

ANNUAL REPORT AND ACCOUNTS

2016/2017

YOUNG LIVES

vs CANCER

CLIC SARGENT

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* The Trustees' Report incorporates the Strategic Report (see pages 8–18).

OUR PROMISE

When cancer strikes young lives, CLIC Sargent helps families limit the damage it causes beyond their health.

Cancer doesn't discriminate. Today, 11 more children and young people will hear the devastating news they have cancer. From diagnosis, CLIC Sargent's specialist care teams will step in, ready to help, support and guide.

We fight tirelessly for children and young people with cancer, often when they feel they can't. We do this individually, locally and nationally, so that they can focus on the important things, like getting well.

OUR VISION

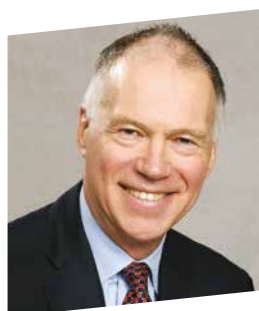
Everyone under 25 with cancer, and their families, will get the support and help they need during their cancer treatment and beyond, including bereaved families living with emotional pain.

We want them to thrive, not just survive, and for everyone to join in that mission.

CHAIR AND CHIEF EXECUTIVE'S INTRODUCTION



Kate Lee
Chief Executive



Peter Hollins
Chair

Welcome to our 2016/2017 Annual Report and Accounts. It's been a year of impressive change and great achievements in our fight for young lives against cancer.

This year we focused on making changes so we can reach each and every child, young person and family who needs us, for as long as they need us. We revealed our new brand and our promise that we will fight hard to get the very best for young cancer patients and their families. We know that when cancer strikes young lives, the effects can be widespread and devastating. With a stronger voice for young cancer patients aged 0-24, we can be there fighting tirelessly for them.

We are now two years into our 10-year strategy, *Aiming High*, and our ambition to support all young cancer patients and families who need us. We have already made great progress against this strategy. We opened two new Homes from Home to help families stay together during treatment, started a nurse educator programme to spread best practice in nursing and increased the numbers of families we have supported.

We have also had to make some tough decisions this year. After careful consideration and an extensive consultation period, the Board decided to proceed with the closure of CLIC Sargent's holiday service in Scotland, Malcolm Sargent House. Due to a difficult financial climate it is crucial that CLIC Sargent stays financially healthy to protect the vital frontline support we provide for young cancer patients. Our decision will allow us to prioritise our resources to focus on services that have the greatest impact on the largest number

of young cancer patients and their families, such as our nursing and care teams and our Homes from Home.

We've had some fantastic charity partnership wins this year. Thanks to thousands of people across the UK who joined our campaign, we won a partnership with retailer Morrisons which will be worth around £8 million. Over the next three years the funds will help us increase the financial support we provide to young people and families and expand our specialist nursing programme. We also gained a new partnership with the People's Postcode Lottery, whose players helped raise over £2.5 million to help fund our specialist teams of nurses, care teams and play specialists.

2016/2017 marked a record high for our income at £27.5 million, compared to £24.9 million last year. This achievement was largely thanks to our new partnership with the People's Postcode Lottery as well as exceptionally high income generated from legacies at £4.3 million.

This year we campaigned against the injustice of the cost of cancer. Our report, *Cancer costs*, revealed hundreds of families are struggling to keep their heads above water financially. Shockingly, families can spend an extra £600 a month when their child is treated for cancer. We don't think it's right or fair and have been campaigning for the government, banks and energy suppliers to take action and help ease the financial burden when a child is diagnosed with cancer.

A highlight this year was receiving the *Gold Hear By Right* award from the National Youth Agency. The award, the highest level possible, gives national recognition to organisations that put children and young people's voices at the heart of its work. We were delighted to have been given this fantastic award for something that is so important to us.

We appointed two young trustees who have lived experience of cancer as young people. The appointments ensure the voices of young cancer patients are represented at board level by trustees who have gone through similar experiences.

We are proud of everything we have achieved this year to help limit the damage cancer causes to young cancer patients and their families. But we know there is still a lot more we need to do. In 2020 we will be 'halfway' to our 10-year *Aiming High* strategy, and have ambitious plans for the next three years to help deliver our promise that we will fight hard to get the very best for young cancer patients and their families.

Thank you to each and every one of our supporters, corporate partners, volunteers and staff who helped us support 7,200 young cancer patients and families this year – we couldn't have done it without you. Thank you for joining our fight for young lives against cancer.



