Antibiotic
RESEARCH UK

ACTING NOW TO STOP
DRUG-RESISTANT INFECTIONS

ANTIBIOTIC RESEARCH UK

2021–2025 BUSINESS PLAN

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01
FOREWORD

Professor Colin Garner
Founder and Chief Executive

Simon Dukes
Chair of Trustees

Antibiotic resistance (where bacteria become resistant to antibiotic treatments) is on the rise globally, and not least in the UK. Drug resistance is natural in all infectious diseases and arises during cell division when the organism occasionally mutates leading to an ability to survive the antibiotic. Bacteria, which have been on Earth for at least three billion years, have developed a host of protective mechanisms allowing the species to survive in almost any environment.

The level of antibiotic resistance in a bacterial population is driven by exposure to antibiotics; the greater the exposure, the greater the frequency of resistance. The current epidemic of antibiotic resistance across the globe is primarily driven by the misuse and overuse of antibiotics. To achieve our vision of 'a world free from deaths caused by drug-resistant infections', all that our charity does must have this end-point in mind.

The global antibiotic resistance problem is extremely complex and multifaceted. To tackle resistance in any meaningful way ultimately requires every country and every world citizen to play their part. Like climate change, the issue of antibiotic resistance has multiple stakeholders, inputs and outputs; as such, we need to fundamentally rethink our relationship with antibiotics. A One Health approach is the way forward. As with COVID-19, no one is safe until everyone is safe. That said, like most big challenges, tackling resistance can be broken down into a multitude of small steps, right down to individual actions.

Antibiotic Research UK, the world's first charity focussed on tackling bacterial antibiotic resistance, was formed in 2014 by academic and pharmaceutical scientists and clinicians with an active interest in antibiotic resistance. This group acknowledged that the area was underfunded and lacked the high profile of other disease areas such as cancer and heart disease. Yet without effective antibiotics, much of modern medicine would become risky – if not impossible. Unlike charities that have been created by patients or relatives of patients, our charity was formed by knowledgeable health professionals. The charity's efforts were initially focussed on finding new antibiotic treatments, leading to several peer reviewed publications. Over time it became clear that while research can deliver results in the medium to long-term, there was an immediate need to provide support to people with antibiotic-resistant infections. A Patient Support Service commenced in 2019 with one Patient Support Officer who, at the time of writing (August 2021), is now assisted by two part-time personnel.

Since the charity's formation in 2014, it has raised over £2 million to fund its mission. At the outset it was decided that the charity should operate virtually wherever possible. All those working for the charity are paid consultants and work from home, allowing the charity financial flexibility. Research funded by the charity has either been under contract or through open competition.

This 2021–2025 Business Plan sets out the charity's vision, mission and goals as it moves from being a start-up charity to a more mature activity. In the process of growth, we intend to continue our virtual model of operation.

02
EXECUTIVE SUMMARY

Current estimates indicate that drug-resistant diseases are responsible for over 700,000 deaths worldwide each year, and this number is predicted to rise to 10 million by the year 2050.[1] Since it was founded in 2014, Antibiotic Research UK has been committed to supporting innovative research on drug-resistant infections, to raising public and healthcare professional awareness on the threat of antibiotic resistance, and to improving the quality of life for patients suffering from drug-resistant infections.

This report highlights some of our significant achievements relating to research, patient services and education. Our commissioned research programme has supported the discovery of novel treatments for infections, such as antibiotic resistance breakers (ARBs). Since our small research grants programme was introduced in 2018, to the close of the 2021 funding round, Antibiotic Research UK will have awarded over £300,000 to support projects focusing on antibiotic resistance, new antibiotic therapies, health and societal impacts of antibiotic resistance, and/or antibiotic stewardship.

In 2019, Antibiotic Research UK established the UK's first dedicated Patient Support Team for individuals suffering from drug-resistant infections. These individuals face many challenges and can often feel isolated. Thus, the support and trustworthy information that the team provides to patients is crucial for their physical and mental wellbeing. Our Patient Support Service was recently awarded the 2021 Bionow AMR award, further highlighting the need for and importance of these services.

The public desire for a source of reliable information on microbial infections has been demonstrated by a five-fold increase in visits to our website, **www.antibioticresearch.org.uk**, since the beginning of the COVID-19 pandemic. In addition, collaborations with other organisations such as the University of Manchester and Pfizer have supported our commitment to increasing public awareness of the threat posed by drug-resistant infections.

In this report we present our 5-year strategy, developed to provide direction for the charity's continued commitment to tackling the global threat posed by drug-resistant infections. Following key stakeholder research to identify areas of unmet need and to highlight the strengths of the charity, the following three goals were identified:

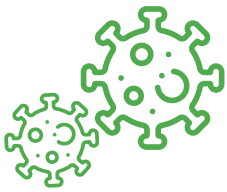
Goal 1: Drive forward innovative solutions to drug-resistant infections
Goal 2: Improve the lives of patients with drug-resistant infections and their families
Goal 3: Raise awareness about the impact of drug-resistant infections

This strategy will act as a roadmap for Antibiotic Research UK as we work towards our overarching vision of a world free from deaths caused by drug-resistant infections.

1. United Nations Interagency Coordination Group (IACG) on Antimicrobial Resistance. No Time to Wait: Securing the future from drug-resistant infections. Report to the Secretary-General of the United Nations, 2019.

03
WHO WE ARE

THE CHALLENGE WE FACE



Antimicrobial resistance (AMR) is already a global health disaster and is the greatest threat to modern medicine.

Sir Alexander Fleming's discovery of penicillin in the 1920s sparked decades of research into, and the identification of, new classes of antibiotics that could be used to treat bacterial infections and save lives.[2] However, over time bacteria have become increasingly resistant to antibiotics, making infections harder to treat; the misuse and overuse of antibiotics accelerates this process.[3] The result is that common infections and injuries that were once easily treated with antibiotics can become life-threatening.

