

CLIC Sargent Cancer Care for Children  
trading as  
Young Lives vs Cancer  
Annual Report and Accounts  
2020/2021



## **CONTENTS**

|  |    |
|--|----|
| Why we exist and our vision                    | 3  |
| Chair's introduction                           | 4  |
| <b>Trustees' report*</b>                       |    |
| Our approach to safeguarding                   | 6  |
| Our approach to fundraising                    | 7  |
| Our achievements and performance               | 9  |
| Our future plans                               | 20 |
| Risks and uncertainties                        | 22 |
| Financial review and results for the year      | 24 |
| Structure, governance and management           | 28 |
| Employees and volunteers                       | 32 |
| Statement of Trustees' responsibilities        | 35 |
| <b>Independent auditor's report</b>            | 37 |
| <b>Financial statements</b>                    |    |
| Consolidated statement of financial activities | 42 |
| Balance sheets                                 | 44 |
| Consolidated cash flow statement               | 45 |
| Notes to the accounts                          | 46 |
| Reference and administrative details           | 69 |

\*The Trustees' Report incorporates the Strategic Report (see pages 6–36).

## **WHY WE EXIST**

When a child is diagnosed with cancer it threatens everything, for them and their family.

At a time when they should be busy being children, enjoying their rollercoaster teenage years or finding their feet at university, life becomes full of fear. Fear of treatment, but also of families being torn apart, of overwhelming money worries, mental health stretched to breaking point, of having nowhere to turn, no one to talk to.

At Young Lives vs Cancer, we get that. We are the charity that helps children and young people (0-25) and their families find the strength to face whatever cancer throws at them. We currently support around 7,000 children and young people a year. But every day 12 more children and young people hear the devastating news they have cancer. We'll face it all together – but we can't do it without you.

## **OUR VISION**

Our vision is a world where everyone under 25 with cancer, and their families, will get the support and help they need during their cancer treatment and beyond, including bereaved families living with emotional pain.

## CHAIR'S INTRODUCTION

Welcome to our 2020/21 Annual Report and Accounts. It's safe to say it has been a challenging year for Young Lives vs Cancer. The last 12 months have seen the charity rapidly change and evolve, both internally and externally.

Covid-19 changed the entire charity landscape in just a matter of weeks. Its impact was devastating and pervasive, affecting every aspect of our work, from our ability to raise funds to the way we provide our services to the people we support.

It was a particularly hard year for income generation and we saw a year on year decrease of £9.2m. The cause of this is clear; the majority of our shops closed their doors for most of the year and fundraising activities slowed. Events were cancelled, supporter and corporate activities were hampered and income dropped as many traditional avenues for donations were completely cut off. It was through the resilience and determination of our volunteers, supporters and staff that we could keep bringing in funds.

We worked hard to offset losses with a number of virtual events and alternative activities. We thought outside the box and really pulled together to ensure our predicted shortfall was as minimal as possible. We remained strong and, against all odds, we still achieved many of our ambitious goals. 2020/21 was the year when we fully embraced digital; remaining flexible and, as always, keeping young cancer patients at the heart of every decision we make.

The significant loss of income meant we had to make changes to our organisation and how we operate. What was clear throughout was that we had to protect the essential services families facing cancer rely on. This meant making a really tough decision: Young Lives vs Cancer had to become a smaller organisation.

The new structure ensured we protected the core services, which are lifelines for families – social care and financial support, providing accommodation to families and campaigning to change the system for children and young people with cancer. The changes we made were also designed to move us past this time of uncertainty and put us in the best place to grow again.

With the help of our incredible supporters over the past year we have still been able to be there for over 6,500 children and young people and their families, who faced the devastation of a cancer diagnosis during a global pandemic. This was no mean feat while experiencing a huge shortfall in income.

During the pandemic, our main priority was to continue to be there for families from the point of diagnosis, and with the same compassion and expertise. We went digital overnight with great effect. In the last year, we have improved how quickly we react to supporting children and young people, regardless of where they live. We are now more accessible than we have ever been before.

To minimise the impact of lockdown on those families still facing hospital stays (such as having to have treatment alone or children only being allowed one parent by their bedside) we worked together with the NHS to keep as many of our Homes from Home

open as we could, so we could be there for families when they needed us more than ever before.

To ensure families facing cancer had access to all of the vital support they needed, we continued to work in partnership with fellow charities. I was delighted to see the launch of our official charity partnership with Teenage Cancer Trust and Ellen MacArthur Cancer Trust at the beginning of 2021. We have exciting plans together, which put our families at the forefront of our work.

The impact of Covid-19 didn't just hit our income, it also impacted heavily on the income of our families too. We made it as easy as possible for families to apply for grants online and provided 4,932 Young Lives vs Cancer grants in total this year. Seeing first-hand how essential these financial grants are in helping families manage the challenging costs of cancer, I am proud that we were still able to provide this support at a time when it was needed most.

It's been a challenging year for our Policy and Influencing team who, among other fantastic accomplishments, spearheaded a campaign calling for transparency of the government's charity funding. We worked together with colleagues from other charities and put the voices of our families and young people at the forefront of our campaign to make as much noise as possible. An investigation into the £750m allocated to support charities during the pandemic is currently ongoing. Alongside holding the government to account, we partnered with Teenage Cancer Trust to launch our #Hand2Hold campaign, calling for all young cancer patients to be allowed to be accompanied in hospital by a loved one for appointments and treatment.

This year of change was capped by our decision to change our trading name to Young Lives vs Cancer from CLIC Sargent. We are excited to face the challenges ahead with a new name, building on our past, with the same purpose, same passion and pride.

These are just a few of the highlights from the last year. You can read more over the following pages. We couldn't have achieved any of these things without the solidarity and unwavering support of the thousands of people within Team Young Lives. We cannot thank you enough.



Sir David Haslam, Chair

## OUR APPROACH TO SAFEGUARDING

In April 2020 as the pandemic unfolded, children and young people with cancer and their families were faced with isolation, anxiety and stress. At Young Lives vs Cancer, we made rapid changes to deliver essential services. These changes signalled new and increased safeguarding risks. The Charity Commission highlighted the importance of safeguarding: "More than ever it is critical to ensure that charities protect and safeguard their beneficiaries, volunteers and staff." This is how we kept the charity safe for everyone during an unprecedented year of uncertainty and hardship:

- Briefings for the whole charity about safeguarding during the pandemic
- Recognising and responding to increased safeguarding risks associated with stress, isolation and rapidly evolving online services
- Managing, reviewing and reporting to Trustees more than 120 safeguarding concerns
- Reports provided to Social Work England about two safeguarding 'Fitness to Practice' referrals
- Reports provided to the Charity Commission about two safeguarding 'serious incidents'
- Recruiting a partner charity for a second Safeguarding Peer Review to be conducted in 21/22
- Safeguarding e-learning and internal training for all Trustees
- A second charity Safeguarding Week when we reflected on what we had learned in 2020/21.

## OUR APPROACH TO FUNDRAISING

Young Lives vs Cancer is a member of the Fundraising Regulator and complies with the Code of Fundraising Practice.



In 2016, we developed a new income generating strategy *One Team, One Target* which aimed to shift our fundraising philosophy from a transactional to relational approach, focusing on a quality and tailored supporter journey. We also implemented a balanced approach to our portfolio to mitigate risk in the fluctuation of income and an uncertain external environment.

The pandemic had a huge impact on our fundraising capability with many traditional fundraising activities, such as events and face-to-face fundraising, unable to continue. We were building our digital capability prior to the pandemic and this accelerated considerably during 2020/21 and became the focus of much of our activity. We also continued to focus on the strong relationships we have built with our supporters and partners. In early 2021 we launched our new two year building back stronger plan. This continues to have the relational approach at its core, and aims to build long-term relationships. This is underpinned by a strong, compelling and consistent voice and ongoing innovation to help us reach more people and provide an outstanding experience of Young Lives vs Cancer.

We continued to ensure insight from our supporters was at the centre of our decision-making last year. The research process which led to our decision to change our name from CLIC Sargent to Young Lives vs Cancer was comprehensive in terms of involving the wide array of different stakeholders the charity has. A key component of this was to understand whether this change would support our goal of sustainable income growth. In total, we spoke to 6,535 different existing or possible future supporters to answer this question. The insight we received was clear: the new name would put us in the best position to face the long-term future. In an increasingly unpredictable environment, getting to this understanding has been vital.

We work closely with street, door-to-door and venue fundraising agencies, ensuring a focus on high standards of professionalism and compliance. Agencies are contractually required to ensure all fundraising activity is in accordance with all applicable legal requirements, Young Lives vs Cancer's ethical fundraising policy and the relevant binding codes of practice issued by the Fundraising Regulator. Professional fundraising agencies must have clear, transparent and up-to-date policies in place to protect vulnerable people and other members of the public from unreasonable behaviour.

The Covid-19 meant that face-to-face fundraising was on hold for much of 2020. We restarted private site and street activity in July and August 2020 respectively when it was deemed safe to do so. The activity was then part suspended in November when some of our teams in Scotland were still able to operate. It briefly resumed in December before the January 2021 lockdown, which lasted into April. We worked with our agencies to take additional measures to ensure the safety of the public and of our fundraisers during the Covid-19 pandemic. We ensured that thorough risk assessments were in place and that the agencies were following nations' government guidance and CIOF recommendations. All Covid specific rules and regulations were adhered to with regards to social distancing, face masks and self-isolating. In addition, we asked our agencies to restrict travel across tiers. All fundraising activities delivered by our contracted fundraising agencies were monitored closely through regular meetings, mystery shopping by staff and close complaint analysis.

Young Lives vs Cancer works with a number of commercial partners through cause-related marketing agreements. Thorough due-diligence checks are completed before any new agreement is made and contracts are put in place to ensure all fundraising activity conducted by a commercial participator is done in accordance with all legal requirements and Young Lives vs Cancer's working with companies and ethical policies. Progress against agreed targets is monitored on a regular basis through review meetings, including those relating to performance against agreed financial targets, adherence to solicitation statements and their responsibilities in line with the Code of Fundraising practice and the law.

Young Lives vs Cancer also has a number of registered volunteers who fundraise on behalf of the charity, for example our fundraising groups. This activity is covered by our insurance and we have a risk-assessment process that is followed by the relevant Fundraising Engagement Manager prior to these events taking place. Our fundraising managers discuss all fundraising events with the volunteers prior to them taking place to ensure that they are events and activities that follow guidelines and that we deem a fit for our brand, as well as being safe. There is also an on-call system in place for these events, so that the volunteers have an avenue to escalate issues to out of hours.

In 2020/21 Young Lives vs Cancer received 50 (2019/20: 113) complaints about its fundraising, all of which are now closed. Of that number, we received 27 complaints about face-to-face fundraising, accounting for 0.79% of sign-ups achieved through the activity. In line with regulation requirements the number of complaints and type of fundraising generating the complaints will be submitted to the Fundraising Regulator.

Young Lives vs Cancer takes its responsibilities, with regards to potentially vulnerable individuals when we are fundraising and recruiting potential donors, seriously. We are committed to ensuring that everyone who works for us understands their responsibilities to all donors and supporters, including how to respond to the needs of people in vulnerable circumstances and helping donors make informed decisions.



## OUR ACHIEVEMENTS AND PERFORMANCE

A child or young person's cancer diagnosis is devastating for the whole family. We help them through the most frightening time of their lives. And we do this in six ways:

- When the doctor says cancer
- Cancer costs
- There's no place like home
- Helping young lives thrive, not just survive
- When a child dies
- Making change happen.

We shape the work we do around these six core principles, which we'll use to report our 2020/21 achievements against.

### Public benefit

In reviewing our aims and objectives and planning our future activities, we have referred to and complied with the duty in section 17 of the Charities Act 2011. This relates to having due regard to the Charity Commission's published general guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

### WHEN THE DOCTOR SAYS CANCER

"It's like you're in a bubble and you're screaming but no-one hears." Those first days, weeks and months after a cancer diagnosis are overwhelming. Young cancer patients are confused, scared and anxious. From the moment of diagnosis, we're there to help families cope, keeping them strong when cancer threatens to ruin everything. Our care teams provide day-to-day support for each child, young person and family, from information and guidance to clinical care during treatment.

### Our aim for 2020/2021:

*To continue to work towards reaching every child and young person with cancer who needs us, and their families.*

### We'll do this by:

- Continuing to develop and grow our digital offer. We'll carry on working with young people and parents to create helpful and worthwhile content and deliver it across our digital channels, so children and young people with cancer, and their families, can get the right support, no matter where and when they need it
- Developing our search engine optimisation and strategic partnerships to improve referral pathways and extend our reach, while building on our partnerships with other charities.

### What we achieved in 2020/2021

This year was like no other: young lives with cancer and their families were told the devastating news of cancer during a global pandemic. Even if we couldn't be there in person, we made sure our compassion and expertise continued. We embraced digital delivery overnight.

Our care teams gave individual, tailored support to 6,547 children and young people, and their families, to help them cope with their cancer diagnosis and get their lives back on track. (This was a drop on 2019/20, when the figure was 7,294.)

Our social care teams worked tirelessly throughout dramatically different and ever-evolving circumstances to make sure families were supported as soon as possible following their diagnosis. In the last year we have improved how quickly we respond to both children and young people. On average 86% of children and 85% of young people are now contacted within five working days of referral to our services.

This year we supported 2,878 newly diagnosed children and young people. This is a decrease on last year (3,180) but remains higher than our reach the year before. We do not have enough evidence to explain why our reach decreased this year. Birth rates can change from year to year, which will also influence these figures. However, we think there are other contributing factors—for example, due to the pandemic our social care teams have not been able to work on the wards and in hospitals, and some of our NHS colleagues were redeployed during the height of the crisis, affecting the normal referral channels.

Despite the pandemic, we continued to increase our digital offer and the content across our digital channels. This means our support has become more accessible no matter where someone lives or has their treatment. With the help of young people and social care staff, we redesigned the young people's section of the website to improve accessibility and content and made it easier for young cancer patients and their families to apply for a grant after diagnosis online. We also improved the visibility of our Live Chat service on our website: in 2020/21 we supported 484 service enquiries via this channel, up from the previous year.

We also tested, developed, trained and implemented a brand-new service. Our new Central Support and Social Care team is an extra 'front door' into our social care service, in addition to our traditional route through our local hospital-based social care teams. The Central Support and Social Care team work 100% digitally so families have even more choices in how to access our support, no matter where they live.

This year our four peer support groups continued to be an important source of help and advice for families. Sourcing accurate Covid-19 information was understandably high on people's agendas during the year. We worked with Children's Cancer and Leukaemia Group to ensure consistent clinical advice and information was shared with parents, rather than competing messages. In developing our social channels and information-sharing practices, we also transitioned our Instagram to deliver purely youth-focused content, in recognition that Instagram is their preferred channel.

In 2020/21, we continued to grow our digital peer-support communities, with around 2,900 parents and young people sharing advice and support with one another. We have seen more than a 17% growth in the membership of our Parents and Carers Facebook group which now stands at over 1,900 members.

During the year we have also delivered group work support via Instagram and delivered many of our normal face-to-face groups digitally.

We have begun in earnest our new approach to collaborating with partners, and have invested in two new roles to support this work. We have connected with charities who provide specific support for young lives with cancer and their families such as holiday breaks, wishes, wigs and grants. We contributed to a review of a wish charity's improvement of families' access to its support. A number of charities have sought our input into how they can deliver services safely using digital tools. We have begun to broaden our portfolio of charity partners to increase diversity and inclusivity; we have more work to do on this. We are learning so much from all our collaborations.

We are proud to have launched our charity partnership with Teenage Cancer Trust and Ellen MacArthur Cancer Trust in February 2021. As a result, a number of charities have contacted us to find out more about working with us, or to hear more about the practicalities of developing effective partnerships which they can use to set up partnerships with charities in their own sectors.

