association of Laryngectomee Clubs, in support of the Association's activities.

18 Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	Property 2006 £'000	Property 2005 £'000
Less than 1 year	517	126
1-5 years	840	1,420
Over 5 years	607	117
	1,964	1,663

19 Pension costs

The Charity operates a contributory, defined benefit pension scheme for employees which closed to new entrants on 30 April 2004. From 1 May 2004, the Charity has paid contributions for eligible employees into a new stakeholder pension scheme. The assets of the defined benefit scheme are held separately from those of the charity in an independently administered fund.

The actuary has computed the following information about the financial position of the scheme as at 31 December 2006:

	2006 £'000	2005 £'000	2004 £'000
Market value of the scheme assets	17,190	14,515	10,589
Present value of scheme liabilities	(19,784)	(17,665)	(11,993)
Net (deficit)	(2,594)	(3,150)	(1,404)

The movement in the deficit during the year can be analysed as follows:

	2006 £'000	2005 £'000
(Deficit) at 1 January	(3,150)	(1,404)
Movement in year		
Current service cost	(1,280)	(1,224)
Contributions	944	1,249
Settlements	368	–
Other finance income	144	124
Pension contribution adjustment	176	149
Actuarial gain/(loss)	380	(1,895)
(Deficit) at 31 December	(2,594)	(3,150)

Notes to the financial statements

For the year ended 31 December 2006

The actuarial loss for 2005 and 2006 is shown on the face of the Statement of Financial Activities. It reflects the movement on the pension scheme deficit arising from changes in assumptions such as future mortality rates and future expected investment returns. The pension contribution adjustment is the difference between the actual pension contributions made in the year and the actual contributions required. The adjustment is made to staff costs and does not appear on the face of the Statement of Financial Activities.

Defined benefit scheme

Scheme funds are administered by Trustees and are independent of the Charity's finances. The scheme is a UK-based defined benefit scheme, providing benefits at retirement and on death in service.

The scheme is subject to triennial valuation by an independent actuary using the projected unit method.

The most recent triennial valuation was undertaken as at 31 December 2004 and the following actuarial assumptions were applied:

Investment returns	
pre-retirement	6.375%
post retirement	5.00%
Salary growth	4.75%
Pension increases	2.75%

At the valuation date, the market value of the assets were £10,548,000 and the actuarial values were sufficient to cover 90% of the benefits which had accrued to members after allowing for future increases in earnings. The employer contribution rate for the year ending 31 December 2006 was 18.1% of pensionable salary from 1 January 2006 to 31 May 2006 and 10% of pensionable salary from 1 June 2006 to 31 December 2006. The total contributions paid in the period by the Charity were £944,000 (2005: £1,248,791).

For the purposes of the disclosures required under FRS17, the actuarial valuation has been updated at 31 December 2006 by a qualified actuary using the following assumptions:

	2006	2005	2004
Discount rate	5.20%	4.80%	5.30%
Rate of inflation	3.20%	2.80%	2.80%
Rate of increase in salaries	5.20%	4.80%	4.80%
Rate of increase of both pensions in payment and deferred pensions	3.20%	2.80%	2.80%

An analysis of the scheme assets and the expected long-term return rates at 31 December 2006 was as follows:

	2006 £'000	Expected rate of return	2005 £'000	Expected rate of return	2004 £'000	Expected rate of return
Equities	13,458	7.6%	12,840	7.1%	8,791	7.5%
Bonds	2,700	5.1%	811	4.3%	1,050	5.1%
Other	1,032	5.0%	864	4.0%	748	4.8%
	17,190		14,515		10,589	

In earlier years prior to FRS17 being applied, had pension costs been recognised in accordance with FRS17, the following components of the pension charge would have been recognised in the statement of financial activities:

	2004 £'000	2003 £'000
Expected return on assets	660	469
Interest on liabilities	(521)	(432)
Net expected return on pension assets	139	37
Current service cost	(1,407)	(1,113)
Net amount charged to Statement of Financial Activities	(1,268)	(1,076)

The following amounts have been recognised in the financial statements for the year ended 31 December 2006 under the requirements of FRS17:

	2006 £'000	2005 £'000
Expected return on assets	1,019	798
Interest on liabilities	(875)	(674)
Net expected return on pension assets	144	124
Current service cost	(1,280)	(1,224)
Settlements	368	–
Net amount charged to Statement of Financial Activities	(768)	(1,100)

	2006 £'000	2005 £'000
Actual return less expected return on scheme assets	526	1,686
Experience (losses) arising on the scheme liabilities	(146)	(317)
Changes in assumptions underlying the present value of the scheme liabilities	–	(3,264)
Actuarial gain/(loss) charged to Statement of Financial Activities	380	(1,895)

	2006 £'000	2005 £'000	2004 £'000	2003 £'000	2002 £'000
Actual return less expected return on scheme assets	526	1,686	508	862	(1,348)
Percentage of scheme assets	3.1%	11.6%	5%	11%	23%
Experience (losses)/gains on scheme liabilities	(146)	(317)	(629)	585	(202)
Percentage of the present value of the scheme liabilities	0.7%	1.8%	5%	7%	3%
Total amount recognised as actuarial gains/(losses)	380	(1,895)	(667)	564	(1,550)
Percentage of the present value of the scheme liabilities	1.9%	10.7%	6%	6%	22%

Legal and administrative details

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 June 1989 and registered as a charity on 21 June 1989.

Governing document

The organisation was established under a memorandum of association which established the objects and powers of the organisation and is governed under its articles of association.

Company number

2400969

Charity number

261017

Registered office and operational address

89 Albert Embankment,
London SE1 7UQ

Patron

HRH The Prince of Wales

President

The Countess of Halifax

Deputy President

Richard Hambro

Chairman

Jamie Dundas

Treasurer

Joe MacHale

Company Secretary

Emma Moscrop/Victoria Benson

Chief Executive

Ciaran Devane (appointed 1 May 2007)

Directors and General Managers

Communications, Fundraising and Marketing

Judy Beard

Improving Cancer Services

Jessica Corner

Finance

Chris Hunt

Central Services

Joan Coyle

East Midlands and Northern England

Maureen Rutter

London, Anglia and South East England

Stephen Richards

Scotland and Northern Ireland

Elspeth Atkinson

Central and South West England and Wales

Jeff Faulkner

General Manager for Northern Ireland

Heather Monteverde

General Manager for Wales

Cath Lindley

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Investment Managers

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Auditors

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Chartered accountants
and registered auditors
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Epsom,
Surrey KT17 1HS

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