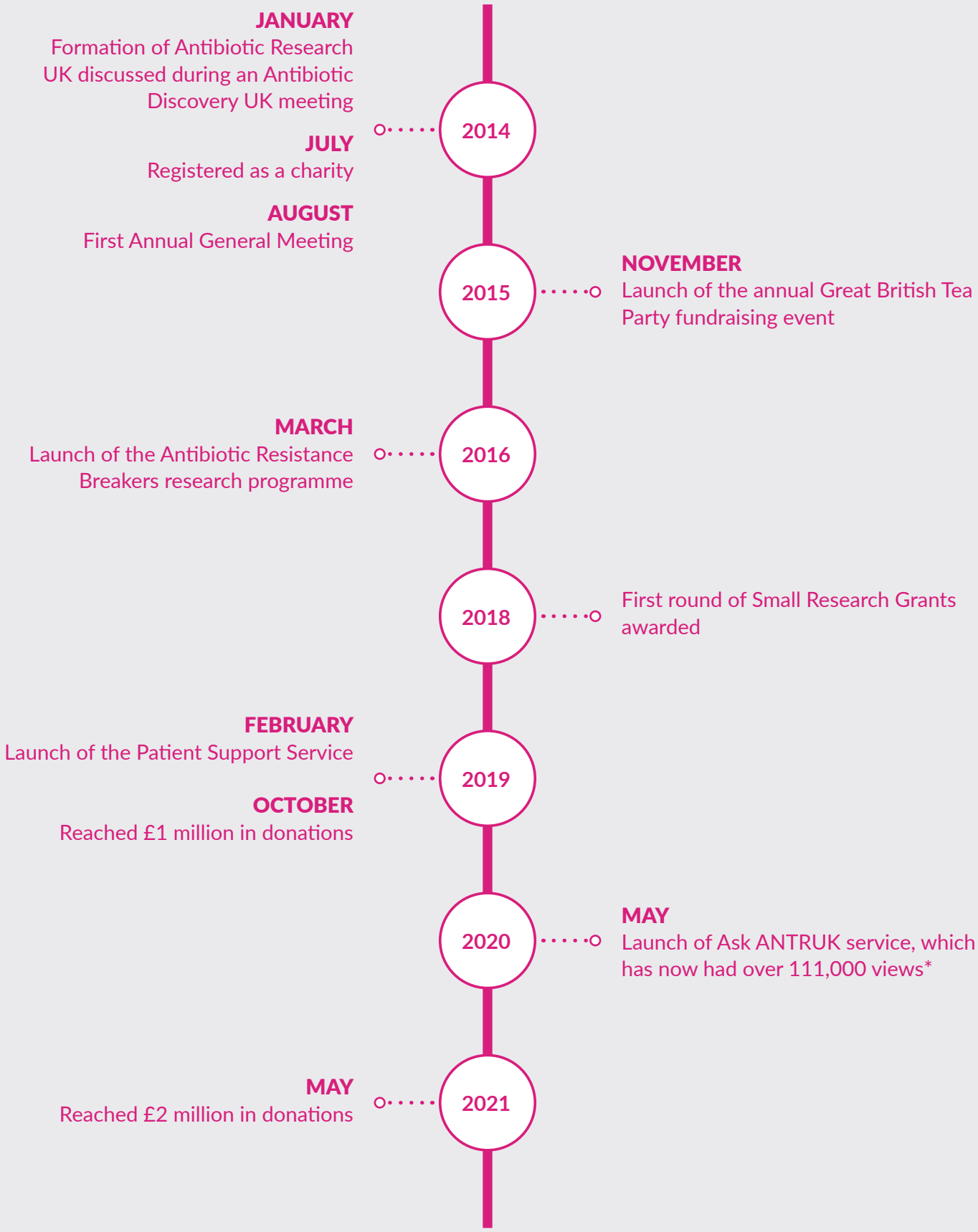
The COVID-19 pandemic has shown us all how vulnerable we are to infections. The world was not prepared for the COVID-19 pandemic and, unfortunately, we are no more prepared for a pandemic caused by drug-resistant infections. However, by providing support for research to discover new treatments for drug-resistant infections, raising awareness of the human impact of drug-resistant infections, and improving the lives of patients suffering with drug-resistant infections, we can take steps towards the prevention of another pandemic, this time caused by a drug-resistant infection.

"It was a scary time as the first batch of antibiotics didn't have any impact and I was struggling to breathe. As my condition worsened, an ambulance was called. Fortunately, the second batch of antibiotics kicked in and I eventually recovered. Like most of you, I wouldn't be alive today if the antibiotics hadn't worked."

Dr Adam Rutherford, BBC Radio 4

2. Durand GA, Raoult D, Dubourg G. Antibiotic discovery: history, methods and perspectives. International Journal of Antimicrobial Agents 2019;53:371–182; **3.** World Health Organisation (WHO). Antibiotic Resistance. Available at: https://www.who.int/news-room/fact-sheets/detail/antibiotic-resistance [Last accessed 13th May 2021].