We also enabled young people to directly influence the development of a new peer-to-peer support app developed by ALIKE, with whom we have a partnership agreement.

We are busy building on existing great practice with partners Ellen MacArthur Cancer Trust and Teenage Cancer Trust, developing a shared calendar for digital group work so young people and families can access a breadth of support.

We believe it is important to work collaboratively with parents and young people to ensure our support is effective in meeting need. We do this using a Support Star assessment tool, which is completed with parents and young people. During 2020/21 our social care teams undertook 887 first Support Star assessments with parents and completed first reviews of 602 parent Support Stars. Meanwhile, 652 first Support Star assessments were completed with young people, along with first reviews of 397 young person Support Stars.

### **Our aim for 2021/2022**

*To continue to work towards reaching every child and young person with cancer who needs us, and their families.*

### **We'll do this by:**

- Improving the parents' section of the website
- Launching a new programme of digital group work, and a shared calendar of events with Teenage Cancer Trust and Ellen MacArthur Cancer Trust
- Improving pathways to and from key charity partners
- Testing and learning new search engine optimisation techniques
- Promoting the multiple ways our services can be accessed.

## **CANCER COSTS**

As if a cancer diagnosis isn't tough enough, the financial impact of cancer can be devastating. Our research shows parents spend an average of £600 more every month when their child has cancer. Sudden outgoings such as travel for treatment, hotels and extra heating costs at home cause even more concern on top of a diagnosis. Many parents are also forced to give up work to look after their child, so income goes down as costs go up. It soon adds up, causing further anxiety and worry.

### **Our aim for 2020/2021**

To continue to review and improve our grants programme so young people and families can get financial support quickly and efficiently.

### **We said we'd do this by:**

- Working with charity partners to understand new potential models for delivering the same impact but with greater efficiency
- Improving the grant self-service system further.

### **What we achieved in 2020/2021:**

Due to the pandemic, we had to be laser focused on what our key services are, such as our grants. They help families manage the challenging costs of cancer, like hospital car-parking fees, travel for treatment and keeping a roof over their heads. The impact of Covid-19 on our income meant we had to make changes to our grants. We kept our registration grant, compassionate grant and financial hardship grant.

However, from February 2021 we made the difficult decision to reduce our registration grant to £100. We also made the compassionate grant of £300 available to young adults aged 18 and over only and to families who do not have access to the government's Children's Funeral grant.

Even though finances were difficult, we wanted to make sure families who had the greatest financial need got as much support as possible. As a result, we increased our financial hardship grant for the year from £250 to £350, with a maximum of £700 available for the most difficult financial circumstances (this is up from £500 the previous year). This change was implemented due to many families telling us how Covid-19 had hit their finances hard. In total we gave £372,000 in hardship grant money, the biggest total to date.

We gave 4,932 Young Lives vs Cancer grants totalling £1,036,369. Our social care professionals have amazing knowledge about the other sources of funding families can access and, as a result, they managed to apply for and secure an additional £710,000 in grants from other organisations.

The Smile of Arran Trust provided an incredible £15,000 towards grants for children and young people diagnosed with brain cancer, and a contribution towards administration of the grant. We welcome our continued great partnership with the Trust, having renewed our partnership agreement for another five years.

CLIC Sargent Cancer Care for Children – Annual Report and Accounts      [younglivesvscancer.org.uk](http://younglivesvscancer.org.uk)

This year our Benefits and Welfare Rights service gave advice on 1,665 enquiries across a range of issues such as benefits, debt advice, immigration and housing. We estimate this service secured £1,784,535 in potential financial benefits for families and young people during what has been a really difficult year. This is an increase on £1,504,919 the previous year. At least 326 people used our online benefit calculator or our grant search to find additional money to cope. We are continuing to work with our supplier to improve the user experience of these tools and increase uptake of this support.

In order to reach as many children, young people and families as possible, we really focused on our new approach to collaborating with partners, investing in two new roles to support this work. The pandemic and the shift to digital meetings saw a rise in the number of initial partnership meetings taking place, and we connected with charities who provide specific support for young lives with cancer and their families, such as holiday breaks, wishes, wigs and grants. For example, we worked with Make A Wish to improve their referral processes and our collaboration with The Landmark Trust enabled a small number of families to have a much-needed break away. A number of charities sought our input into how they can deliver services safely using digital tools, and we've started to broaden our portfolio of charity partners to increase diversity and inclusivity.

### **Our aim for 2021/2022**

*We will continue to expand our Partnerships and will:*

- Review our grants service
- Review and redefine our #CancerCosts policy and influencing agenda.

### **THERE'S NO PLACE LIKE HOME**

Cancer treatment for children and young people often happens in a specialist centre rather than a local hospital. If that's a long way from home, it makes it harder and more expensive for families to be together during treatment, when they need it most. That's why Young Lives vs Cancer has Homes from Home close to many of specialist centres across the UK. If they need to, families can stay there for free when a child or young person is in hospital on treatment, helping them avoid the extra financial costs of travel, accommodation and food.

### **Our aim for 2020/2021**

*We have heard from the NHS and families just how vital our Homes from Home are during the Covid-19 pandemic. We will continue to make sure this service is available so as many families as possible can safely stay together while their child is having treatment.*

### **What we achieved in 2020/2021**

Despite the pandemic, our Homes from Home were a lifeline for parents. Our staff went above and beyond to keep as many Homes open as possible, so parents had somewhere to stay in a safe environment close to their child in hospital.

Seven of our Homes from Home remained open throughout the pandemic. Three of them – Paul’s House in London, CLIC Court in Oxford and Jean’s House in Southampton – closed for a period of time after the pandemic, reopening in July 2020. All Homes have remained open since.

Safety was a priority. In line with government guidelines, we had to risk assess each home to enable social distancing. We also had to restrict stays to just one parent per family. We implemented enhanced cleaning and new health and safety procedures for families and staff. We continue to only offer around half of the rooms at each Home that we usually would.

In 2020/21, we managed to welcome 174 families, who had 299 stays in our 10 Homes from Home around the country (this is compared to 1,220 stays pre-pandemic in 2019/20.)

Even during the pandemic, we were able to help some families facing particularly trying circumstances (where it was safe to do so and in agreement with the child’s clinician). For example, we enabled one family to stay together at one of our Homes as they lived over six hours away from the hospital. We also created a safe space for a mum to breastfeed her baby.

Our charity partner Morrisons helped families staying at the Homes to get shopping, so they could access what they needed and didn’t have to spend hours queuing. They also filled the freezers in the Homes so parents had emergency meals to keep them going.

We were not able to open our new Home from Home in Manchester as planned due to Covid-19. The building works are now well under way and we will be opening during 2021/22.

### **Our aims for 2021/2022**

*We have heard from the NHS and families just how vital our Homes from Home are during the Covid-19 pandemic. We will continue to make sure this service is available so as many families as possible can safely stay together while their child is on treatment.*

### **We’ll do this by:**

- Beginning to reduce the restrictions at each Home in line with government guidelines
- Opening our new Home from Home in Manchester.

## **HELPING YOUNG LIVES THRIVE, NOT JUST SURVIVE**

Cancer shatters young cancer patients' education, social lives and future prospects. They need support not just to survive cancer but to finish treatment with their future in their grasp. We help them get their lives back on track, both during and after treatment.

### **Our aim for 2020/2021**

*To develop our role as an 'expert navigator' for information and other services, so young cancer patients and their families are able to access information and services to support their broader needs.*

*To equip young people and parents to have a voice so they can make change happen on the things that matter to them. To build our confidence in co-producing key parts of the organisation alongside them.*

### **We said we'd do this by:**

- Continuing to grow and develop our partnership working
- Defining our broader offer, including opportunities to participate, volunteer and campaign.

### **What we achieved in 2020/2021**

2020 was the last year of our Thrive Not Just Survive grant, funded by Societe Generale. It was designed to help young people get their work and education ambitions back on track after cancer. Due to Covid-19 we amended the size of individual grants to enable more young people aged over 14 years to benefit. This was also needed as many educational and work opportunities were limited due to the pandemic. In 2020, 101 grants were awarded from £500 up to £3,000. Young people use the grants for their own ambitions such as setting up their own businesses, funding equipment for studying art at university or starting an apprenticeship.

In the immediate response to the Covid-19 pandemic, the work of the Participation team changed considerably: from providing participation and engagement opportunities for children, young people and parents, to collecting vital insight and intelligence from external sources during the crisis period (early Q1). While we were looking at how to best reshape Young Lives vs Cancer due to the pandemic, the team was furloughed. Some engagement with young people and parents took place during this period, for example during Childhood Cancer Awareness Month, and including a number of surveys, which gave us a bigger dataset than we have ever had on the experience of our beneficiaries and gave valuable insights into the impact of Covid-19. However, there were fewer opportunities for richer participation engagement beyond surveys.

The restructure meant the team was more focused on 'voice and engagement' both internally and externally. Our internal work began to establish ways to amplify voice within Young Lives vs Cancer, by building the confidence and skillset of staff to work alongside children, young people and parents and to develop a culture of co-creation.

Our external work began to shape ways to amplify voice outside Young Lives vs

Cancer and identify opportunities where we can give up power and get children, young people and parents involved in issues that impact them.

We have involved senior staff across the organisation in the vision for voice and engagement at Young Lives vs Cancer and how we can strengthen involvement from children, young people and parents at all levels, in particular at Board level. Voice has also been raised externally through our campaigning work and during key NHS projects, for example the paediatric radiotherapy review. We have also begun exploring how Young Lives vs Cancer's voice and engagement work can support and interact with NHS structures.

Due to the huge impact Covid-19 had on our fundraising, we sadly had to discontinue our music programme. We had to become laser focused on the services we were able to deliver such as social work, grants and our Homes from Home.

We have a new approach to working with charity partners to create greater impact together with children, young people and their families. As part of this, we enabled young people to directly influence the development of a new peer-to-peer support app developed by ALIKE, with whom we have a partnership agreement.

We are busy building on existing great practice with partners Ellen MacArthur Cancer Trust and Teenage Cancer Trust, developing a shared calendar for digital group work so young people and families can access a breadth of support.

### **Our aim for 2021/2022**

- *To begin creating a culture of voice and engagement at Young Lives vs Cancer by equipping all of those who are a part of Team Young Lives, including the Board, to meaningfully engage with and work alongside children, young people and parents.*
- *To identify and shape external opportunities to make children's, young people's and parents' voices heard outside of Young Lives vs Cancer and to use them to help shape future services.*

### **We'll do this by:**

- Engaging leadership and the Board in conversations about the future direction of voice and engagement in Young Lives vs Cancer
- Consulting and equipping staff on how to engage meaningfully with children, young people and parents
- Working with external facing teams to identify opportunities to amplify voice externally and build external networks with partners to help deliver this
- Develop a clear service specification including a framework for our partnerships  
Broaden our partnerships to improve the diversity of who we deliver services to improving access, equity and reach.

### **WHEN A CHILD DIES**

Every week in the UK, 10 families lose a child to cancer. It's every parent's worst



nightmare. If the unthinkable happens and a family has a terminal diagnosis, we help the child or young person and their family prepare for death. We can't make the pain go away, but we can help them to cope with the emotional pain and encourage them to think about how they can remember their child.

### **Our aims for 2020/2021**

*To continue to support families living with the emotional pain of losing a child to cancer.*

### **We said we'd do this by:**

- Growing bereavement peer-to-peer support and evaluating the service provided by Child Bereavement UK with parents who use it
- Using all we have learned from parents and young people who have been bereaved to plan our bereavement support for 2020–25.

### **What we achieved in 2020/2021**

The Covid-19 pandemic significantly changed how we supported families this year, as we balanced our primary duty of care to keep everyone safe with our ongoing commitment to support young people and their families. Throughout the year, social workers have creatively sought ways to adapt how they deliver services, which required a significant shift in trust of digital service delivery. During the initial lockdown, we made contact with everyone known to us to understand the immediate need for support. This included understanding practical support needs to facilitate shielding and emotional/psychological support with additional fears around treatment plans and palliative care.

Family visits and ward contacts were suspended, presenting challenges to our teams trying to support bereaved parents. But once new working patterns were established, we were able to run online bereavement support groups, including a specific group for fathers. Throughout the year we continued to work closely with Child Bereavement UK. Seventeen families were supported through a dedicated phone/video call bereavement support service. The service proved that phone/online bereavement support is a valued and a flexible outreach service for families who are geographically isolated or who would be unable to access a locally provided service is beneficial.

While incredibly valuable for those families using the service, it didn't have a lot of reach, so we decided not to continue with this externally commissioned service next year. Instead we'll focus on training up our social care teams, building their confidence so they can give skilled bereavement support as an essential part of our service. As part of reshaping what services we deliver, we also agreed to extend the period of time we support bereaved families to 18 months after the death of their child, so that we go beyond that difficult first anniversary.

We continued to enable bereaved parents to connect and support one another through our Bereaved Parents Facebook group. This year we had 379 members. Parents within the group increasingly self-moderated responses, which has further developed the peer support organically. A small team of skilled social workers continue to oversee the group.

## **Our aim for 2021/2022**

*To continue to support families living with the emotional pain of losing a child to cancer*

### **We'll do this by:**

- Extending the reach of our bereavement service to 18 months after a child/young person dies
- Delivering a consistent service offer across the UK
- Introducing mandatory bereavement training for all social work staff
- Improving our staff's knowledge of how death, grief and bereavement is dealt with in different cultures, so they can better support bereaved parents.

## **MAKING CHANGE HAPPEN**

Too often, young cancer patients and their families don't get the support they need. We listen to families, basing our policy and influencing work on what they tell us and making sure we fight for what they need most. We work with and challenge the NHS and the government to ensure young cancer patients get the best service they're entitled to.

## **Our aims for 2020/2021**

*To strengthen our ability to change the system so it works better for children and young with cancer, particularly around reducing the impact of Covid-19 and cancer costs. Putting the voice of young cancer patients and their families centre stage, ensuring their voice is heard at the heart of national, regional and local decisions about their care.*

### **We said we'd do this by:**

- Campaigning to achieve policy and system change to alleviate the impact of Covid-19 and costs for young people and families
- Supporting children, young people and their families to get their voices and experiences heard in debates about cancer services
- Publishing research into the impact of a cancer diagnosis on the employment of young people and parents, developed by Young Lives vs Cancer Young researchers who've also been supported to develop their research skills and confidence.

## **What we achieved in 2020/2021**

Throughout 2020/21 our Policy and Influencing team responded to the Covid-19 pandemic by collecting and sharing crucial insight and intelligence on the pandemic and its impact from a range of sources, in particular from the government and the NHS.

We launched a campaign calling for better transparency for the government's charity funding which saw supporters write to the relevant minister and secure a meeting with Jo Churchill MP, alongside four young people. Through this work we called for funding to secure six months' social care support so we could continue to deliver vital support to children and young people with cancer – but we didn't receive any government funding.

Young Lives vs Cancer was at the forefront of the debate in the sector on this issue and in early 2021 the National Audit Committee and the Public Accounts Committee launched investigations into the £750m allocated to support charities during the pandemic.

Alongside working with health system colleagues on the development and launch of the Under-16 Cancer Patient Experience survey and the Paediatric Radiotherapy review, we supported the appointment of a new All-Party Parliamentary Group on Children, Teenagers and Young Adults Chair (as co-secretariat with Teenager Cancer Trust) and continued to call for a Young Cancer Patient Travel Fund. We also published various research reports on the impact of Covid-19 on children and young people with cancer and their families. Meanwhile our *Hard Work* report, supported by Societe Generale, investigated the impact of cancer on young people's and parent's employment and was co-produced alongside 14 'young researchers'.