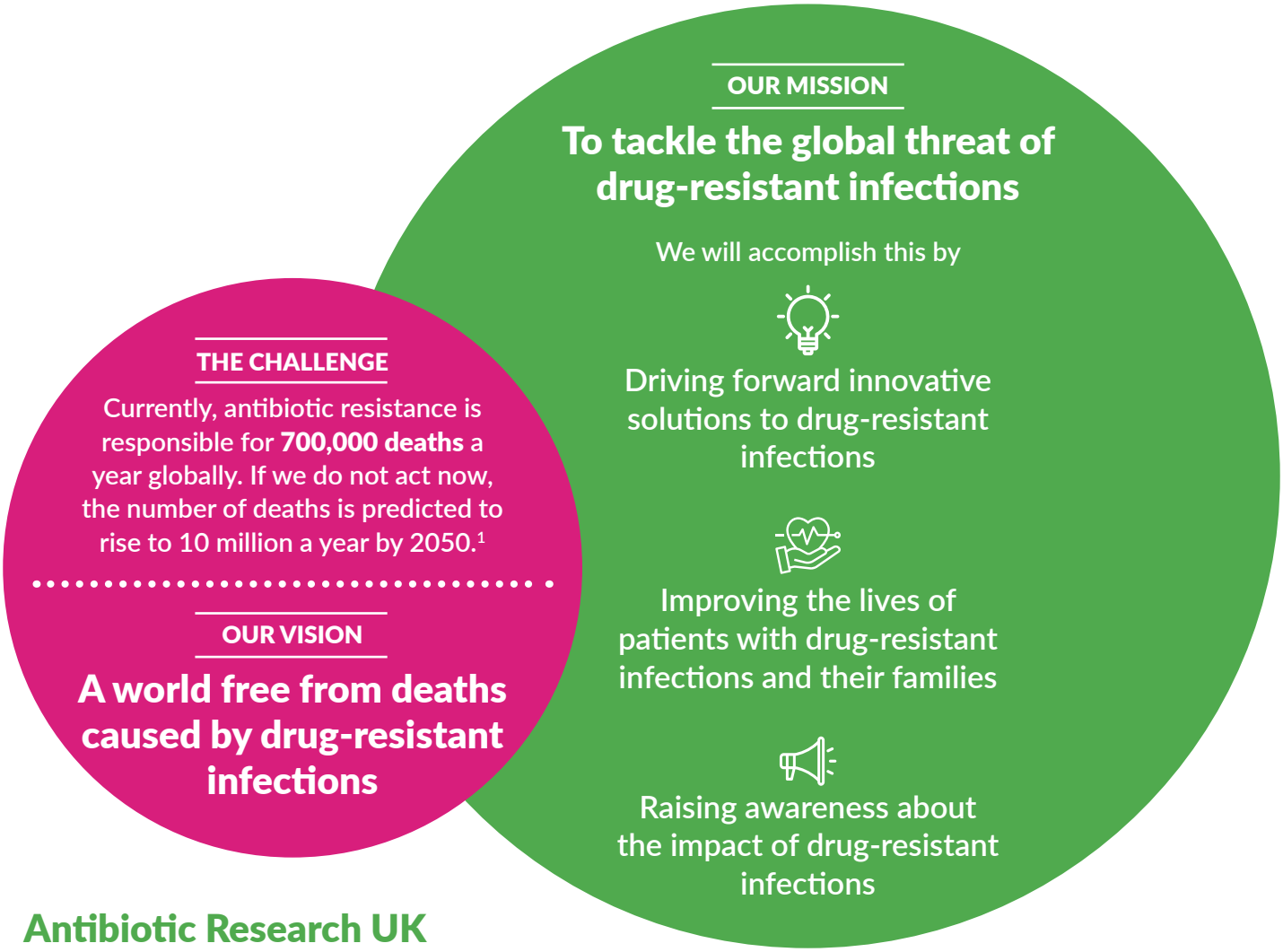
OUR HISTORY, MISSION AND VISION



*Correct as of May 2021.

The need to form a charity committed to tackling the growing global health emergency of antibiotic resistance was first raised during a 2014 meeting of Antibiotic Discovery UK, an organisation founded and chaired by Professor Anthony Milnes Coates to connect leading researchers and clinicians with an interest in antibiotic resistance. Antibiotic Research UK (also referred to as ANTRUK) was formed shortly afterwards and, after registering with the Charity Commission in July 2014, became the world's first charity dedicated to fighting antibiotic resistance through a combination of research, patient support and education.

Since 2014, Antibiotic Research UK has grown rapidly and has raised over £2 million to fight drug-resistant infections. Although a lot has changed since the charity was founded (see timeline for more details), Antibiotic Research UK is still the only charity in the UK to focus on overcoming drug-resistant infections and to offer support for patients suffering from drug-resistant infections.



Antibiotic Research UK is the world's first charity created to protect current and future generations from drug-resistant infections through research, education and patient support

1. United Nations Interagency Coordination Group (IACG) on Antimicrobial Resistance. No Time to Wait: Securing the future from drug-resistant infections. Report to the Secretary-General of the United Nations, 2019.

04
OUR IMPACT SO FAR

SCIENCE AND RESEARCH

Antibiotic Research UK's research programme is overseen by our Science Committee, consisting of university and industry scientists and clinicians dedicated to supporting innovative research to discover new treatments for drug-resistant infections.

Antibiotic Research UK has commissioned a number of research projects, focused on preserving our existing antibiotics.

Commissioned Research

Antibiotic resistance breakers (ARBs) are drugs that, when combined with current antibiotics, can overcome bacterial resistance

- We have screened over 1,200 existing drugs against multidrug-resistant Gram-negative bacteria, focusing on the four strains of bacteria that account for around 50% of major hospital-acquired infections
  - **Our initial results found ten existing drug molecules that demonstrated ARB activity**[4]
- **β-lactamase inhibitors** can be used alongside β-lactam antibiotics to prevent β-lactamase enzymes from breaking down the antibiotics
  - By using sensitivity test discs seeded with antibiotic-resistant hospital isolates from Queen Mary University of London, we found one combination, **cefepime and sulbactam**, that provided promising results against multidrug-resistant Gram-negative bacteria[5]
  - Based on these findings, the charity has commissioned the development of a **test disc sensitivity kit** to carry out further evaluations in hospital microbiology laboratories around the UK

The **DIAMOND Trial** was conducted to find an alternative treatment to antibiotics for travellers' diarrhoea, helping us to preserve the use of antibiotics for more serious infections