The organisation's response to the pandemic also meant the disestablishment of the Nurse Educator programme and impacted plans for the Affiliated Nurses programme. To ensure that Young Lives vs Cancer can continue to deliver safe appropriate services and have a credible voice on health system issues, a new, more strategic approach was established for gathering clinical and health system insight and intelligence.

In early 2021 we partnered with Teenage Cancer Trust to launch our #Hand2Hold campaign calling for young cancer patients to be accompanied in hospital for appointments and treatment. 4,633 people signed our pledge and we met with the government to agree to a UK-wide approach to the campaign. This campaign gave young people the opportunity to make their voices heard through our media work.

### **Our aims for 2021/2022**

*To strengthen our ability to change the system so it works better for children and young with cancer, particularly around reducing the impact of Covid-19, emotional well-being and cancer costs. Putting the voice of young cancer patients and their families centre stage, ensuring their voice is heard at the heart of national, regional and local decisions about their care*

### **We'll do this by:**

- Building our policy and reputational voice on the emotional health and wellbeing of children and young people with cancer and begin to raise the profile of the unique and specialised children and young people's social care support we do and the value of it to the health system
- Establishing mechanisms to support and resource policy and influencing work in the devolved nations
- Scoping policy and influencing collaboration with partner organisations
- Establishing effective systems to work with Children's Cancer and Leukaemia Group and the Chief Nurse to access timely health-system, clinical and social care insight.

## OUR FUTURE PLANS

### What now?

The Covid-19 pandemic had a big impact on the experiences of children and young people with cancer, and ways that they received support. Children and young people with cancer and their families were facing the challenges of a cancer diagnosis and treatment at the same time as the challenges and isolation of the pandemic, all while the charity sector faced a massive shortfall in income, and social distancing meant we had to find new ways to support people.

*What Now?*, our strategy for 2021-23 published earlier this year, is our response to the growing needs of children, young people and their families. We believe that no family should face cancer alone and they should get:

- Support which is easy to access and meets their own individual needs
- To be heard – having a voice, and a team that will advocate to make sure the whole ‘system’ supporting children and young people works better for them
- Every organisation supporting children and young people to work together towards one clear goal; playing to their strengths to reduce the impact of cancer and shrinking the opportunity gap
- Together, we must be a growing, thriving organisation, focused on making the biggest difference we can.

In 2021-23, we will:

### Reach more of the people who need us

Currently, around 900 children and young people under 25 struggle with a cancer diagnosis without the age-specialist support they need. We’ll implement a new social care service model that is engaging, impactful and accessible for people no matter where they live or receive treatment. This will incorporate a new virtual Central Support and Social Care Team and refreshed digital content on our website and channels, and we will be building partnerships with others, and awareness, to make sure they hear about us at the right time.

### Focus on needs – equity, consistency, impact

All children and young people will have the right to access a consistent offer of support from Young Lives vs Cancer that reflects their assessed needs, and we will shout loudly so they get better support from ‘the system’.

### Secure sustainable growth for the future

Children and young people with cancer are supported by the amazing supporters of Young Lives vs Cancer, who make everything we do possible. We will make sure our supporters know just how valued they are, and we will get better and faster at trying new fundraising ideas so that we can get more people to join our fight.

To achieve all this, we need to make sure we have strong systems and get better data and insight about what works – whether for service users or in the ways we raise money – so we can make sure we are investing in the things that have the biggest impact for children and young people.

### **Living our values**

All of this is done by people – staff and volunteers – who all share our enduring values: Bravery, Integrity, Confidence and One Team. These values are core to who we are and have been central to the way we have responded since the onset of the pandemic, but we have to challenge ourselves further.

Real integrity is when values are demonstrated in choices and actions. Our 2021-23 strategy sets out how we will behave to demonstrate these values in everything we do.

In three areas we have made promises that we now need to demonstrate in the way we behave:

### **Diversity, Equity, Inclusion and Belonging (DEIB)**

We will start to make active choices and changes to improve our diversity and prioritise equity. We will begin our journey on ensuring that our culture is inclusive of everyone who works, volunteers and interacts with us, the goal being that people will feel like they truly belong here, whoever they are.

### **Environmental sustainability**

We will understand where we are, our ecological impact and what we need to do to become an environmentally sustainable organisation.

### **Participation and voice**

We will start to work in a more empowering way than we do now, by co-designing and co-producing more with our beneficiaries, and we will increase their voice in our governance. We will begin to engage with diverse voices across the UK and respond to how the cancer experience is changing.

## **RISKS AND UNCERTAINTIES**

Our Board of Trustees and Executive Team together identify and review how we are managing risk as we pursue our strategic objectives, looking at risks to impact, financial sustainability, good governance and compliance, and reputation, and they determine our appetite for risk. The Board regularly reviews a register of strategic risk and the management of our risks is underpinned by our Controls and Assurance Framework.

The pandemic heightened many of our biggest risks, especially keeping people safe and our ability to raise money to keep our services going now and into the future, and it created new challenges in being there for people at their toughest times. In late 2020, as we implemented a new organisational structure to respond to these challenges and created a new two-year strategy, *What Now?*, we set out three goals:

- Reach more of the people who need us
- Focus on needs
- Secure sustainable growth for the future.

As well as setting out how we will develop our culture to ensure we can thrive in the 'next normal'.

We consider our strategic risks in terms of how they will impact our ability to achieve these goals:

### **Reach more of the people who need us**

We will need to closely monitor how many people we reach and better understand the barriers to people accessing our service in a changed landscape. We will identify what actions will have the biggest impact on reach and opportunities to work in close partnership with other charities so that together, we can reach everyone who needs us.

### **Focus on needs**

Covid-19 has made the experience of cancer in children and young people even tougher, and we know people's needs for support are increasing, both during cancer treatment and beyond, at the same time as it is getting harder to access support. We have introduced a new tiered service model designed to ensure the most intensive services are focused on the greatest needs, and to prepare people for the end of treatment. We continue to work very closely with the NHS and are building new partnerships with other charities so we can close the gaps between services and give people the best support we can.

We are working to improve our understanding of people's needs for support and the impact our services have, building our data and insight, so we can be sure we are focusing on the things that have the biggest impact.

### **Secure sustainable growth for the future**

Covid-19 impacted the income of many organisations in 2020 and the impacts are expected to be felt for a period of time. In response, in 2020/21 we launched a range of new fundraising opportunities and are developing and testing new and

innovative ideas, alongside improving to the way we communicate the impact of our work to supporters.

In 2020/21 we also implemented organisational structure change in order to reduce our costs and improve our financial resilience.

We have a robust financial plan which is regularly tested against external scenarios. These scenarios are reviewed every few weeks, and are built on all the available insight, research and internal and external challenge available, so that we can anticipate how children, young people and families will be impacted by what is happening, and how income sources will change.

### **Well-being**

Everyone at Team Young Lives is passionate about the work we do, and we know that we make a difference for children and young people with cancer with people, so it's critical we are all able to look after ourselves, especially during ongoing lockdowns and social distancing. We do regular workforce surveys to understand how people are doing and all teams regularly discuss their well-being. Actions to improve and support the well-being of our staff and volunteers will continue to be high on our agenda.

## FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Consolidated Statement of Financial Activities (SOFA) shows the financial results for Young Lives vs Cancer and its active trading subsidiaries, CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited.

Understandably, this was a subdued year for income generation, with total income of £22.2m compared to £31.4m in 2019/20. This year-on-year decrease is mainly due to a drop in general donations to £12.0m (2020: £16.3m) and a drop in retail trading income to £0.7m (2020: £2.7m) as our corporate donations saw a significant decrease, and the Covid-19 pandemic meant that many of our shops were closed for much of the year. Fundraising trading income has dropped to £1.9m (2020: £2.1m) as we have been unable to carry out many of our usual fundraising activities and events as a result of the pandemic. However we have somewhat offset this with a number of virtual events and alternative activities. We have also had two People's Postcode Lottery draws this year compared to six in 2019/20, which contributed to a fall in lottery income to £1.4m (2020: £3.9m). The amount we received from legacies also dropped this year to £2.4m (2020 £3.8m). These factors have been offset by a large grant of £650k from the Joyce Mary Mountain Will Trust, and government support in the form of the Coronavirus Job Retention Scheme (Furlough Scheme) totalling £927k and Retail Hospitality and Leisure Fund Grants totalling £546k – without these significant gifts and grants our reach would have been significantly impacted.

We were delighted that our partnership with Morrisons continues to exceed expectations, resulting in income of £2.9m (2020: £4.0 million). This partnership was further extended in the year, and will end on 31 January 2022.

Total expenditure decreased by £5.7m from £26.8m in 2019/20 to £21.1m this financial year. This is as a direct result of the pandemic, which meant that we had to cease many of our fundraising activities leading to a fall in fundraising costs from £9.6m in 2019/20 to £6.4m in 2020/21. At the start of the pandemic we also undertook a large-scale change programme to restructure the organisation, and this saw 75 employees leave the charity and a further 20 vacant posts removed from the structure, resulting in lower staff costs.

Expenditure on our Home from Homes decreased this year, as the purchase of Jack's House (our new Manchester Home from Home), was completed in 2019/20 totalling £1.3m, yet the renovation work for this project did not commence until January 2021.

Where possible, we have sought to reduce our costs this year, in order to offset the significant decrease in income as a result of the pandemic.

The group's cash position has increased by £2.4m to £11.4m at the end of the year, mainly due to a reduction in debtors of £1.1m and the operating surplus of £1.1m for the year. Total funds have increased from £27.0m to £28.1m. Restricted Reserves have remained static, while Free Reserves have increased by £0.5m.



CLIC Sargent Promotions Limited performs trading activity and receives cause-related marketing income on behalf of the charity. The company had a turnover of £1.5m (2020: £1.8m) and net profit of £0.9m (2020: £1.2m), all of which will be donated to the charity.

CLIC Sargent Developments Limited manages the design and build of new Homes from Home. During 2020/21 we started the renovation of Jack's House, our new Manchester Home from Home, hence turnover of £279k this year (2020: £2k). The company made a small net loss of £2k (2020: £2k).

CLIC Sargent Lottery Limited holds lotteries and raffles on behalf of the charity. The company had a turnover of £1.4m (2020: £3.9m) and net profit of £1.4m (2020: £3.8m), all of which will be donated to the charity.

## **Reserves**

Free Reserves comprise the total reserves available to the charity, less those reserves whose uses are restricted or else designated for specific purposes.

Each year the Trustees review the policy for maintaining Free Reserves, taking into consideration the major risks faced by the charity, their likely impact on income and planned expenditure, and an assessment of the ways to mitigate such risks. A detailed review was performed during 2020/21 in light of the current pandemic and other external factors such as Brexit, to reassess our risk profile. The aim of the review was to ensure the Reserves policy was fit for the future given the charity's current and forecast level of activity, which takes into account a necessary reduction in fixed costs to manage the short to medium-term impact of the pandemic on our anticipated levels of income.

As a result of this review the Trustees agreed a policy that would ensure the safeguarding of charitable commitments and the funding of operational expenditure, during a period of significant downturn. The reserves would also provide working capital and build a strategic fund for investment and innovation necessary for the charity's recovery post pandemic. The Trustees felt that in order to meet the objectives of this policy the charity should aim to build Free Reserves to between £4.0m and £7.0m, but with a temporary reduction in Free Reserves to £1.9m if agreed by the Board.

The current Reserves policy includes a risk premium of £1.5m to cover short to medium-term risks to income and expenditure as a result of the pandemic, Brexit and the current economic climate. As a result, we will be seeking to hold a minimum of £5.5m Free Reserves. This risk premium will be reassessed annually and removed as the risk crystallises or is mitigated through effective financial planning. Funds held between £5.5m and £7.0m will be used to invest in services, income generation and infrastructure.

Total funds at 31 March 2021 amounted to £28.1m (2020: £27.0m), of which £3.8m (2020: £3.8m) was restricted to specific purposes and £16.4m (2020: £15.8m) was designated, with £1.8m (2020: £1.3m) set aside for specific future projects (further detail in Note 19), and the remainder representing fixed assets.

Free Reserves at 31 March 2021 amounted to £7.9m (2020: £7.4m) which is £0.9m above the upper limit of our Free Reserves policy. The year-on-year increase was largely due to a decisive response to managing costs and being innovative with our income, in response to a budgeted decrease in income to £18.0m as a result of the pandemic. The income in the accounts includes £1.4m of government support from the Furlough Scheme and grants for our shop portfolio. This has had a material impact on our results and reserves position. Costs associated with fundraising collateral to run events and agency fees to acquire regular donors were also saved as a result of social distancing and other restrictions in place. Although this has had a positive impact on our 2020/21 result, this has longer-term implications for income. This has been factored into our longer-term planning and Free Reserves policy.

We are currently budgeting a planned deficit next year, as income continues to recover and further investment in long-term sustainable income and services is planned, as we seek to reach more children and young people with cancer that need our support. We expect Free Reserves will be within the policy range before the end of the first quarter of 2021/22.

The Trustees will continue to consider the balance of risk between financial resilience and investment in the development of activities. While they consider the current level of Free Reserves appropriate for the needs of the charity, this will be re-evaluated as appropriate in light of future forecasts and requirements.

### **Going concern**

The charity's financial position and performance has been outlined in the financial review above. The Trustees have assessed projected future income, expenditure and cash flows over the period to March 2024 and analysed the charity's reserves position and liquid assets and its ability to withstand a material decline in income.

Consideration has been given to the stability, predictability and diversity of various income streams in making this assessment.

Our Reserves policy is updated annually and is integral to ensuring we remain a going concern by holding sufficient reserves to withstand a significant decline in income or unexpected costs. The policy is developed based on the financial risks identified within the strategic risk register. Our forecasting and longer-term financial planning seeks to be income led, committing to new costs only when affordable and financial planning decisions are made in the context of our reserves policy.

The long-term financial position of the charity is monitored on a monthly basis, incorporated into a rolling forecast process and reviewed with Finance Committee (in depth) and then the wider Board of Trustees on a quarterly basis. Our current year forecast and three-year outlook considers the impact of our projections on both our Free Reserves and cash position. Cash is also reviewed as part of the forecasting process.

The Trustees have concluded that Young Lives vs Cancer and its active trading subsidiaries, CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited, have adequate resources to continue activities for

the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the accounts.

## Financial investments

The Finance Committee is responsible for overseeing the overall investment strategy and for the oversight of its implementation.

The Trustees have continued to adopt a conservative investment policy that seeks first to protect the reserves of the charity and second to achieve an appropriate return. During 2020/21 the charity continued to hold liquid assets due to the prevailing market conditions. This approach is expected to be maintained during 2021/22 due to the increased requirement for liquid assets in response to the COVID-19 pandemic.

## Streamlined Energy and Carbon Reporting (SECR)

Young Lives vs Cancer has made a commitment to develop our environmental management approach, our *What Now?* strategy states:

*We will challenge our ways of working and be conscious to minimise our environmental impact whilst pursuing our goals. We will seek alternatives that still enable us to be better, faster and stronger for children, young people and families. We will engage our whole organisation in the debate to set a target for this and report on it.*

We have not included usage for offices where we have service agreements and/or we are not charged for energy usage as a tenant as we do not have access to this usage data. In line with SECR guidelines we have not included emissions related to the use of public transport. GHG emissions have been calculated using 2019 UK Defra carbon conversion factors, emissions are presented in CO<sub>2</sub>e. For our buildings we have used an energy intensity metric of kWh per m<sup>2</sup>, using data from our energy bills.

We do not keep records of the size or fuel type of our employees' personal vehicles, so where they have used their car for work and claimed mileage we have calculated based on the measurements for an 'average personal vehicle' and 'unknown fuel type' from the Defra dataset. We do not have mileage data for our fuel cards therefore we have arrived at usage figures using RAC data for average fuel costs in 2020/21 and the metric Defra for CO<sub>2</sub>e per litre of diesel.

| Our energy usage in 2019/20  | Our energy usage in 2020/21   |
|--|---|
| Gas usage: 111407.25 kg CO <sub>2</sub> e  | Gas usage: 31686.72 kg CO <sub>2</sub> e  |
| Gas use intensity: 58.86 kWh/m <sup>2</sup> /y<br>26.81 kg CO <sub>2</sub> e/ m <sup>2</sup> /y    | Gas use intensity: 62.86 kWh/m <sup>2</sup> /y<br>11.45 kg CO <sub>2</sub> e/ m <sup>2</sup> /y   |
| Electricity use: 74194.25 kg CO <sub>2</sub> e   | Electricity use: 83361.39218 kg CO <sub>2</sub> e   |
| Energy use intensity: 146.07 kwh/m <sup>2</sup> /y<br>15.04 kg CO <sub>2</sub> e/m <sup>2</sup> /y | Energy use intensity: 44.39 kwh/m <sup>2</sup> /y<br>11.35 kg CO <sub>2</sub> e/m <sup>2</sup> /y |
| Travel data: 150019.96 kg CO <sub>2</sub> e  | Travel data: 16683.03 kg CO <sub>2</sub> e  |

## STRUCTURE, GOVERNANCE AND MANAGEMENT

Young Lives vs Cancer is a working name of CLIC Sargent Cancer Care for Children, a registered charity in England and Wales (No. 1107328) and in Scotland (SC039857) and a company (No. 05273638) limited by member guarantee and is governed by revised Articles of Association adopted in June 2020.

Our Trustees, honorary presidents, vice presidents, ambassadors and senior executives of Young Lives vs Cancer are listed within the Reference and Administrative section of the accounts.

As disclosed in note 9 to the Financial Statements, Young Lives vs Cancer owns 100% of the issued share capital of CLIC Sargent Promotions Limited and CLIC Sargent Developments Limited. CLIC Sargent also has control over CLIC Sargent Lottery Limited. Information presented on the organisational structure below is based on the group and includes CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited.

### The Board

The Board of Trustees for the charity and the Boards of Directors for Young Lives vs Cancer and the subsidiaries ('the Board') are responsible for the overall governance of Young Lives vs Cancer and meet at least four times each year. The number of Trustees cannot be fewer than six or more than 14. The governance of the charity is aligned with good governance practice as set out in the Charity Governance Code.

During 2021, the Board is reviewing itself against the refresh of the Charity Governance Code, published in 2020 and, to reflect the strengthened principle on equality, diversity and inclusion, will be doing proactive development in Diversity, Equity, Inclusion and Belonging (DEIB) this year.

The Governance Committee is responsible for the selection and recruitment of new Trustees, using a transparent recruitment process with input from young people who have or have had cancer, and their families. All appointments are approved by the full Board. A skills audit is used to identify the skills, experience, characteristics and backgrounds that are needed to provide high quality, effective and inclusive governance. During 2021, we are recruiting a new Trustee with professional expertise in DEIB to join the Board. We will be creating a strategy for DEIB and determining what oversight arrangements should be built into our governance structures for this area.

New Trustees are provided with a comprehensive induction pack with information about the charity and their role as a Trustee. New Trustees must also complete an induction programme, which includes meetings with staff within different areas of the charity, site visits (where possible) and safeguarding training. Any development needs that they may have during their time as a Trustee are discussed as part of their appraisal with the Chair. Trustees also attend conferences such as the Trustee Exchange and a Trustee workshop is held each year, part of which is focused on Trustee development and Board effectiveness. Trustees are also provided with regular briefings and information about relevant events.

Trustees are initially appointed to a term of office of three years' duration and may be reappointed by the Board for a further term of office. A Trustee who has served for two consecutive terms shall remain out of office for at least one year unless the Board resolves by a two-thirds majority vote. A Chair of the Board shall be eligible to be reappointed for a third term as a Trustee. The Trustees may also determine that the term of office of the presiding Chair of the Board be extended for up to two years, save that if the term is so extended and they then cease to be the Chair, they would automatically cease to be a Trustee. In exceptional circumstances, to be determined by the Board, a retiring Trustee's term of office may be extended for a period of one year for the purpose of business continuity and in the best interests of the charity.

During 2020, the third term of Will Carter, Trustee, was extended by one year (to a total of 10 years) to ensure continuity of governance during the pandemic.

### **Strategic management**

The Board is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Trustee Board has delegated consideration of specific issues to four subcommittees, who then make recommendations to the Board. The Board receives regular reports on all aspects of the charity's work. The terms of reference for the four committees are summarised below.

### **Board Advisory Group**

At the outset of the Covid-19 pandemic in March 2020 the Board established a temporary Board Advisory Group of four Trustees. The group met regularly with the Executive to monitor the response to the pandemic and make recommendations to the Board where required. Following a Board review of its governance practices in October 2020, this arrangement came to an end and was replaced by informal meetings between Board meetings, to which all Trustees are invited to engage in the work of the charity and debate strategic issues.

### **Safeguarding Committee**

The Safeguarding Committee is a subcommittee of the Board with responsibility for:

- Recommending safeguarding policy and procedures for approval by the Trustee Board to safeguard children, young people and vulnerable adults and to ensure that Young Lives vs Cancer is compliant with the law, guidance and good practice
- Regularly reviewing and critically scrutinising management information, data and analysis about safeguarding and safeguarding concerns
- Ensuring that policies and procedures are fit for purpose and are implemented effectively to safeguard children, young people and vulnerable adults
- Conducting operational or themed reviews about any aspect of safeguarding policy or practice
- Reviewing operational safeguarding risks and making recommendations to the Trustee Board for action and for consideration in its own review of strategic risks

- Ensuring that appropriate quality assurance processes for safeguarding are in place
- Ensuring that a Safeguarding Annual Report is produced that provides the Trustee Board with relevant data and commentary about safeguarding across the charity.

### **Finance Committee**

The Finance Committee is a subcommittee of the Board, with responsibility for assisting the Board to discharge its duties in the following areas:

- Financial and operational performance and procedures
- Annual plans and budgets
- Longer-term financial modelling
- Investments
- Reserves.

Power to act for the charity on financial matters has been delegated to this committee by the Board.

### **Audit Committee**

The Audit Committee is a subcommittee of the Board with responsibility for monitoring and reviewing:

- The policies and processes for the identification, assessment and management of risks including financial control
- The charity's accounts to assess the integrity of financial reporting
- The scope, results and effectiveness of external and internal audit
- The independence of the external auditors, their range of non-audit services and fees
- That appropriate insurance policies are in place for the charity.

### **Governance Committee**

The Governance Committee is a subcommittee of the Board with responsibility for:

- Ensuring that the Board governance structure of Young Lives vs Cancer is fit for purpose
- Monitoring and reviewing the composition of the Board of Trustees to ensure that the Board has the appropriate blend of skills and experience
- Leading the process of identifying and recruiting new Trustees
- Taking responsibility for Trustee induction, support and development, including ensuring that an effective performance appraisal programme is in place
- Reviewing staff and volunteer governance issues and, where necessary, making appropriate recommendations to the Board.

### **Chief Executive**

Authority to conduct Young Lives vs Cancer's day-to-day activities is delegated to the Chief Executive, who is responsible for ensuring that the agreed strategy and policies are carried out. An Executive Team reports to the Chief Executive and meets weekly.

During the early weeks of the Covid-19 pandemic, the Executive Team, together with other key staff, formed a Strategic Command Group and met daily.

**Remuneration policy for key management personnel**

The Executive Team are considered to be the key management personnel for the charity. Remuneration of our Executive Team is benchmarked against the external market every two years, using two or more salary surveys representing the third sector. The review involves consideration of salary survey data at the median along with economic indicators, affordability, competitiveness and retention of those in key roles. Options for Executive Team pay are then considered by our Governance Committee and agreed by the Board of Trustees.

## EMPLOYEES AND VOLUNTEERS

In 2020/21 all of our staff and volunteers were significantly impacted by the Covid-19 pandemic.

32% of our staff were furloughed in spring 2020, as our shops closed under government restrictions and non-business critical roles were paused while we navigated the immediate crisis impact of the pandemic. 36% of staff temporarily reduced their hours to save costs, and another 2% took a voluntary pay cut for a temporary period. Most of our volunteer activity was paused as previous fundraising methods were no longer viable under national restrictions.

Almost all of our staff and volunteers had to move to immediate homeworking in March 2020. Over the past year, we have asked everyone to carry out a DSE assessment on their home working space to make sure they are working safely and have the equipment they need. We know it hasn't been easy for many people to juggle home and work life in the same space, and we've taken action to support and encourage people to look after their well-being. We have a digital well-being hub with varied resources, have encouraged people to make use of our Employee Assistance Programme and started a new partnership with the Laura Hyde Foundation so that staff and volunteers can get tailored emotional support. We also temporarily increased our Family Emergency leave allowance so that parents and those with caring responsibilities could better navigate the impact of the pandemic. During each of the lockdowns, we have introduced 'shut down' days, where all staff and volunteers take a break on the same day, to build their resilience and focus on their well-being in the best way for them.

We've carried out Covid risk assessments on all of our workplaces, and reviewed these regularly in line with changing guidance to make sure we can keep these open safely. Our shops (when allowed under government restrictions) and Home from Homes have been able to operate with new Covid-secure working arrangements in place, and our offices have been open for those office-based staff who are not able to work from home. Our hospital-based staff have adapted amazingly to continue delivering front-line services remotely from home, where NHS offices have had to be repurposed during the pandemic.

Sadly the impact of Covid-19 on our income and financial position meant that we had to urgently change our operating models to stay financially viable as an organisation and this resulted in us reducing our staffing levels by 15%. In summer 2020 we had to close several of our shops for the foreseeable future, and then in the autumn we had a significant restructure of the organisation. Altogether 75 members of staff left us through either voluntary or compulsory redundancy in 2020/21, and a further 20 vacant posts were removed from our structure over the year. The closure of our shops also meant that we had to pause the volunteering opportunities for around 200 of our volunteers, although we hope that they will be able to return to our shops in the future when they are able to reopen.



As we moved into 2021 as a smaller organisation, many staff were getting used to new roles and team structures. Having established a Plan Ahead team at the outset of the pandemic, we are continuing to assess the impact of Covid on the future of the charity and on our objectives. At the end of January we relaunched our strategy with a set of focused strategic objectives and clear statements about the culture we need to have to make them happen.

Diversity, Equity, Inclusion and Belonging (DEIB) continues to be a strategic priority for us and, in January 2021, we recruited a Head of DEIB within our Culture team to ensure we had the right internal expertise to move this from strategic vision to action. Our Directors underwent a series of development workshops in this area and are committed to role modelling, allyship and furthering the work required throughout the organisation. Spaces have been created for staff and volunteers to tell us what DEIB means to them and which are now helping to direct our priorities for action.

Despite the government removal of the requirement to report on gender pay gaps in 2020, we continued to report on ours as well as monitoring our ethnicity pay gap. Our median gender pay gap decreased from 11.1% in 2019 to 5.7% in 2020, and the mean pay gap decreased from 12.9% to 11.6%. Our median ethnicity pay gap increased from -0.3% in 2019 to 2.8% in 2020, and our mean pay gap increased from -1.0% to 0.2%. We know that the snapshot data used for these figures in April 2020 reflected a lot of exceptional impacts to pay, such as furlough leave, reduced hours and voluntary pay reductions. Our organisational structure has also changed significantly since that period. We're therefore committed to analysing our 2021 data earlier than usual to get an up-to-date view of our pay gaps and allow us to make a plan to reduce them.

Creating a culture of volunteering remains our strategic intent, and we have started to explore how we can diversify the way that we engage volunteers across the charity, strengthening our workforce and helping us to achieve our organisational goals. We have successfully introduced several volunteer roles in our service delivery with the recruitment of First Responders within our Central Services team, directing service users to get the right support that they need from us, and we're seeing an increase in the breadth of volunteer roles being developed in teams across the organisation.

### **Engagement with our workforce**

Internal communication has been especially key this year, and we ensured we prioritised keeping our staff and volunteers up to date as we went through a year of such rapid and large-scale change. Communication and engagement with our workforce has included:

- Regular organisation-wide briefings via email, initially two to three per week and now continuing weekly
- Mass communication with volunteers at key moments, including all-volunteer video calls and individual contact with those who can't access video services
- Use of a furlough portal to keep staff on furlough up to date and send organisation-wide messages to their personal emails
- Investment in a new post within our Trading team which has responsibility for engaging with shop volunteers while shops have been closed.

- Monthly all staff Q&As with the Executive team, and opportunities for volunteers to join group calls attended by members of the Leadership team and Board
- Weekly meetings with our Staff Forum during 2020, which have now moved to be monthly so that a more regular dialogue can continue even in 'business as usual' times
- Collective consultation with elected representatives throughout large-scale change programmes, and transparent communications about the consultation and outcomes including a Change Programme hub on our intranet
- Pulse surveys (some to staff, and some to the whole workforce) and a full staff survey in February 2021. There are plans to carry out our first full volunteer survey later this year.

### **Pensions**

Young Lives vs Cancer operates a qualifying auto-enrolment, defined contribution pension scheme for our paid employees.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors for the purposes of company law) are responsible for preparing the Strategic Report, the Trustees' Report and the accounts in accordance with applicable law and regulations. Company and charity law requires the Trustees to prepare accounts for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (Financial Reporting Standard 102) and applicable law.

Company law requires the Trustees to prepare financial statements for each financial year. Under company and charity law the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the group, and of the group's net incoming/outgoing resources for that period. In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP 2015
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity and the group will continue to operate.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions of the charity and the group, and disclose with reasonable accuracy at any time the financial position of the charity and the group. The Trustees must ensure that the accounts comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group, and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees have overall responsibility for ensuring that the charity has appropriate systems and controls, financial and otherwise, to provide reasonable assurance that:

- The charity is operating efficiently and effectively
- Proper records are maintained and financial information used within the charity, or for publication, is reliable
- The charity complies with relevant laws and regulations.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the Executive Team and the Board of Trustees. The systems of internal control

are designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

These include:

- A strategic plan and annual budget approved by the Trustees
- Regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- Delegation of day-to-day management authority and segregation of duties
- Identification and management of risks.

With regard to the preparation of this Annual Report and Accounts:

- As far as each Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware
- Each Trustee has taken all of the steps that a Trustee might reasonably be expected to have taken to be aware of relevant audit information and to establish that the charity's auditors are aware of that information.

This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, has been approved by the Trustees, including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on their behalf by:



Sir David Haslam  
Chair

Date: 15 September 2021

## **Independent Auditor's Report to the Members and the Trustees of CLIC Sargent Cancer Care for Children**

### **Opinion**

We have audited the financial statements of CLIC Sargent Cancer Care for Children ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion based on the work undertaken in the course of our audit

- The information given in the Trustees' report, which includes the Directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- Adequate and proper accounting records have not been kept
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made
- We have not received all the information and explanations we require for our audit.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement set out on pages 35 and 36, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were taxation legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over the timing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence including that



with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Guy Biggin

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

4th Floor, St James House, St James Square, Cheltenham, GL50 3PR.