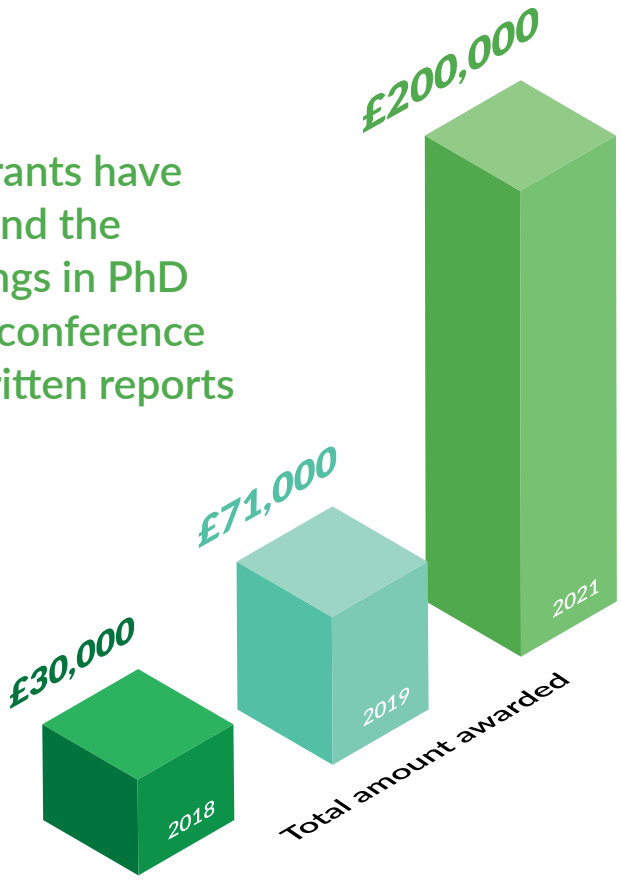
- This pilot trial in China showed promising results regarding the effective treatment of travellers' diarrhoea using a combination of over-the-counter drugs/nutraceuticals[6]

4. Hind CK, Dowson CG, Sutton JM, et al. Evaluation of a Library of FDA-Approved Drugs for Their Ability To Potentiate Antibiotics against Multidrug-Resistant Gram-Negative Pathogens. Antimicrobial Agents and Chemotherapy 2019;63; **5.** Wareham DW, Momin M, Phee LM, et al. Cefepime/sulbactam as an enhanced antimicrobial combination therapy for the treatment of MDR Gram-negative infections. J Antimicrob Chemother 2020;75:135–139; **6.** Hy YJ, Zhou X, Wang S, et al. Diarrhoea Antibiotic Management using Over-the-counter Nutraceuticals in Daily practice (DIAMOND): a feasibility RCT on alternative therapy to reduce antibiotic use. Preprints 2020; 2020100280.

Small Research Grants

Our grants/awards scheme was launched in 2018 with the goal of providing much needed funding for AMR research in UK universities. The scheme provides support for projects, particularly for early career researchers, focusing on antibiotic resistance, new antibiotic therapies, health and societal impacts of antibiotic resistance or antibiotic stewardship.

Our small research grants have supported research and the presentation of findings in PhD theses, manuscripts, conference presentations and written reports



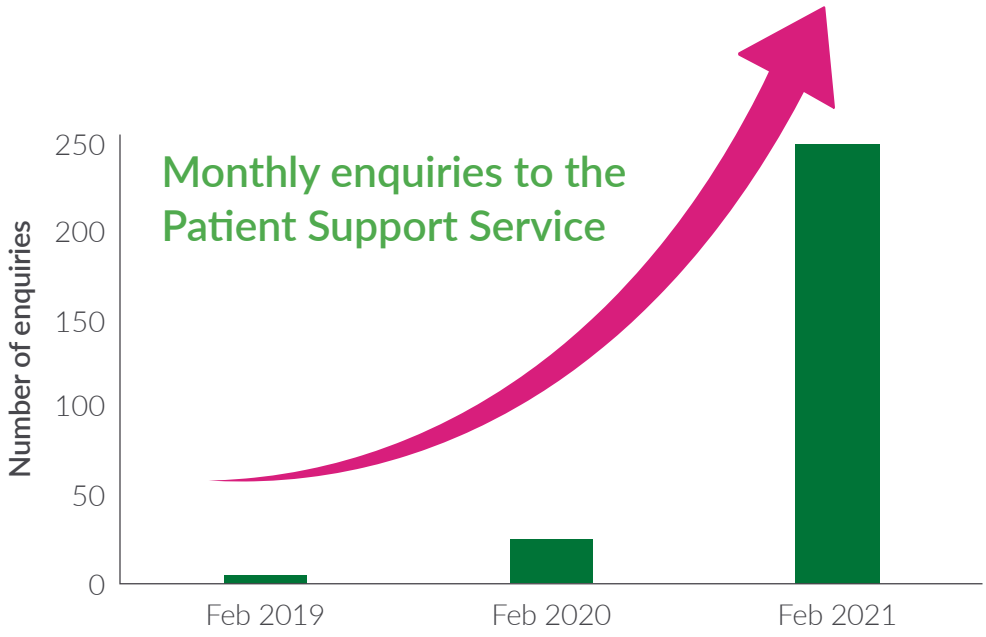
Although we are a small charity and, therefore, limited in the total amount of research funding that we can provide, we have been able to utilise the monies donated to us efficiently, as evidenced by:

- Peer-reviewed publications and conference presentations
- Support for young researchers
- Filling an unmet need for small grants in the research funding landscape

PATIENT SUPPORT

Individuals suffering from a drug-resistant infection face many challenges and can often feel isolated. In February 2019, Antibiotic Research UK launched the UK's first dedicated Patient Support Team to provide support and trustworthy information to individuals affected by drug-resistant infections, addressing a previously unmet need.

Our services focus on **answering queries** from patients and their families by using **evidence-based resources** and **expert information** on the symptoms, treatments and current knowledge of drug-resistant infections. A key part of our service is **connecting individuals** who share similar experiences.



"In a world where health professionals are working against pressures of time and waiting lists, those patients and enquirers say they have found a haven in myself and Jodie; we give them space to talk and take time to really listen"

Arlene Brailey, Patient Support Officer

Speaking with patients has revealed the true extent of the negative and wide-ranging impact that suffering with a long-term drug-resistant infection can have.

"You truly do listen and take the time to really help as much as you can"

"I feel relieved to know I'm not the only one going through what I'm feeling and there are some very similar stories I can relate to. This means so much, thank you"

"Thank you so much for this. It's very reassuring and gives me the confidence to have a meaningful discussion with my doctor"

We have used powerful patient stories to raise awareness of drug-resistant infections amongst policymakers, healthcare providers, researchers and the general public.