Date: 30 September 2021

# Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ending 31 March 2021

|   | Notes | Unrestricted funds | Restricted funds | 2021          | 2020          |
|---|-------|--------------------|------------------|---------------|---------------|
|   |       | £'000              | £'000            | £'000         | £'000         |
| <b>Income from:</b>                                   |       |                    |                  |               |               |
| <b>Donations and legacies</b>                         |       |                    |                  |               |               |
| Donations and other voluntary income                  | 2     | 13,845             | 1,864            | 15,709        | 17,931        |
| Legacies  | 2     | 2,367              | 14               | 2,381         | 3,763         |
| <b>Other trading activities</b>                       |       |                    |                  |               |               |
| Retail trading  | 2     | 738                | -                | 738           | 2,660         |
| Fundraising trading                                   | 2     | 1,879              | -                | 1,879         | 2,130         |
| Lottery income  | 3     | 1,443              | -                | 1,443         | 3,855         |
| <b>Investments</b>                                    |       | 6                  | -                | 6             | 22            |
| <b>Other</b>  | 4     | 47                 | -                | 47            | 1,060         |
| <b>Total income</b>                                   |       | 20,325             | 1,878            | 22,203        | 31,421        |
| <b>Expenditure on:</b>                                |       |                    |                  |               |               |
| <b>Raising funds</b>                                  |       |                    |                  |               |               |
| Donations and legacies                                | 2     | 6,411              | -                | 6,411         | 9,633         |
| Retail trading  | 2     | 2,191              | -                | 2,191         | 2,654         |
| Fundraising trading                                   | 2     | 223                | -                | 223           | 572           |
|   |       | 8,825              | -                | 8,825         | 12,859        |
| <b>Net income available for charitable activities</b> |       | 11,500             | 1,878            | 13,378        | 18,562        |
| <b>Charitable activities:</b>                         |       |                    |                  |               |               |
| When the doctor says cancer                           |       | 1,716              | 380              | 2,096         | 2,356         |
| There's no place like home                            |       | 3,576              | 417              | 3,993         | 4,850         |
| Helping young lives thrive, not just survive          |       | 980                | 532              | 1,512         | 1,665         |
| Cancer costs  |       | 3,386              | 269              | 3,655         | 3,839         |
| When a child dies                                     |       | 618                | 25               | 643           | 672           |
| Making change happen                                  |       | 389                | 6                | 395           | 553           |
| <b>Total direct charitable expenditure</b>            | 6     | 10,665             | 1,629            | 12,294        | 13,935        |
| <b>Total expenditure</b>                              | 6     | 19,490             | 1,629            | 21,119        | 26,794        |
| <b>Net income/(expenditure)</b>                       | 5     | <b>835</b>         | <b>249</b>       | <b>1,084</b>  | <b>4,627</b>  |
| Transfers between funds                               | 17,19 | 298                | (298)            | -             | -             |
| <b>Net movement between funds</b>                     |       | <b>1,133</b>       | <b>(49)</b>      | <b>1,084</b>  | <b>4,627</b>  |
| Total funds brought forward                           | 17,19 | 23,174             | 3,820            | 26,994        | 22,367        |
| <b>Total funds carried forward</b>                    |       | <b>24,307</b>      | <b>3,771</b>     | <b>28,078</b> | <b>26,994</b> |

All amounts shown above relate to continuing operations.

Fund comparatives are provided in last year's Consolidated Statement of Financial Activities on the next page.

Notes 1 to 25 on the following pages form part of these financial statements.

# Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ending 31 March 2020

|   | Notes | Unrestricted funds | Restricted funds | 2020   |
|---|-------|--------------------|------------------|--------|
|   |       | £'000              | £'000            | £'000  |
| <b>Income from:</b>                                   |       |                    |                  |        |
| <b>Donations and legacies</b>                         |       |                    |                  |        |
| Donations and other voluntary income                  | 2     | 12,491             | 5,440            | 17,931 |
| Legacies  | 2     | 3,634              | 129              | 3,763  |
| <b>Other trading activities</b>                       |       |                    |                  |        |
| Retail trading  |       | 2,660              | -                | 2,660  |
| Fundraising trading                                   | 2     | 951                | 1,179            | 2,130  |
| Lottery income  | 3     | 3,855              | -                | 3,855  |
| <b>Investments</b>                                    |       | 22                 | -                | 22     |
| <b>Other</b>  | 4     | 1,060              | -                | 1,060  |
| <b>Total income</b>                                   |       | 24,673             | 6,748            | 31,421 |
| <b>Expenditure on:</b>                                |       |                    |                  |        |
| <b>Raising funds</b>                                  |       |                    |                  |        |
| Donations and legacies                                | 2     | 9,633              | -                | 9,633  |
| Retail trading  |       | 2,654              | -                | 2,654  |
| Fundraising trading                                   | 2     | 572                | -                | 572    |
|   |       | 12,859             | -                | 12,859 |
| <b>Net income available for charitable activities</b> |       | 11,814             | 6,748            | 18,562 |
| <b>Charitable activities:</b>                         |       |                    |                  |        |
| When the doctor says cancer                           |       | 2,043              | 313              | 2,356  |
| There's no place like home                            |       | 3,796              | 1,054            | 4,850  |
| Helping young lives thrive, not just survive          |       | 1,025              | 640              | 1,665  |
| Cancer costs  |       | 3,242              | 597              | 3,839  |
| When a child dies                                     |       | 617                | 55               | 672    |
| Making change happen                                  |       | 539                | 14               | 553    |
| <b>Total direct charitable expenditure</b>            |       | 11,262             | 2,673            | 13,935 |
| <b>Total expenditure</b>                              | 6     | 24,121             | 2,673            | 26,794 |
| <b>Net income/(expenditure)</b>                       | 5     | 552                | 4,075            | 4,627  |
| Transfers between funds                               |       | 2,102              | (2,102)          | -      |
| <b>Net movement between funds</b>                     |       | 2,654              | 1,973            | 4,627  |
| Total funds brought forward                           |       | 20,520             | 1,847            | 22,367 |
| <b>Total funds carried forward</b>                    |       | 23,174             | 3,820            | 26,994 |

All amounts shown above relate to continuing operations.

Notes 1 to 25 on the following pages form part of these financial statements.

# Balance sheets

As at 31 March 2021

Company number: 05273638

|                                     |           | Group         |               | Charity       |               |
|-------------------------------------|-----------|---------------|---------------|---------------|---------------|
|                                     | Notes     | 2021          | 2020          | 2021          | 2020          |
|                                     |           | £'000         | £'000         | £'000         | £'000         |
| <b>Fixed assets</b>                 |           |               |               |               |               |
| Tangible fixed assets               | 10        | 14,598        | 14,430        | 14,560        | 14,392        |
| Investments                         | 11a       | -             | -             | 137           | 138           |
|                                     |           | 14,598        | 14,430        | 14,697        | 14,530        |
| <b>Current assets</b>               |           |               |               |               |               |
| Investment assets                   | 11b       | 14            | 14            | 14            | 14            |
| Stock                               | 12        | 40            | 46            | -             | -             |
| Debtors                             | 13        | 5,170         | 6,245         | 5,980         | 6,603         |
| Cash at bank and in hand            | 23        | 11,384        | 9,024         | 10,264        | 8,518         |
|                                     |           | 16,608        | 15,329        | 16,258        | 15,135        |
| <b>Creditors</b>                    |           |               |               |               |               |
| Amounts falling due within one year | 14        | (3,092)       | (2,715)       | (2,841)       | (2,621)       |
| Net current assets                  |           | 13,516        | 12,614        | 13,417        | 12,514        |
| <b>Creditors</b>                    |           |               |               |               |               |
| Amounts falling due after one year  | 15        | (36)          | (50)          | (36)          | (50)          |
| <b>Net assets</b>                   | <b>16</b> | <b>28,078</b> | <b>26,994</b> | <b>28,078</b> | <b>26,994</b> |
| <b>The funds of the charity</b>     |           |               |               |               |               |
| <b>Restricted income funds</b>      | 17        | 3,771         | 3,820         | 3,771         | 3,820         |
| <b>Unrestricted funds</b>           |           |               |               |               |               |
| Free reserves                       | 19        | 7,895         | 7,421         | 7,895         | 7,421         |
| Designated funds                    | 19        | 16,412        | 15,753        | 16,412        | 15,753        |
| <b>Total charity funds</b>          |           | <b>28,078</b> | <b>26,994</b> | <b>28,078</b> | <b>26,994</b> |

The parent charity made a surplus in the year of £1,084k (2020: £4,627k).

These financial statements were approved by the Board of Trustees and authorised for issue on 15 September 2021.



**David Haslam**  
Chair



**Anna Hancock**  
Treasurer

Notes 1 to 25 on the following pages form part of these financial statements.

## Consolidated cash flow statement

For the year ending 31 March 2021

|   | Notes | 2021  |               | 2020    |              |
|---|-------|-------|---------------|---------|--------------|
|   |       | £'000 | £'000         | £'000   | £'000        |
| <b>Net cash provided by/(used in) operating activities</b>    | 22    |       | <b>2,972</b>  |         | <b>4,161</b> |
| <b>Cash flows from investing activities</b>                   |       |       |               |         |              |
| Interest received   |       | 6     |               | 22      |              |
| Net sales proceeds from the sale of fixed assets              |       | -     |               | 2,250   |              |
| Purchase of property, plant and equipment                     | 10    | (618) |               | (2,212) |              |
| <b>Net cash (used in)/provided by investing activities</b>    |       |       | <b>(612)</b>  |         | <b>60</b>    |
| <b>Change in cash and cash equivalents for the year</b>       | 23    |       | <b>2,360</b>  |         | <b>4,221</b> |
| <b>Cash and cash equivalents at the beginning of the year</b> | 23    |       | <b>9,024</b>  |         | <b>4,803</b> |
| <b>Cash and cash equivalents at the end of the year</b>       | 23    |       | <b>11,384</b> |         | <b>9,024</b> |

Notes 1 to 25 on the following pages form part of these financial statements.

# Notes to the accounts

For the year ending 31 March 2021

## 1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### (a) Basis of accounting and going concern

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

CLIC Sargent Cancer Care for Children ("the charity" or "the parent") meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Trustees have undertaken detailed planning and forecasting and continue to closely monitor the situation with regards to Covid-19. Please refer to page 26 and our Trustees Report where we have reflected on the current situation and have outlined the impact for the Charity. Despite the current circumstances the Trustees believe that the Charity's financial resources and contingency planning is sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

### (b) Group financial statements

The group financial statements consolidate the results of the parent and its non-dormant subsidiaries, CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited (see Note 9), on a line by line basis. All intra-group transactions are fully eliminated on consolidation in the group results.

The charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 480 of the Companies Act 2006. The net result of the parent (the charity) is shown on the Balance Sheet.

The charity is a qualifying entity as defined in FRS 102 and therefore has taken advantage of the exemptions in FRS 102 from the requirement to present a charity-only cashflow statement.

### (c) Legal status

CLIC Sargent Cancer Care for Children was incorporated in the United Kingdom as a company limited by guarantee (company no. 05273638). The entity is also a registered charity in England and Wales (charity no. 1107328) and Scotland (charity no. SC039857). The principle and registered office is shown at the back of these Accounts.

The members of the company are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

## Notes to the accounts

For the year ending 31 March 2021 (continued)

### (d) Estimates and judgements

Preparation of the financial statements requires management to make estimates and judgements. The items in the financial statements where the most significant estimates and judgements have been made are:

- Valuation of legacy income where cash is not yet received: see accounting policy (g) below for details of the judgement applied
- Valuation of provision for unfunded pension costs: see accounting policy (s) below for the judgement and estimates of future costs applied
- Allocation of support costs to Cost of Raising Funds and Charitable Activities: see accounting policy (k) below for details of the estimated consumption of support costs applied
- Valuation of tangible fixed assets: see accounting policy (l) below for details of the estimate of useful economic lives applied
- Valuation of debtors and creditors: see accounting policy (p) below for details of the judgement applied.

### (e) Taxation

The company, which is a registered charity, is entitled to taxation exemptions on all income and gains properly applied for its charitable purposes. There are no taxation losses for the subsidiary companies as all of the taxable profits are gifted to the parent charity.

### (f) Funds

**Restricted funds** are funds on which donors have imposed specific restrictions or which have been raised for particular purposes. The aim and use of each restricted fund is set out in Note 17.

**Designated funds** represent unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in Note 19.

**Free reserves** are available for use at the discretion of the Trustees in pursuit of the general objectives of the charity.

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## (g) Income and deferred income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

**Legacy income** is recognised when there is a grant of probate; the executors have established there are sufficient funds to distribute income from the estate; the legacy can be valued with reasonable accuracy and any conditions attached to the legacy have been met or are within the control of the charity.

**Income from grants**, whether capital or revenue in nature, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Grant income will be deferred if received in advance of meeting performance conditions or if the donor specifically states that the income must be spent in a future accounting period.

**Contractual income** is recognised when the goods or services as specified by the contract are delivered by the charity. This income is treated as unrestricted in the accounts.

**Income relating to events** is recognised in the period in which the event occurs. Where events were postponed in 2020/21, we deferred the income into 2021/22. Where events have been cancelled the corresponding income has been recognised in the year, provided no refunds have been requested. Some events have taken place virtually, and for these events the income has been released income based on the dates of the virtual event.

**Donations** comprise gifts that will not provide any return to the donor other than the knowledge that someone will benefit from the donation. Income from donations includes gifts that must be spent on some particular area of work (i.e. restricted income funds). Donations include gifts in kind and donated services (see accounting policy (h) below).

**Income from other trading activities** includes income earned from both trading activities to raise funds for the charity and income from fundraising events. To fall within this analysis heading, the income must be received in exchange for supplying goods and services in order to raise funds for the charity.

**Lottery income** includes amounts raised from raffles and lotteries, including proceeds for lotteries held by People's Postcode Lottery (PPL). Fees and expenses for PPL lotteries are determined by PPL and CLIC Sargent receive proceeds net of costs, hence income is recognised on a net basis.

**Other income** includes profit from the sale of fixed assets and contractual income earned from our services that is immaterial and therefore classified as Other income.

**Deferred income** consists of cash received by the charity, where the income recognition criteria has not been met because entitlement to the income does not exist at the balance sheet date. Deferred income is not recognised in the SOFA until the charity is entitled to the income. Instead, deferred income is disclosed as a liability in the balance sheet.



## Notes to the accounts

For the year ending 31 March 2021 (continued)

### (h) Donated services and facilities

The charity benefits from gifts in kind in the form of volunteer time and unclaimed out of pocket expenses. These are not recognised in the accounts as they cannot be reliably valued, but further information is provided in the Trustees' annual report.

In addition many individuals, companies and organisations provide facilities, equipment and services such as advertising free of charge. The charity recognises, where possible, the value of the gift, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt.

Items donated for resale are included in shop income when sold and no value is placed on stock at the year end. These items are not recognised in the accounts on receipt as it is impractical to do so given the high volume of low-value items received by the charity and the absence of a sophisticated stock control system to assist with documenting and valuing donated stock held. The Trustees consider that the cost of implementing such a system would outweigh the benefits. High value items of donated stock (with an individual value of £1,000 or more) are recognised on receipt if the income recognition criteria is met.

### (i) Expenditure recognition and irrecoverable VAT

Liabilities are recognised when the charity has a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

**Expenditure on Raising Funds** includes all expenditure (salaries, direct costs and overheads) incurred by the charity and its subsidiaries to raise funds for its charitable purposes. It includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.

**Costs allocated to Fundraising Trading** are those relating to our Major Events, Challenge Events and other non-charitable trading activities such as cause-related marketing undertaken with our corporate partners.

**Expenditure allocated to Retail Trading** relates to the costs of running the charity's shops; recycling and product marketing activities.

**All other expenditure on raising funds** relates to the cost of bringing in Donations and Legacies.

**Expenditure on Charitable Activities** includes all costs incurred by the charity in undertaking activities that further its charitable aims.

**Governance costs** include expenditure incurred for and by the Board necessary for the strategic oversight of the charity.

**Irrecoverable VAT and termination payments** are accounted for in the period an obligation is made or liability incurred and are charged against the relevant activity.

## Notes to the accounts

For the year ending 31 March 2021 (continued)

### (j) Grants payable

CLIC Sargent care grants are available to children, young people and their families who meet the eligibility criteria for registration with the charity. The need for financial support must be related to the child's illness and to support additional expenses incurred. CLIC Sargent does not pay costs of treatment, medical equipment, therapies or school fees.