Awards and Recognition

The charity has been recognised for the contributions that the Patient Support Service has made to patients with drug-resistant infections

SHORTLISTED

Antibiotic Guardian 2020 Shared Learning Award

AWARDED

2021 Bionow AMR Award

AWARDED

£35,136 from The National Lottery Community Fund

EDUCATION AND AWARENESS

Public understanding and behaviour are important components in the fight against antibiotic resistance. However, public and clinician understanding of the consequences of antibiotic resistance and the responsible use of antibiotics is limited.

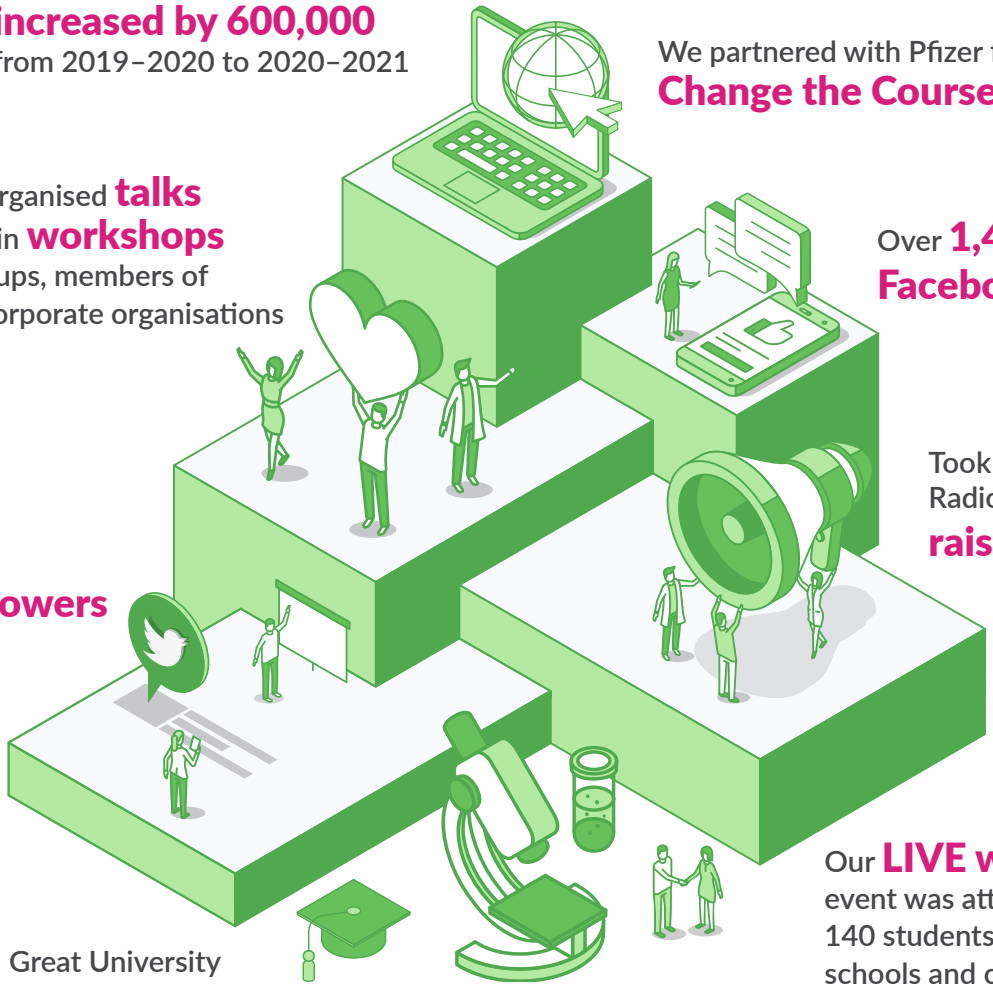
We have taken a number of approaches to raise awareness about drug resistance, to help those who suffer from drug-resistant infections and to empower individuals to alter their behaviours to prevent increasing antibiotic resistance.

Annual website views **increased by 600,000** from 2019–2020 to 2020–2021

We partnered with Pfizer for the **Change the Course campaign**

The charity has organised **talks** and participated in **workshops** for volunteer groups, members of parliament and corporate organisations

Over **1,400 Facebook followers**



Took part in the BBC Radio 4 Appeal and **raised £57,000**

Over **4,500 Twitter followers**

Our **LIVE with Scientists** event was attended by 140 students from secondary schools and colleges

Our inaugural Great University Science Quiz hosted **13 teams** from universities across the UK

We have developed an online course, called **'Antibiotics and You'** in partnership with Manchester University

All data presented in the above figure are correct as of 03 October 2021.

05
5-YEAR STRATEGIC PLAN

OVERVIEW OF BACKGROUND RESEARCH

We have developed a 5-year strategic plan to provide a roadmap for the charity's commitment to tackling the global threat posed by drug-resistant infections. Our plan sets out a number of specific goals and objectives to work towards that support the overarching vision and mission of the charity.

Below summarises some of the key opportunities and unmet needs identified during the background research.

Research

- Unmet need for the provision of small grants and funding for basic and behavioural/applied health sciences research
- Impactful partnerships with large organisations and participation in pre-existing research networks are key opportunities
- Scope to further support early-career researchers

Patient Services

- Patient services for individuals with drug-resistant infections are a key unmet need

Education

- AMR education is diverse, often organised at a local level; interactive materials are a key opportunity for engaging young people and schools
- Opportunity to expand educational materials into GP surgeries and pharmacies, as well as explore collaborations on antibiotic stewardship
- Scope for significant collaboration across multiple sectors, to allow the AMR community to speak with 'one voice'

The insights from the background research were used to develop 3 main goals

GOAL 1	GOAL 2	GOAL 3
Drive forward innovative solutions to drug-resistant infections	Improve the lives of patients with drug-resistant infections and their families	Raise awareness about the impact of drug-resistant infections

GOAL 1: DRIVE FORWARD INNOVATIVE SOLUTIONS TO DRUG-RESISTANT INFECTIONS

Through collaboration, we will advance research by supporting the development of at least one ARB, antibiotic alternative or combination therapy towards clinical use. We will support under-funded areas of AMR research and progress the next generation of researchers in the AMR field.