Grants to children, young people and their families are charged in the year when the offer is conveyed to the recipient. These grants are not subject to conditions being fulfilled once the eligibility criteria has been satisfied.

Occasionally, grants are awarded to other third parties in the furtherance of the charitable objects of the charity. In the case of an unconditional grant offer this is accrued once the recipient has been notified of the grant award. Grants awards that are subject to the recipient fulfilling performance conditions are only accrued when the recipient has been notified of the grant and any remaining unfulfilled condition attaching to that grant is outside of the control of the charity.

### (k) Expenditure Allocation including support costs

All expenditure is accounted for on an accruals basis and has been classified to expenditure categories on a direct basis where appropriate or allocated in line with managerial and budgetary responsibilities using several criteria, which include headcount and activity.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include IT support, finance, personnel, payroll and governance costs which support the Charity's services and fundraising activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. Costs have been allocated across each cost category on the basis of head count and activity.

### (l) Tangible and intangible assets

Individual items costing £2,000 or more are capitalised at cost. Where an item is below £2,000, but is combined with other items as part of a project or to create an asset, these items will be capitalised if the collective value is greater than £2,000. Property which is gifted to the charity is held at valuation and reviewed for impairment.

Depreciation is provided on all tangible fixed assets using a straight line basis over their expected useful economic lives as follows:

|                        |           |
|------------------------|-----------|
| Land                   | nil       |
| Freehold property      | 50 years  |
| Furniture and fittings | 3-5 years |
| Motor vehicles         | 4 years   |

Assets under construction represent those assets that are undergoing improvements prior to being made operational. During this phase no depreciation is charged.

Fixed assets are subject to periodic review for impairment where there is an indication of a reduction in their carrying value. Any significant impairment is recognised in the consolidated SOFA in the year in which it occurs.

Intangible assets are stated at cost less accumulated amortisation. Amortisation is provided on all intangible assets using a straight-line basis over their expected useful economic life of 3-5 years.

## Notes to the accounts

For the year ending 31 March 2021 (continued)

### (m) Investments

All the charity's investments are made in accordance with the powers contained within the Memorandum and Articles of Association.

**Commercial investments** are initially stated at purchase value and then are restated at market value at the end of each financial year. Where it is the intention to realise an investment asset without reinvestment of the sale proceeds, the investment asset is classified as a current asset investment. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the SOFA. The historical cost of commercial investments is shown in the notes to the accounts.

**Cash held on long term deposit** is cash on deposit and cash equivalents with a maturity of three months or more held for investment purposes rather than to meet short-term cash commitments as they fall due.

**Investment Properties** relate to shops owned by the charity that are used in part by CLIC Sargent Promotions Limited to undertake trading activities via the sale of new merchandise. A percentage of trading income relative to total income is calculated for each shop and applied to the book value to calculate the value of investment properties for the charity balance sheet. Following FRS102 Triennial Review 2017 becoming effective, the Charity has taken advantage of the accounting policy choice to account for investment properties which are let to group companies at cost less accumulated depreciation, rather than fair value. As such, no restatement of comparative figures has been required.

### (n) Stock

Stock consists of purchased goods for resale and is valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the accounts until they are distributed or sold (see accounting policy (h) for further information).

### (o) Cash at bank and in hand

Cash at bank and cash in hand includes petty cash, and cash in bank accounts and short term deposit accounts with a maturity of three months or less from the date of opening the account.

## Notes to the accounts

For the year ending 31 March 2021 (continued)

### (p) Debtors, creditors and provisions

Debtors with the exception of prepayments are those amounts that satisfy the income recognition policy at (g) above, recognised at the settlement amount due, where funds have not been received at the year end.

Prepayments are expenditure paid in the current financial year relating to costs to be incurred in a future accounting period. These are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors and creditors are reviewed at the year-end for evidence of required impairment to their settlement value.

### (q) Dilapidations policy

An annual dilapidations liability assessment is undertaken and a provision is included in the financial statements for those properties where we expect to terminate the lease within 12 months of the year end.

### (r) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. The charity also has a small holding of commercial investments measured at market value. Further information is provided in Note 25.

### (s) Pension costs and discounting to present value

The charity contributes to defined contribution personal pension schemes on behalf of its employees. The amount charged in the SOFA represents the contributions payable to the schemes in respect of the current accounting period. Costs are allocated to activities in line with wages costs.

The charity also has an obligation to provide one unfunded pension. This has been included under creditors falling due after one year. Full disclosure has not been reflected in the accounts as the Trustees consider this to be immaterial against the costs of undertaking a full actuarial valuation. Instead, the Trustees regularly seek a market quotation of the cost to provide these pensions. The value obtained is then discounted so that the accounts represent what the liability is actually worth to the charity in today's money (present value). The amount is discounted using the best interest rate earned on the charity's funds and assumed mortality rates used for the quotation.

### (t) Finance and operating leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. The Charity does not currently have any finance leases.

Rentals applicable to operating leases are charged to the accounts on a straight line basis over the lease term. Where an operating lease becomes an onerous contract, for example when the charity leases a property which it subsequently leaves unused and the property cannot be sub-let to recover its costs, the charity will recognise all irrecoverable costs immediately.

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 2. Net fundraising income

During the year, donations and legacies decreased by £3.6 million (2020: decrease of £1.1 million).

Net fundraising income, including trading income, for the group is as follows:

|  | Unrestricted   | Restricted   | 2021           | 2020     |
|--|----------------|--------------|----------------|----------|
|  | £'000          | £'000        | £'000          | £'000    |
| <b>Donations and legacies</b>              |                |              |                |          |
| Donations                                  | 11,330         | 667          | <b>11,997</b>  | 16,291   |
| Grants                                     | 890            | 1,197        | <b>2,087</b>   | 1,381    |
| Government Grants and Support              | 1,473          | -            | <b>1,473</b>   |          |
| Gifts in Kind                              | 152            | -            | <b>152</b>     | 259      |
| Legacies                                   | 2,367          | 14           | <b>2,381</b>   | 3,763    |
| <b>Total donations and legacies</b>        | <b>16,212</b>  | <b>1,878</b> | <b>18,090</b>  | 21,694   |
| <b>Retail trading income</b>               | <b>738</b>     | -            | <b>738</b>     | 2,660    |
| <b>Lottery income</b>                      | <b>1,443</b>   | -            | <b>1,443</b>   | 3,855    |
| <b>Fundraising trading income</b>          |                |              |                |          |
| Major fundraising events                   | 139            | -            | <b>139</b>     | 594      |
| Challenge events                           | 576            | -            | <b>576</b>     | 264      |
| Other fundraising trading income           | 1,164          | -            | <b>1,164</b>   | 1,272    |
| <b>Total fundraising trading income</b>    | <b>1,879</b>   | -            | <b>1,879</b>   | 2,130    |
| <b>Total fundraising income</b>            | <b>20,272</b>  | <b>1,878</b> | <b>22,150</b>  | 30,339   |
| <b>Less: donations and legacies' costs</b> | (6,411)        | -            | <b>(6,411)</b> | (9,633)  |
| <b>Less: retail trading costs</b>          | (2,191)        | -            | <b>(2,191)</b> | (2,654)  |
| <b>Less: fundraising trading costs</b>     |                |              |                |          |
| Major fundraising events                   | (89)           | -            | <b>(89)</b>    | (267)    |
| Challenge events                           | (79)           | -            | <b>(79)</b>    | (249)    |
| Other fundraising trading expenditure      | (55)           | -            | <b>(55)</b>    | (56)     |
|  | (223)          | -            | <b>(223)</b>   | (572)    |
| <b>Total fundraising expenditure</b>       | <b>(8,825)</b> | -            | <b>(8,825)</b> | (12,859) |
| <b>Net fundraising income</b>              | <b>11,447</b>  | <b>1,878</b> | <b>13,325</b>  | 17,480   |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 3. Lottery

Supported by players of



Lottery income is all unrestricted. Amounts received for lotteries were as follows:

|                                      | People's Postcode Lottery | Other | 2021    | 2020    |
|--------------------------------------|---------------------------|-------|---------|---------|
|                                      | £'000                     | £'000 | £'000   | £'000   |
| Gross proceeds                       | 4,047                     | 688   | 4,735   | 12,516  |
| Expenses                             | (1,159)                   | (236) | (1,395) | (3,780) |
| Prize fund                           | (1,593)                   | (304) | (1,897) | (4,881) |
| Net proceeds received by the charity | 1,295                     | 148   | 1,443   | 3,855   |

See Note 1 (g) for further information on lottery income. Expenses are incurred by People's Postcode Lottery and other external lottery providers on behalf of the charity.

## 4. Other income

|                                    | Unrestricted | Restricted | 2021  | 2020  |
|------------------------------------|--------------|------------|-------|-------|
|                                    | £'000        | £'000      | £'000 | £'000 |
| Profit on the sale of fixed assets | -            | -          | -     | 945   |
| Other income                       | 47           | -          | 47    | 116   |
|                                    | 47           | -          | 47    | 1,061 |

## 5. Net income/(expenditure)

|   | 2021      | 2020      |
|---|-----------|-----------|
|   | £'000     | £'000     |
| <b>This is stated after charging / (crediting):</b> |           |           |
| Depreciation  | 450       | 461       |
| Profit on the disposal of fixed assets              | -         | (945)     |
| <b>Payments under operating leases:</b>             |           |           |
| land and buildings                                  | 967       | 799       |
| other   | -         | 14        |
| <b>Auditor's remuneration</b>                       | <b>32</b> | <b>31</b> |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 6. Analysis of total expenditure

|  | Direct & Indirect Staff Costs (Note 8) | Direct Non-Staff Costs | Indirect Non-Staff Costs (Note 7) | 2021   | 2020   |
|--|--|------------------------|-----------------------------------|--------|--------|
|  | £'000                                  | £'000                  | £'000                             | £'000  | £'000  |
| <b>Cost of generating funds:</b>             |  |                        |                                   |        |        |
| Fundraising costs                            | 3,647                                  | 2,328                  | 436                               | 6,411  | 9,633  |
| Retail trading                               | 1,104                                  | 812                    | 275                               | 2,191  | 2,654  |
| Fundraising trading                          | 172                                    | 15                     | 36                                | 223    | 572    |
|  | 4,923                                  | 3,155                  | 747                               | 8,825  | 12,859 |
| <b>Charitable expenditure:</b>               |  |                        |                                   |        |        |
| When the doctor says cancer                  | 1,801                                  | 91                     | 204                               | 2,096  | 2,356  |
| There's no place like home                   | 2,782                                  | 813                    | 398                               | 3,993  | 4,850  |
| Helping young lives thrive, not just survive | 1,304                                  | 61                     | 147                               | 1,512  | 1,665  |
| Cancer costs                                 | 2,095                                  | 1,200                  | 360                               | 3,655  | 3,839  |
| When a child dies                            | 555                                    | 25                     | 63                                | 643    | 672    |
| Making change happen                         | 326                                    | 30                     | 39                                | 395    | 553    |
|  | 8,863                                  | 2,220                  | 1,211                             | 12,294 | 13,935 |
| <b>Total expenditure</b>                     | 13,786                                 | 5,375                  | 1,958                             | 21,119 | 26,794 |

The direct and indirect staff costs above include the allocation of salaries for support staff.

In addition to the above, charitable expenditure of £298k was incurred during the year on the renovation of Jacks' House, Manchester Home from Home (see Note 10).

## 7. Analysis of support costs

| Support costs                                | Office services | Corporate | Finance | IT    | HR    | Governance | 2021  | 2020  |
|--|-----------------|-----------|---------|-------|-------|------------|-------|-------|
|  | £'000           | £'000     | £'000   | £'000 | £'000 | £'000      | £'000 | £'000 |
| <b>Cost of generating funds:</b>             |                 |           |         |       |       |            |       |       |
| Fundraising costs                            | 242             | 13        | 21      | 110   | 39    | 11         | 436   | 530   |
| Retail trading                               | 153             | 8         | 13      | 69    | 25    | 7          | 275   | 287   |
| Fundraising trading                          | 20              | 2         | 1       | 9     | 3     | 1          | 36    | 46    |
|  | 415             | 23        | 35      | 188   | 67    | 19         | 747   | 863   |
| <b>Charitable expenditure:</b>               |                 |           |         |       |       |            |       |       |
| When the doctor says cancer                  | 114             | 8         | 10      | 51    | 16    | 5          | 204   | 210   |
| There's no place like home                   | 222             | 15        | 18      | 101   | 32    | 10         | 398   | 440   |
| Helping young lives thrive, not just survive | 81              | 6         | 7       | 37    | 12    | 4          | 147   | 148   |
| Cancer costs                                 | 200             | 14        | 17      | 91    | 29    | 9          | 360   | 345   |
| When a child dies                            | 35              | 2         | 3       | 16    | 5     | 2          | 63    | 60    |
| Making change happen                         | 21              | 2         | 2       | 10    | 3     | 1          | 39    | 50    |
|  | 673             | 47        | 57      | 306   | 97    | 31         | 1,211 | 1,253 |
| <b>Total support costs</b>                   | 1,088           | 70        | 92      | 494   | 164   | 50         | 1,958 | 2,116 |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 8. Employees

| Group and charity              | Employed** | Funded* | 2021   | 2020   |
|--------------------------------|------------|---------|--------|--------|
| <b>Staff costs consist of:</b> | £'000      | £'000   | £'000  | £'000  |
| Wages and salaries             | 11,455     | 369     | 11,824 | 13,356 |
| Social security costs          | 1,051      | (8)     | 1,043  | 1,263  |
| Pension costs                  | 924        | (5)     | 919    | 1,109  |
|                                | 13,430     | 356     | 13,786 | 15,728 |

| Group and charity  | 2021 | 2020 |
|--|------|------|
| <b>The average number of employees on full-time equivalent basis during the year was as follows:</b> | No.  | No.  |
| Fundraising  | 75   | 101  |
| Direct service provision – employed  | 143  | 165  |
| Direct service provision – funded *  | 17   | 55   |
| Corporate support services   | 92   | 92   |
| Retail trading   | 33   | 50   |
|  | 360  | 463  |

The average number of staff employed during the year was 424 (2020: 532).

\*Funded employees represent staff in CLIC Sargent care teams who are funded by CLIC Sargent but are employed by local authorities or health trusts. The total cost of funded posts in 2020/21 was £356k (2019/20: £827k).

\*\*Employed costs include capitalised salaries.

During the year the charity made payments to employees of £266k (2020: £65k) in relation to redundancy and termination payments, of which nil (2020: nil) was unpaid at year-end.

### Higher paid employees:

| Group and charity  | 2021 | 2020 |
|--|------|------|
| <b>Employees receiving annual gross salaries in the following range:</b> | No.  | No.  |
| £60,000 to £70,000   | 4    | 7    |
| £70,001 to £80,000   | 1    | 2    |
| £80,001 to £90,000   | 2    | 2    |
| £90,001 to £100,000  | 1    | 1    |
| £100,001 to £110,000   | -    | -    |
| £110,001 to £120,000   | -    | 1    |
| £120,001 to £130,000   | 1    | -    |

The Chief Executive received a salary of £123,200 (2020: £118,750) excluding employer pension and national insurance contributions.

### Key Management Personnel:

We consider the directors (our Executive) to be the key management personnel for the charity.

| Group and charity   | 2021  | 2020  |
|---|-------|-------|
| <b>Key management personnel costs for the charity and group consist of:</b> | £'000 | £'000 |
| Wages and salaries  | 508   | 443   |
| Social security costs   | 63    | 55    |
| Pension costs   | 36    | 32    |
|   | 607   | 530   |

### Trustees' remuneration and expenses

None of the members of the Board of Trustees received any remuneration. During the year, nil Trustees (2020: 14) received reimbursements of travel and subsistence expenditure (2020: £5,456.99).



# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 9. Subsidiary companies

The charity owns 100% of the issued share capital of CLIC Sargent Promotions Limited and CLIC Sargent Developments Limited. Additionally the charity controls the board of CLIC Sargent Lottery Limited, incorporated on 26 May 2019, and therefore the results are consolidated within these accounts. All of these companies are incorporated in the United Kingdom.

CLIC Sargent Promotions Limited (company number 00957520) buys new merchandise for resale and receives cause-related marketing income from corporate partners for the benefit of the charity.

CLIC Sargent Developments Limited (company number 09106476) manages the design and build of new Homes from Home on behalf of the charity.

CLIC Sargent Lottery Limited (company number 10791106) holds lotteries and raffles on behalf of the charity.

A summary of CLIC Sargent Promotions Limited's trading results for the year ended 31 March 2021 is as follows:

|   | 2021       | 2020       |
|---|------------|------------|
|   | £'000      | £'000      |
| Turnover  | 1,482      | 1,810      |
| Cost of sales                                       | (59)       | (187)      |
| Gross profit  | 1,423      | 1,623      |
| Administration expenses                             | (491)      | (405)      |
| Gift Aid donation to the charity                    | (932)      | (1,218)    |
| Operating profit/(loss) for the financial year      | -          | -          |
| Other income  | -          | -          |
| <b>Profit/(loss) for the year</b>                   | -          | -          |
| <b>Balance brought forward at beginning of year</b> | -          | -          |
| <b>Balance carried forward at end of year</b>       | -          | -          |
| Total assets  | 1,638      | 1,319      |
| Total liabilities                                   | (1,538)    | (1,219)    |
| <b>Net assets at 31 March 2021</b>                  | <b>100</b> | <b>100</b> |

A summary of CLIC Sargent Developments Limited's trading results for the year ended 31 March 2021 is as follows:

|   | 2021       | 2020       |
|---|------------|------------|
|   | £'000      | £'000      |
| Turnover  | 279        | 2          |
| Cost of sales                                       | (274)      | (1)        |
| Gross profit  | 5          | 1          |
| Administration expenses                             | (7)        | (3)        |
| Gift Aid donation to the charity                    | -          | -          |
| Operating profit/(loss) for the financial year      | (2)        | (2)        |
| Other income  | -          | -          |
| <b>Profit / (loss) for the year</b>                 | <b>(2)</b> | <b>(2)</b> |
| <b>Balance brought forward at beginning of year</b> | <b>(2)</b> | -          |
| <b>Balance carried forward at end of year</b>       | <b>(4)</b> | <b>(2)</b> |
| Total assets  | 244        | 91         |
| Total liabilities                                   | (248)      | (93)       |
| <b>Net assets/ (liabilities) at 31 March 2021</b>   | <b>(4)</b> | <b>(2)</b> |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 9. Subsidiary companies (continued)

A summary of CLIC Sargent Lottery Limited's trading results for the year ended 31 March 2021 is as follows:

|   | 2021    | 2020    |
|---|---------|---------|
|   | £'000   | £'000   |
| Turnover  | 1,443   | 3,854   |
| Cost of sales                                       | -       | -       |
| Gross profit  | 1,443   | 3,854   |
| Administration expenses                             | (25)    | (21)    |
| Gift Aid donation to the charity                    | (1,418) | (3,833) |
| Operating profit/(loss) for the financial year      | -       | -       |
| Other income  | -       | -       |
| <b>Profit/(loss) for the year</b>                   | -       | -       |
| <b>Balance brought forward at beginning of year</b> | -       | -       |
| <b>Balance carried forward at end of year</b>       | -       | -       |
| Total assets  | 174     | 169     |
| Total liabilities                                   | (174)   | (169)   |
| <b>Net assets at 31 March 2021</b>                  | -       | -       |

The two former charities, Sargent Cancer Care for Children (charity number: 1085616, company number: 04173873) and CLIC – Cancer and Leukaemia in Childhood (charity number: 802396, company number: 02397331), are both companies limited by guarantee. They are dormant 100% subsidiaries of CLIC Sargent.

The charity is also trustee of the following three unincorporated dormant charities:

Cancer and Leukaemia in Childhood Trust

CLIC UK

CLIC International

All of the subsidiary companies have the same registered office address as the parent charity, shown on the final page.

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 10. Tangible and Intangible Fixed assets

| Group                    | Intangibles | Land         | Freehold property | Assets under construction | Fixtures and fittings | Motor vehicles | Total         |
|--------------------------|-------------|--------------|-------------------|---------------------------|-----------------------|----------------|---------------|
|                          |             | £'000        | £'000             | £'000                     | £'000                 | £'000          | £'000         |
| <b>Cost or valuation</b> |             |              |                   |                           |                       |                |               |
| At 31 March 2020         | 555         | 3,113        | 10,884            | 1,339                     | 1,955                 | 13             | 17,859        |
| Additions                | 108         | -            | 32                | 298                       | 180                   | -              | 618           |
| Disposals                | -           | -            | -                 | -                         | -                     | -              | 0             |
| Transfer between classes | 0           | 0            | 0                 | -                         | 0                     | 0              | -             |
| <b>At 31 March 2021</b>  | <b>663</b>  | <b>3,113</b> | <b>10,916</b>     | <b>1,637</b>              | <b>2,135</b>          | <b>13</b>      | <b>18,477</b> |
| <b>Depreciation</b>      |             |              |                   |                           |                       |                |               |
| At 31 March 2020         | 407         | -            | 1,432             | -                         | 1,577                 | 13             | 3,429         |
| Charge for year          | 96          | -            | 216               | -                         | 138                   | -              | 450           |
| Disposals                | -           | -            | -                 | -                         | -                     | -              | -             |
| <b>At 31 March 2021</b>  | <b>503</b>  | <b>-</b>     | <b>1,648</b>      | <b>-</b>                  | <b>1,715</b>          | <b>13</b>      | <b>3,879</b>  |
| <b>Net book value</b>    |             |              |                   |                           |                       |                |               |
| <b>At 31 March 2021</b>  | <b>160</b>  | <b>3,113</b> | <b>9,268</b>      | <b>1,637</b>              | <b>420</b>            | <b>-</b>       | <b>14,598</b> |
| At 31 March 2020         | 148         | 3,113        | 9,452             | 1,339                     | 378                   | -              | 14,430        |

### Charity

The charity owns all of the assets of the group. However some of the shops owned by the charity are partially occupied by CLIC Sargent Promotions Limited for the sale of new merchandise. £37,499 (2020: £38,073) of the net book value of the shops has been reclassified as investment property on the basis of trading income as a percentage of total shops income (see Note 11a).

The net book value of the fixed assets of the charity is £37,500 (2020: £38,073) less than the group total above, giving a total of £14,531,500 (2020: £14,392,000).

Intangible assets included above comprise software development, database development and the website.

A legal charge for an overdraft facility of £2 million (2020: £1 million) was secured over Paul's House, Huntley Street, London from June 2020. Paul's House has a net book value of £4.03 million. This overdraft facility was fully removed in June 2021.

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 11. Investments

### (a) Fixed Asset Investments

|                                    |         | Group |       | Charity |       |
|------------------------------------|---------|-------|-------|---------|-------|
|                                    |         | 2021  | 2020  | 2021    | 2020  |
|                                    |         | £'000 | £'000 | £'000   | £'000 |
| Charity investment in subsidiaries |         | -     | -     | 100     | 100   |
| Investment properties              | Note 10 | -     | -     | 37      | 38    |
|                                    |         | -     | -     | 137     | 138   |

The charity has a £100,001 investment in the subsidiaries CLIC Promotions (£100,000) and CLIC Developments (£1).

### (b) Current Asset Investments

| Group and charity  | Listed investments | Total |
|--|--------------------|-------|
|  | £'000              | £'000 |
| <b>Market value at 1 April 2020 and at 31 March 2021</b> | 14                 | 14    |
| <b>Historical cost</b>                                   | 24                 | 24    |

It is the intention to sell shares in commercial investments in the near future. Sales proceeds will not be reinvested in new investments.

### (c) Investments in subsidiaries (see Note 9)

| Subsidiary name                           | % Share | Trading activity   |
|---|---------|--|
| a) CLIC Sargent Promotions Limited        | 100%    | Buys new merchandise for resale and receives corporate advertising income.   |
| b) CLIC Sargent Developments Limited      | 100%    | Manages the design and build of new charitable services properties.  |
| c) CLIC Sargent Lottery Limited           | N/A     | Set up to run lotteries and raffles on behalf of the parent charity. This is a company limited by guarantee with no share capital but is controlled by the parent charity. |
| c) Sargent Cancer Care for Children       | 100%    | Dormant  |
| d) CLIC-Cancer and Leukaemia in Childhood | 100%    | Dormant  |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 12. Stock

|                  | Group |       | Charity |       |
|------------------|-------|-------|---------|-------|
|                  | 2021  | 2020  | 2021    | 2020  |
|                  | £'000 | £'000 | £'000   | £'000 |
| Shop inventories | 40    | 46    | -       | -     |

## 13. Debtors

|                                    | Group |       | Charity |       |
|------------------------------------|-------|-------|---------|-------|
|                                    | 2021  | 2020  | 2021    | 2020  |
|                                    | £'000 | £'000 | £'000   | £'000 |
| Other debtors                      | 643   | 882   | 184     | 329   |
| Amounts owed by group undertakings | -     | -     | 1,508   | 1,337 |
| Prepayments and accrued income     | 4,527 | 5,363 | 4,288   | 4,937 |
|                                    | 5,170 | 6,245 | 5,980   | 6,603 |

## 14. Creditors: amounts falling due within one year

|                              | Group |       | Charity |       |
|------------------------------|-------|-------|---------|-------|
|                              | 2021  | 2020  | 2021    | 2020  |
|                              | £'000 | £'000 | £'000   | £'000 |
| Trade creditors              | 649   | 522   | 490     | 473   |
| Taxation and social security | 272   | 301   | 272     | 301   |
| Other creditors              | 115   | 126   | 115     | 126   |
| Accruals                     | 1,326 | 1,262 | 1,234   | 1,217 |
| Deferred income*             | 730   | 504   | 730     | 504   |
|                              | 3,092 | 2,715 | 2,841   | 2,621 |

\* Deferred income relates to income received in advance of events occurring in future periods. £730k (2020: £504k) will be treated as income in next year's accounts.

## 15. Creditors: amounts falling due after one year

|                             | Group |       | Charity |       |
|-----------------------------|-------|-------|---------|-------|
|                             | 2021  | 2020  | 2021    | 2020  |
|                             | £'000 | £'000 | £'000   | £'000 |
| Unfunded pension obligation | 36    | 50    | 36      | 50    |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 16. Analysis of net assets between funds

Fund balances at 31 March 2021 are represented by:

| Group                 | Unrestricted Funds | Restricted Funds | Total         |
|-----------------------|--------------------|------------------|---------------|
|                       | £'000              | £'000            | £'000         |
| Tangible fixed assets | 14,598             | -                | 14,598        |
| Net current assets    | 9,745              | 3,771            | 13,516        |
| Long-term liabilities | (36)               | -                | (36)          |
| <b>Net assets</b>     | <b>24,307</b>      | <b>3,771</b>     | <b>28,078</b> |

Fund balances at 31 March 2020 are represented by:

| Group                 | Unrestricted Funds | Restricted Funds | Total         |
|-----------------------|--------------------|------------------|---------------|
|                       | £'000              | £'000            | £'000         |
| Tangible fixed assets | 14,430             | -                | 14,430        |
| Net current assets    | 8,794              | 3,820            | 12,614        |
| Long-term liabilities | (50)               | -                | (50)          |
| <b>Net assets</b>     | <b>23,174</b>      | <b>3,820</b>     | <b>26,994</b> |

## 17. Restricted funds

Restricted funds at 31 March 2021 are represented by:

| Group and charity         | Balance<br>01 April 2020 | Income | Expenditure | Transfers<br>between funds | Balance<br>31 March 2021 |
|---------------------------|--------------------------|--------|-------------|----------------------------|--------------------------|
|                           | £'000                    | £'000  | £'000       | £'000                      | £'000                    |
| London Home from Home     | (3)                      | 75     | (20)        | -                          | 52                       |
| Newcastle Home From Home  | 881                      | 2      | -           | (2)                        | 881                      |
| Manchester Home from Home | 2,726                    | 89     | -           | (296)                      | 2,519                    |
| Residential resource      | -                        | 78     | (78)        | -                          | -                        |
| Care teams                | 126                      | 292    | (171)       | -                          | 247                      |
| Grants                    | 1                        | 82     | (43)        | -                          | 40                       |
| Thrive Not Just Survive   | 9                        | 369    | (378)       | -                          | -                        |
| Projects                  | 3                        | 150    | (150)       | -                          | 3                        |
| Programmes                | 71                       | 718    | (773)       | -                          | 16                       |
| Regional                  | 6                        | 23     | (16)        | -                          | 13                       |
|                           | 3,820                    | 1,878  | (1,629)     | (298)                      | 3,771                    |

Restricted funds at 31 March 2020 are represented by:

| Group and charity         | Balance<br>01 April 2019 | Income | Expenditure | Transfers<br>between funds | Balance<br>31 March 2020 |
|---------------------------|--------------------------|--------|-------------|----------------------------|--------------------------|
|                           | £'000                    | £'000  | £'000       | £'000                      | £'000                    |
| London Home from Home     | 357                      | 445    | (79)        | (726)                      | (3)                      |
| Newcastle Home From Home  | 750                      | 131    | -           | -                          | 881                      |
| Manchester Home from Home | 539                      | 3,987  | (461)       | (1,339)                    | 2,726                    |
| Residential resource      | 2                        | 111    | (113)       | -                          | -                        |
| Care teams                | 90                       | 223    | (181)       | (6)                        | 126                      |
| Grants                    | 20                       | 379    | (382)       | (16)                       | 1                        |
| Thrive Not Just Survive   | 86                       | 396    | (473)       | -                          | 9                        |
| Projects                  | 3                        | 8      | (8)         | -                          | 3                        |
| Programmes                | -                        | 878    | (807)       | -                          | 71                       |
| Regional                  | -                        | 190    | (169)       | (15)                       | 6                        |
|                           | 1,847                    | 6,748  | (2,673)     | (2,102)                    | 3,820                    |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 17. Restricted funds (continued)

**London Home from Home Fund** represents restricted funds for major development work on our Home from Home in London, Paul's House.

**Newcastle Home from Home Fund** represents restricted funds for the purchase of and development of a new Home from Home in Newcastle.

**Manchester Home from Home Fund** represents Morrisons funding over our original partnership total of £7.3m that will be put towards the purchase of and development of a new Home from Home in Manchester.

**Residential resource** includes funds to be spent at specific Homes from Home.

**Care teams** represent expenditure within the terms of geographically limited grants.

**Grants** represent funds provided to families and young people in specific geographical areas.

**Thrive Not Just Survive Fund** is income from our partnership with Société Générale for a research project to better understand the impact cancer has on young people and parents' employment opportunities and for our new 'Thrive Not Just Survive' grants so young cancer patients can get their education and work ambitions back on track. This funding also contributes toward our core Thrive Not Just Survive activities, which you can read more about in the annual report.

**Projects** represents funding secured for other specific projects.

**Programmes** is funding given to support one of the Six Ways We Help programmes, which form the basis of our charitable activity (see note 6).

**Regional** represents funding received that must be spent within a specific geographical area of operation. This funding has no further restrictions.

**Transfer between Funds:** The Manchester Home from Home transfer relates to Morrisons funding for the build element of our new Manchester Home from Home. These costs have been transferred to the fixed asset reserve. There is also a transfer of a legacy which was previously classed as restricted income, further review confirms that this is unrestricted.