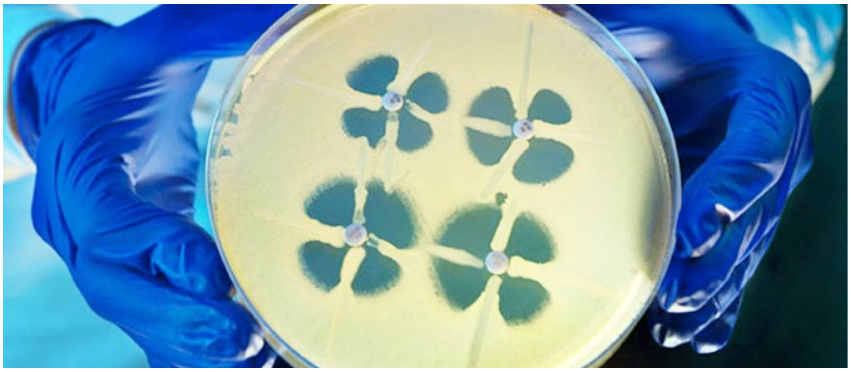
We will do this by:

Short Term (1–3 years)

- Continuing to run the small research grants/career development awards programme and prioritising grants for basic research and/or health sciences projects, particularly focussing on seed funding and early-career projects
- Supporting early-stage researchers to establish themselves in the AMR research field by creating a mentoring programme, connecting them with more experienced/established researchers
- Raising the profile of the charity within the international AMR research field by actively participating in AMR events/congresses and/or by expanding the scope of the annual lecture
- Seeking out funding partnerships to build on existing research projects, including the investigation of possible antibiotic combination therapies, alternatives to antibiotics or the development of an ARB
- Seeking out partnerships for AMR projects related to the behavioural, social and/or applied health sciences (e.g. a pilot trial in antibiotic stewardship), increasing the scope for collaboration with policymakers and healthcare providers

Long Term (4+ years)

- Partnering with government, pharmaceutical companies and other funds or medical research charities to establish an AMR Research Fund to support projects in areas of greatest need



GOAL 2: IMPROVE THE LIVES OF PATIENTS WITH DRUG-RESISTANT INFECTIONS AND THEIR FAMILIES

We aim to improve the lives of patients and their families by acting as a source of trustworthy information. We will work to reach more patients and build the strength of this patient community so that their collective voice can be heard and to ensure that our services best fit their needs.

We will do this by:

Short Term (1–3 years)

- Developing the Patient Support Service to increase capacity and resources in response to need
- Distributing information throughout NHS hospitals, GP surgeries, pharmacies and dental practices, increasing awareness of the charity and its services
- Working in collaboration with public and third sector organisations to establish a UK registry for patients with drug-resistant infections to raise awareness of the national impact of these infections, encourage patients to seek support and create a resource of anonymised data for research
- Investigating opportunities for collaboration with all stakeholders to promote the patient support services provided by the charity

Long Term (4+ years)

- Investigating opportunities to work with similar national organisations, grow globally and become a leading advocate for the patient voice of drug-resistant infections worldwide

GOAL 3: RAISE AWARENESS ABOUT THE IMPACT OF DRUG-RESISTANT INFECTIONS

We will work to raise the profile of the human impact of drug-resistant infections. We will partner with other organisations to run awareness campaigns and lobby government to drive the policy changes needed to reduce the spread of drug-resistant infections.

We will do this by:

Short Term (1–3 years)

- Providing the patient voice in AMR policy through increased engagement with government AMR campaigns and by leading initiatives on social media; for example, a campaign for AMR to be listed as a cause of death on death certificates
- Fostering greater engagement with website users through the development of new informational resources and by offering a range of membership levels to different stakeholder groups
- Increasing engagement with universities by helping to establish undergraduate AMR societies (or by coordinating with existing science and health societies) and by providing support to organise outreach events
- Promoting wider awareness of the personal impact of antibiotic resistance, championing our patient support services and providing information on the actions individuals can take to reduce the prevalence of drug-resistant infections
- Expanding our network of volunteers through the development of an ambassador programme and providing volunteers with the skills needed to run support groups, fundraising events and local campaigns across the UK
- Strengthening ties with corporate partners to raise awareness of the problem of drug-resistant infections and promote the health and wellbeing of their workforce
- Helping to create a Grand Alliance of AMR organisations, medical research and patient charities to create a unified voice to lobby governments on AMR policy

06
FUNDRAISING PLAN

Our 5-year strategic plan serves as the foundation for planning and investing in long-term income generation.

Based on the various deliverables of the 5-year strategic plan, we have estimated that a split of 50:50 between restricted (project-based) and unrestricted income is required to achieve our goals. This split will have an impact on the investment required across different income streams.

Fundraising does not sit in isolation and the work undertaken by the charity to address the threat of drug-resistant infections will increase awareness and name recognition of Antibiotic Research UK – a vital part of growing our income.

Individual Giving, Membership, In-Memory, Legacies and Gift Aid

We will grow our unrestricted income by increasing our supporter base. To do this, we will:

- Invest to grow our **individual giving income/supporter base** by 50% each year
- Develop our membership offering to drive **regular donations**
- **In-memory donations** are predicted to show 25% growth year on year, resulting from an increase in ground activity and general awareness of the charity
- Growing our supporter base will give us a larger audience to market **legacy giving**, working towards at least 20% of our overall income coming from this source
- Our **Gift Aid** income will grow as individual donations increase, and is therefore intrinsically linked to the success of other income streams

Community and Sporting Events

Event income streams have faced significant challenges during the COVID-19 pandemic. We are optimistic that activity will return to pre-pandemic levels towards the mid-point of our 5-year plan, with new, virtual fundraising activities added to our portfolio of activities. Income from events is primarily unrestricted income, and sporting events are a source of Gift Aid. We have therefore projected **an annual increase of 25% for both community and sporting event income streams**.

Trusts and Foundations, Major Donors and Corporates

Trusts and Foundations are currently our biggest income stream. The charity feels confident that we can continue to grow this income stream and will aim to secure project funding that spans multiple years. As we already have a relatively high starting point, we have forecast **an annual increase of 15%**.

Major Donors fundraising is a long-term and time-intensive investment and there is undoubtedly more potential in this income stream. Based on current information, we have forecast a modest **25% year on year increase**.

Corporate donations have considerable potential for growth, primarily from the pharmaceutical, medical and health sectors. Currently, we are forecasting **an annual increase of 25%**.

Commercial and Research Grants

Although there are no specific income projections related to commercial and/or research grants, in the coming years we will explore ways that we can commercially monetise our skills and assets, such as drug providing professional training or charging for the use of our bio-banked isolates.

We are ambitious in terms of our income and activity, and hope to move our research towards clinical trials. Until we can access the significant research grants that are open to universities and industry, we will seek out collaborations with such organisations to carry out these larger research projects.

07
COMMUNICATIONS PLAN

The Charity has developed a communications plan to support progress towards each strategic goal.

	Goal 1	Goal 2	Goal 3
Audiences	• UK university scientists, particularly early-career, working in AMR research • UK policymakers and healthcare providers • International scientists and not-for-profits	• Patients and their families in the UK • General public • Healthcare professionals	• UK policymakers and healthcare providers • Healthcare professionals • UK and international scientists working in AMR research • General public • Corporations, businesses and not-for-profits
Objectives	• Generate high quality grant applications • Gain recognition for awarding grants to create future applications • Demonstrate the value of scientific research funded by grants • Attract enquiries from experienced peers and connect them with early-career scientists • Drive up the reputation of ANTRUK	• Raise the profile of the ANTRUK Patient Support Service to enable ANTRUK to work with more patients • Raise awareness of the personal impact of drug-resistant infections to encourage patients to seek support • Research similar national organisations to help grow a national network of advocates • Support the creation of a UK registry for patients with drug-resistant infections	• Raise the profile of the human impact of drug-resistant infections • Promote ways in which the public can support ANTRUK's mission and increase support, sign-ups and donations • Increase online database of resources • Secure high-quality coverage to drive awareness and support lobbying activities

	Goal 1	Goal 2	Goal 3
Channels	• Social media: Twitter, LinkedIn, Instagram and Facebook • News releases: science and healthcare media • ANTRUK website • Events: live and virtual science conferences • Online advertising: search engine and social media	• Social media: Twitter, LinkedIn, Instagram and Facebook • News releases: national press, science, healthcare and GP media • ANTRUK website • Online advertising: search engine and social media • Patient support groups and NHS support networks	• Social media: Twitter, LinkedIn, Instagram and Facebook • News releases, features and opinion pieces: science, healthcare and policy media • ANTRUK website • Events: Live and virtual science conferences • Online advertising: search engine and social media
Content	• Press releases • Commentary by members of Science Committee • Blogs by AMR scientists • Information and application forms • News articles/interviews in media	• Press releases • Patient videos and stories • Blogs by patients and Patient Support Team • Information and contact forms • News articles/interviews in media and support networks	• Press releases • Commentary and blogs by the leadership team • News articles/interviews in media • Leaflets, videos, infographics and downloads to highlight issues

08
STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal Status

Antibiotic Research UK is a Charitable Incorporated Organisation (CIO) with members and it is registered with the Charity Commission of England and Wales (Registration no. 1157884). The constitution was first approved in August 2014 and subsequently amended in 2016 and 2019. The current constitution can be found on the Charity Commission website. Antibiotic Research UK has a wholly owned trading subsidiary ANTRUK Enterprises Ltd, which is registered at Companies House (Registration no. 10396024).

Legal support to the charity is provided most generously pro bono by Ashurst LLP, London.

Organisational Structure

The composition of the Board, Science Committee and Public Engagement and Patient Support Committee can be found on the charity's website, **www.antibioticresearch.org.uk**.

Board of Trustees

The charity is run by the Trustees who are elected by the Members. Simon Dukes is the Chair Designate of the Trustees.

Science Committee

The Science Committee is responsible for commissioning and monitoring the charity's scientific research programmes. The Science Committee consists of a number of experienced AMR scientists and clinicians, and Dr Lloyd Payne is the Chair of the Science Committee.

Public Engagement and Patient Support Committee

The charity has a designated Public Engagement and Patient Support Committee who are focused on increasing awareness about the importance of tackling drug-resistance amongst professionals and the public. The Public Engagement and Patient Support Committee consists of a range of individuals including clinicians, AMR scientists, public health experts, education professionals and individuals to provide a patient perspective. Christine Bond is the Chair of the Public Engagement and Patient Support Committee.

Overview of any changes to management structure

Discussions are ongoing about the composition of the Board of Trustees, as well as a succession plan for the current Chief Executive. Any updates will be posted to the charity's website.

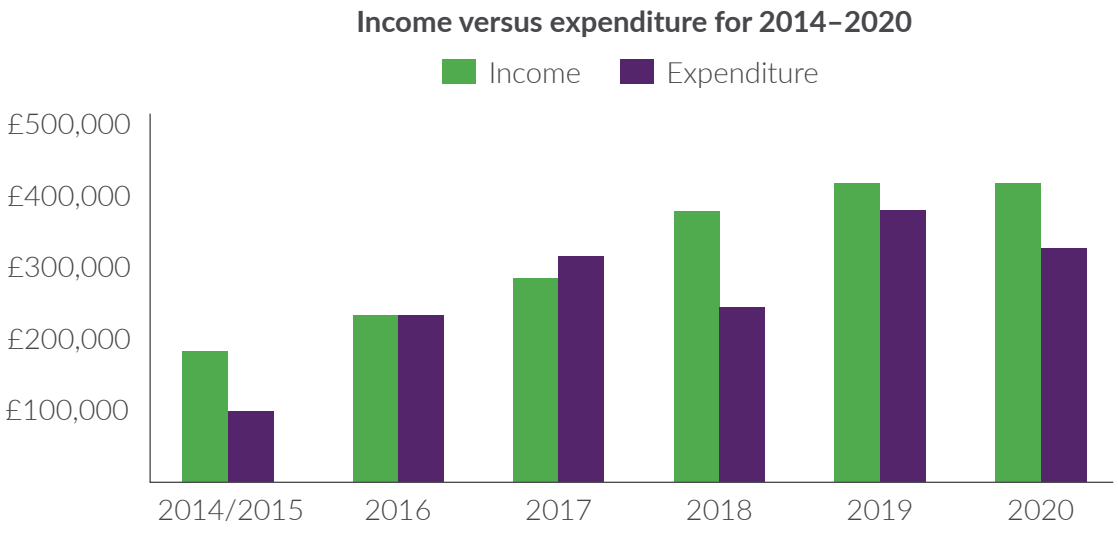
Skills gaps in team/trustees and how to address these