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 18. Restricted fund contributions

We are grateful to all our donors for their support. We acknowledge the following contributions:

### City Bridge Trust

The funding arm of the City of London Corporation's charity, Bridge House Estates (Charity no. 1035628)

£12,200

Helping young cancer patients, and their families, from London to cope with the costs of cancer.

### BBC Children in Need



£22,881

Supporting children with cancer and their families in South West England over 3 years 2019-22 (2020: £44,878)

### Big Lottery Fund



Big Lottery Fund - Northern Ireland (Together We Thrive Project)

|  | Balance<br>1 April 2020 | Income         | Expenditure     | Balance<br>31 March 2021 |
|--|-------------------------|----------------|-----------------|--------------------------|
|  | £                       | £              | £               | £                        |
| Big Lottery Fund - Northern Ireland (Together We Thrive Project) | 95,317                  | 143,222        | (75,495)        | 163,044                  |
| <b>Total</b>   | <b>95,317</b>           | <b>143,222</b> | <b>(75,495)</b> | <b>163,044</b>           |

## 19. Unrestricted funds

Free and Designated funds at 31 March 2021 are represented by:

| Charity                                     | Balance<br>1 April 2020 | Income        | Expenditure     | Transfers<br>between funds | Balance<br>31 March 2021 |
|---|-------------------------|---------------|-----------------|----------------------------|--------------------------|
|   | £'000                   | £'000         | £'000           | £'000                      | £'000                    |
| <b>Free reserves</b>                        | <b>7,421</b>            | <b>20,215</b> | <b>(17,871)</b> | <b>(1,870)</b>             | <b>7,895</b>             |
| <b>Designated funds:</b>                    |                         |               |                 |                            |                          |
| Fixed asset reserve                         | 14,430                  | -             | (450)           | 618                        | <b>14,598</b>            |
| Morrisons                                   | 1,169                   | -             | (1,169)         | -                          | -                        |
| New Finance & HR System                     | -                       | -             | -               | 800                        | <b>800</b>               |
| New Customer Relationship Management System | -                       | -             | -               | 500                        | <b>500</b>               |
| New Services Operating Model                | -                       | -             | -               | 170                        | <b>170</b>               |
| Other                                       | 154                     | 110           | -               | 80                         | <b>344</b>               |
|   | <b>15,753</b>           | <b>110</b>    | <b>(1,619)</b>  | <b>2,168</b>               | <b>16,412</b>            |
| <b>Total</b>                                | <b>23,174</b>           | <b>20,325</b> | <b>(19,490)</b> | <b>298</b>                 | <b>24,307</b>            |



# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 19. Unrestricted funds (continued)

Free and Designated funds at 31 March 2020 are represented by:

| Charity                  | Balance<br>1 April 2019 | Income        | Expenditure     | Transfers<br>between funds | Balance<br>31 March 2020 |
|--------------------------|-------------------------|---------------|-----------------|----------------------------|--------------------------|
|                          | £'000                   | £'000         | £'000           | £'000                      | £'000                    |
| <b>Free reserves</b>     | 3,249                   | 24,519        | (21,620)        | 1,273                      | <b>7,421</b>             |
| <b>Designated funds:</b> |                         |               |                 |                            |                          |
| Fixed asset reserve      | 13,982                  | -             | (461)           | 909                        | <b>14,430</b>            |
| Morrison's               | 3,209                   | -             | (2,040)         | -                          | <b>1,169</b>             |
| Other                    | 80                      | 154           | -               | (80)                       | <b>154</b>               |
|                          | 17,271                  | 154           | (2,501)         | 829                        | <b>15,753</b>            |
| <b>Total</b>             | <b>20,520</b>           | <b>24,673</b> | <b>(24,121)</b> | <b>2,102</b>               | <b>23,174</b>            |

**Fixed asset reserve** – The Trustees have set aside funds to cover the net book value of tangible fixed assets, excluding those assets included within restricted funds.

**Morrison's** – CLIC Sargent became Morrison's charity partner during 2017/2018. Funds raised from the partnership were previously set aside for specific projects, including wider family use of existing CLIC Sargent Homes from Home, a digital service provision and increased grant-making activity for beneficiaries. From 2020/21 Morrison's have agreed to fund the shortfall on the Manchester Home from Home project, with all other income being classed as unrestricted.

**New Finance & HR system** – A new system is required in order to drive efficiency and improve processes within the organisation. This project is planned to run from 2021/22 to 2023/24.

**New Customer Relationship Management System** – A fund has been designated equivalent to the implementation balance and running costs relating to the new system up to and including March 2024. £0.3m will be spent in 2021/22, with £0.1m per annum being spent in the following two years.

**New Services Operating Model** – The designated funds have been set aside to cover deferred redundancy & infrastructure change costs. This fund will be spent by the end of 2021/22.

**Other** – A legacy was received in 2019/20 and 2020/21 totalling £264k which has currently been classed as designated funding. A further £80k has been added in 2020/21 to support management & project management training which will occur in 2021/22.

### Transfers between funds:

The £618k transfer to the fixed asset reserve represents fixed asset additions including restricted capital costs for the Newcastle Home from Home (£2k) and the new Manchester Home from Home (£296k), and other unrestricted additions (£320k).

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 20. Commitments

As at 31 March 2021 there were future minimum lease payments under non-cancellable operating leases for each of the following periods:

| Group and charity             | 2021               |          | 2020               |           |
|-------------------------------|--------------------|----------|--------------------|-----------|
|                               | Land and buildings | Other    | Land and buildings | Other     |
|                               | £'000              | £'000    | £'000              | £'000     |
| <b>Total commitments due:</b> |                    |          |                    |           |
| Within one year               | 840                | -        | 955                | 11        |
| Within two to five years      | 1,351              | -        | 2,147              | -         |
| After five years              | 55                 | -        | 85                 | -         |
|                               | <b>2,246</b>       | <b>-</b> | <b>3,187</b>       | <b>11</b> |

The value of capital commitments at 31 March 2021 was £1,125k (2020: £50k). This relates to amounts owed under the construction contract to the main contractor for Jack's House, the new Manchester Home from Home, which was purchased during the 2019/20 year, and also includes contractual amounts due to our systems supplier Pythagoras for implementing the new CRM system.

Five of the charity's operating leases totalling £72k were determined to be onerous at year end, and we have included a provision to recognise all irrecoverable costs immediately in respect of these.

## 21. Grants

Grants to individuals, including comparative information are included in the table below.

With regard to grants made to organisations, £31.5k (2020: £32k) was paid to Children's Cancer and Leukaemia Group for an Early Diagnosis Project and for Research.

**Grants awarded to families and young people in the period were as follows:**

| Group and charity       | 2021         |               | 2020         |               |
|-------------------------|--------------|---------------|--------------|---------------|
|                         | £'000        | No. of grants | £'000        | No. of grants |
| Registration            | 466          | 2,979         | 556          | 3,341         |
| Financial Hardship      | 372          | 1,495         | 299          | 1,263         |
| Compassionate           | 87           | 296           | 114          | 409           |
| Proton beam therapy     | 0            | 0             | 0            | 0             |
| Home Essentials         | 0            | 0             | 6            | 39            |
| Thrive Not Just Survive | 103          | 108           | 113          | 61            |
| Other                   | 8            | 54            | 20           | 133           |
|                         | <b>1,036</b> | <b>4,932</b>  | <b>1,108</b> | <b>5,246</b>  |

Of the grants awarded £8k was unpaid at 31 March 2021 (2020: £66k).

## Notes to the accounts

For the year ending 31 March 2021 (continued)

### 22. Reconciliation of net income/(expenditure) to net cash flow from operating activities

| Group                                     | 2021  | 2020  |
|---|-------|-------|
|   | £'000 | £'000 |
| Net income for the year                   | 1,084 | 4,627 |
| Adjustments for:                          |       |       |
| Depreciation charges                      | 450   | 461   |
| Interest received                         | (6)   | (22)  |
| Profit on the disposal of fixed assets    | 0     | (945) |
| Decrease in stock                         | 6     | 18    |
| Decrease in debtors                       | 1,075 | 109   |
| Decrease in creditors                     | 363   | (87)  |
| Net cash provided by operating activities | 2,972 | 4,161 |

### 23. Analysis of cash and cash equivalents

| Group                                | At 1 April<br>2020 | Cash flows | At 31 March<br>2021 |
|--------------------------------------|--------------------|------------|---------------------|
|                                      | £'000              | £'000      | £'000               |
| Notice deposits (less than 3 months) | 1,504              | (1,504)    | -                   |
| Cash at bank and in hand             | 7,520              | 3,864      | 11,384              |
|                                      | 9,024              | 2,360      | 11,384              |

# Notes to the accounts

For the year ending 31 March 2021 (continued)

## 24. Related party transactions

### Key Management Personnel

The charity pays the University Hospital Southampton NHS Foundation Trust ("The Trust") for the rental of phone lines used by CLIC Sargent Staff. The former Chair of Trustees is also the Chair of the Trust. During 2020/2021 CLIC Sargent paid the Trust £1,755 (2020: £1,832).

The charity pays the Charity Finance Group ("CFG") for annual membership. The former Director of Finance and Corporate Resources is a trustee of the CFG. During 2020/21 CLIC Sargent paid the CFG £1,188 (2020: £1,044).

The group pays Sayer Vincent for the compilation of the annual corporation tax returns. Trustee Farrah Kitabi is a Senior Manager at Sayer Vincent. During 20/21 CLIC Sargent paid Sayer Vincent £2,805 (2020: £2,400).

Trustees paid a total of £6,721 (2020: £9,678) of donations to the charity in the year.

### Subsidiaries

Transactions between the parent company CLIC Sargent Cancer Care for Children and the subsidiaries, CLIC Sargent Developments Limited, CLIC Sargent Promotions Limited and CLIC Sargent Lottery Limited, are as follows:

Management fee payable to the charity for staff and support services provided to the subsidiaries: £499,294 (2020: £417,506) from CLIC Sargent Promotions Limited, £1,069 (2020: £nil) from CLIC Sargent Developments Limited and £19,348 from CLIC Sargent Lottery Limited (2020: £18,610).

VAT paid by the charity on behalf of CLIC Sargent Promotions Limited: £307,701 (2020: £298,003). Design and Build costs incurred by CLIC Sargent Developments Limited and recharged to the charity: £278,758 (2020: £1,433).

Profits in the subsidiaries to be donated to the charity: £931,945 (2020: £1,218,050) from CLIC Sargent Promotions Limited, £1,418,088 (2020: £3,833,241) from CLIC Sargent Lottery Limited and £nil from CLIC Sargent Developments Limited (2020: £nil).

Balances repayable at the year end: £1,535,852 (2020: £1,208,139) to the charity from CLIC Sargent Promotions Limited; £200,520 (2020: £37,244) from the charity to CLIC Sargent Developments Limited and £172,387 (2020: £165,831) from CLIC Sargent Lottery Limited to the charity.

## 25. Financial assets and liabilities

| Group  |          | 2021   | 2020  |
|--|----------|--------|-------|
|  |          | £'000  | £'000 |
| <b>Financial assets measured at fair value through profit or loss:</b> |          |        |       |
| Investments in liquid equity instruments                               | Note 11b | 14     | 14    |
| <b>Financial assets measured at amortised cost:</b>                    |          |        |       |
| Accrued income and other debtors                                       | Note 13  | 3,538  | 4,328 |
| Cash at bank and in hand   | Note 23  | 11,384 | 9,024 |
| <b>Financial liabilities measured at amortised cost:</b>               |          |        |       |
| Trade creditors and accruals due in less than one year                 | Note 14  | 1,975  | 1,784 |
| <b>Financial liabilities measured at net present value:</b>            |          |        |       |
| Unfunded pension obligation due in more than one year                  | Note 15  | 36     | 50    |

## Reference and administrative details

|                                       |                                       |
|---------------------------------------|---------------------------------------|
| <b>Registered name of the charity</b> | CLIC Sargent Cancer Care for Children |
| <b>Trading as</b>                     | Young Lives vs Cancer                 |
| <b>Charity number</b>                 | 1107328                               |
| <b>OSCR number</b>                    | SC039857                              |
| <b>Company number</b>                 | 05273638                              |

The Trustees of CLIC Sargent are the charity's Trustees under charity law and the directors of the charitable company.

### Members of the Board

#### **Sir David Haslam - Chair**

Anna Hancock - Treasurer  
Jane Burt FCIPD (Resigned 30 September 2020)  
Will Carter  
Julia Chisholm  
Karen Eccles  
Stephen George  
Rachel Hollis  
Peter Houghton  
Harry Howard  
Farrah Kitabi  
Niamh Lawlor  
Jason Loo

### Finance Committee

#### **Anna Hancock - Chair**

Will Carter  
Stephen George  
Sir David Haslam  
Niamh Lawlor  
Rachel Kirby-Rider (Appointed 1 April 2020)  
Tony Dowrick

### Audit Committee

#### **Farrah Kitabi - Chair**

Anna Hancock  
Rachel Hollis  
Peter Houghton  
Karen Eccles (Resigned this Committee on 30 September 2020)

### Governance Committee

**Rachel Hollis (Chair)** (From 1 October 2020)  
**Jane Burt FCIPD (Chair)** (Resigned 30 September 2020)  
Rachel Kirby-Rider (Appointed 1 April 2020)  
Anna Hancock  
Sir David Haslam  
Jenny Turner  
Roger Smith

### Safeguarding Committee

#### **Peter Houghton (Chair)**

Will Carter  
Karen Eccles (Appointed to this Committee on 30 September 2020)  
Paul Gathercole  
Helen McShane  
Luke Mallett (Appointed 1 April 2020)  
Roger Smith

## Reference and administrative details (continued)

### Executive officers

#### Chief Executive

Rachel Kirby-Rider (Appointed 1 April 2020)

#### Director of Corporate Services

Tony Dowrick

#### Director of Income and Engagement

Luke Mallett (Appointed 1 April 2020)

#### Director of Services

Helen McShane

#### Director of People and Learning

Roger Smith

#### Director of Strategy and Governance, Company Secretary

Jenny Turner

### Founders

**Sylvia Darley OBE** - Sargent Cancer Care for Children

**Bob Woodward** - CLIC – Cancer and Leukaemia in Childhood

### Honorary Presidents

Gordon Morrison

Daphne Pullen (up to January 2021)

### Vice Presidents

Francesca and Andrea Brignone

Sara and Massimo Carello

Laura and Jonny Greenall

Nicola and Jonathan Plumtree

Mel and Andrew White

Jake and Harriet Humphries

Lucy Butcher

### Ambassadors

James Allen

Alice Beer

Angellica Bell

Nicola Benedetti

Ben Cajee

Mark Chapman

Chris Hollins

Jake Humphrey

Emma Johnson

Julian Lloyd Webber

Kai Owen

Patsy Palmer

Duncan Pow

Gaby Roslin

Michelle Ryan

Tom York

Susan and Richard Young

## Reference and administrative details (continued)

### Principal professional advisers

#### Solicitors

IBB Solicitors  
Capital Court  
30 Windsor Street  
Uxbridge  
Middlesex UB8 1AB

Bates Wells & Braithwaite London LLP  
10 Queen Street Place  
London  
EC4R 1BE

#### Bankers

Barclays Bank  
1 Churchill Place  
London E14 5HP

Royal Bank of Scotland  
29 Old Brompton Road  
London SW7 3JE

Lloyds TSB Bank Plc  
25 Gresham Street  
London EC2V 7HN

#### External auditors

Crowe U.K. LLP  
Statutory Auditor  
4th Floor, St James House  
St James Square  
Cheltenham  
GL50 3PR

#### Internal auditors

MHA MacIntyre Hudson  
30-34 New Bridge Street  
London EC4V 6BJ

### Principal and Registered office

No. 1 Farriers Yard, Assembly London,  
77-85 Fulham Palace Road  
London, W6 8JA