As the charity grows in both size and complexity, personnel changes will be implemented as appropriate to reflect the altered situation.

09
FINANCES

Financial Summary 2014–2020

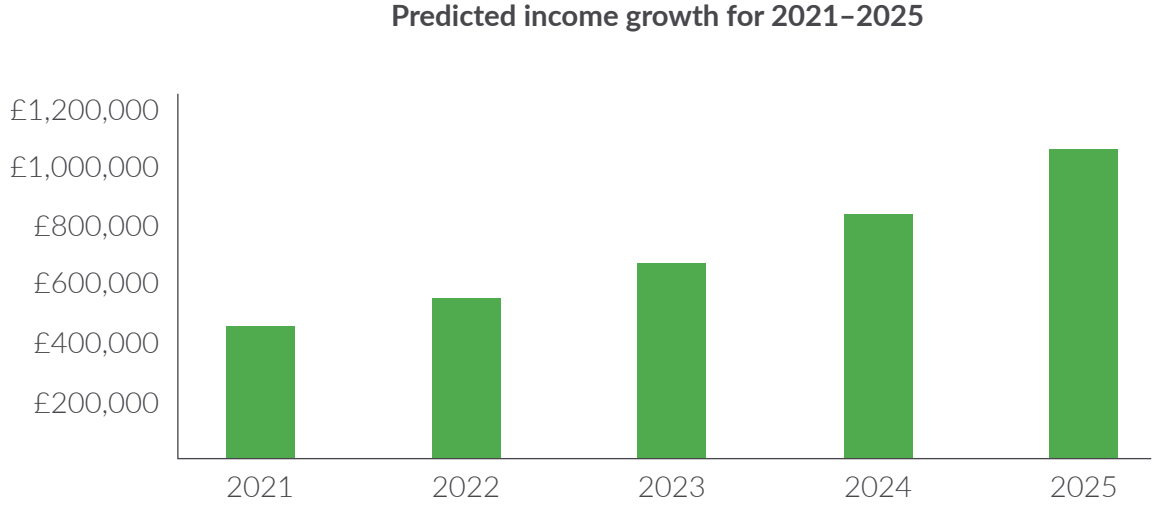
The chart below shows the year-on-year income and expenditure figures for 2014–2020. The figures are taken from the examined annual accounts.



Income Forecast 2021–2025

The chart below shows the expected income growth for 2021–2025. These figures are based on the charity's fundraising plan.

Moving forward, the charity will invest 60% of its resources and income in Goal 1, with the remaining resources to be divided between Goals 2 and 3. However, these proportions remain flexible to ensure that the charity is not restricted from participating in any worthwhile opportunities.



10
RISKS

Governance Risks

The charity is governed through the following:

- **Charitable activities:** a series of Standard Operating Procedures and Terms of Reference are reviewed every two years covering board activities, Science and Public Engagement and Patient Support Committees. The charity is registered with the Fundraising Regulator and is a member of the Association of Medical Research Charities (AMRC). AMRC conduct an online audit every five years.
- **Fundraising:** The fundraising team have many years of fundraising experience between them. Many are members of the Institute of Fundraising and take an active role in the Institute. Our current fundraisers are employed as consultants and take responsibility for their own home-office based activities.
- **Volunteers:** All volunteers raising money for the charity on a regular basis are asked to read the volunteer policy, as well as sign a letter to confirm that they are officially a volunteer. This letter sets out the guidelines for being an Antibiotic Research UK volunteer.

External Risks

The charity has adopted a risk management policy (SOP 43/19/V01) which lists the potential risks to the charity and indication of the level of risk.

Regulatory or Compliance Risks

The charity's management has a background in good practice quality guidelines and regulations and the charity operates according to these principles. By registering with the Fundraising Regulator and the AMRC, we believe we have taken the necessary steps to ensure good governance for both our fundraising and research.

Financial Risks

The charity's reserves policy is to keep at least six months operational costs in reserve. At the time of writing the charity's monthly operational costs are £19,000 per month. The main financial risks for the charity are:

- Our income is substantially lower than our budget
- Our expenditure is substantially higher than our budget

The charity does not commit to any project expenditure until it has the cash in the bank to cover these costs. Once agreed by the Board, project expenditure is ring-fenced and cannot be spent for any other purpose. All project expenditure is capped when contracts are issued to companies and organisations that the charity enters into agreements with.

Operational Risks

The main operational risks are:

- As a small charity there is no redundancy in our operations.
- If key individuals were to become incapacitated, it could take upwards of nine months to find suitable replacements, which would mean a loss of direction and/or income generation for the charity.
- As we are a virtual charity, dishonesty from our employees might be harder to detect, than if people were working together in a bricks and mortar facility.

Legal Requirements

The charity uses legal advisors where appropriate to review its Constitution, consultant employment contracts, supplier contracts and contracts with organisations who are awarded grants. Our current advisors are Ashurst LLP, London.

Insurance

The charity has an annual third-party liability and indemnity insurance which is currently with Zurich.

Antibiotic RESEARCH UK

ACTING NOW TO STOP DRUG-RESISTANT INFECTIONS

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This report was developed on a pro bono basis by Costello Medical