Kate Lee
Chief Executive

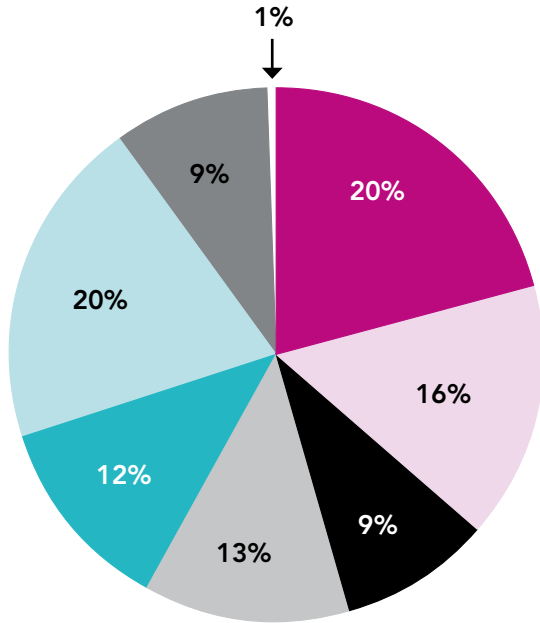


Peter Hollins
Chair

**THANKS TO
YOU, THIS
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FAMILIES**

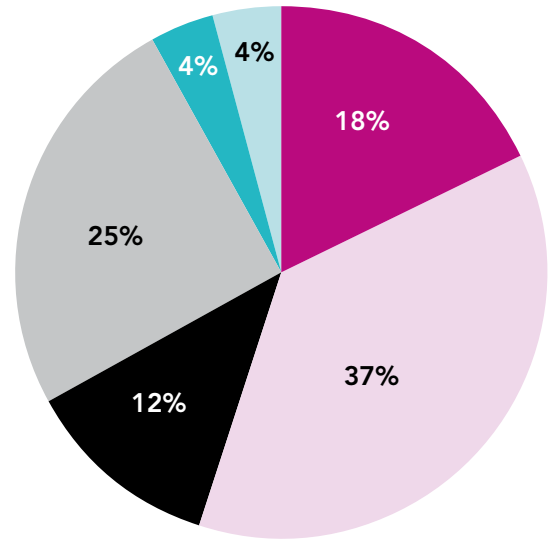
HOW YOU GAVE YOUR SUPPORT

In 2016/2017, thanks to everyone who supports our work, our total income was £27.5 million.



- Income generated from local fundraising initiatives throughout the UK and mass participation events
- Income from donors who leave us a gift in their Will
- Income raised by selling products in our shops, through mail order or online
- Donations from trusts and foundations, income raised through special events and large gifts from individuals
- Income raised through our corporate partnerships
- Income from individuals giving cash or regular donations
- Income from People's Postcode Lottery
- Investment and other income

HOW WE SUPPORTED YOUNG CANCER PATIENTS AND THEIR FAMILIES



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

OUR APPROACH TO SAFEGUARDING

CLIC Sargent has established arrangements for safeguarding governance, leadership and critical oversight through quarterly safeguarding meetings bringing together the Safeguarding Lead Trustee, the CLIC Sargent Safeguarding Lead and members of the Executive Team. In 2016/2017 we have kept children, young people and vulnerable adults safe through:

- Training for CLIC Sargent Trustees on the theme that 'Safeguarding is everyone's business'
- Safe recruiting practice
- Clear policies, procedures, standards and training for all staff
- Safe and effective safeguarding practice with critical oversight of all safeguarding concerns by the Safeguarding Lead
- Effective supervision of safeguarding/social work practice and action taken to address concerns
- Procedures for monitoring of safeguarding concerns and accountability through file audits, line management systems, quarterly and annual reports.

OUR APPROACH TO FUNDRAISING

CLIC Sargent is a member of the Fundraising Regulator.



We have long-term goals to help us reach our mission set out in our 10-year strategy *Aiming High*. To achieve these, we need to increase our net income. We need to move to a relationship approach to income generation and engagement, securing and keeping long-term supporters and ambassadors.

In 2016/2017 we developed a new fundraising strategy, *One Team One Target*, with its core objective of delivering a shift in our fundraising philosophy from transactional to relational fundraising. We know that supporters closest to our cause want to join our fight for young lives against cancer. CLIC Sargent will improve how we engage and communicate with our supporters, putting them at the heart of our fundraising approach.

At the same time we are committed to continued investment in attracting new long-term supporters, and developing and securing sustainable income sources to help us realise these long-term goals. We have continued to engage external professional organisations to support this long-term relationship fundraising approach. Specifically, we have continued to work closely with Door to Door and Venue (private site) fundraising agencies ensuring a focus on high standards of professionalism and absolute compliance. Our direct marketing Direct Debit investment generated positive results with income from these committed givers growing by £370,000 in the financial year.

CLIC Sargent ensured that all fundraising activities of the professional fundraising agencies we contract with were monitored through regular meetings, the measurement of service level agreements, mystery shopping by staff and Trustees and a thorough complaint handling analysis.

Agencies are contractually required to ensure all fundraising activity is in accordance with all applicable legal requirements and relevant binding codes of practice issued by the Fundraising Regulator. Policies are in place with professional fundraising agencies to protect vulnerable people and other members of the public from unreasonable behaviour. All agencies must have a documented and up to date Vulnerable People's policy and adherence to these policies is monitored on an on-going basis.

CLIC Sargent has a supporter code of conduct which is updated annually and clearly displayed on our website. This code of conduct outlines our promise and commitment to how we will engage with donors.

In 2016/2017 CLIC Sargent received 65 complaints about its fundraising programme. In line with regulation requirements the number of complaints, and type of fundraising that generated the complaints, was submitted to the Fundraising Regulator in May 2017.

OUR ACHIEVEMENTS AND PERFORMANCE

When cancer strikes young lives, we help families limit the damage cancer causes beyond their health. We have defined six ways in which we do this – the **Six Ways We Help**.

We'll be reporting our achievements for 2016/2017 against our Six Ways We Help:

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

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

CLIC Sargent is there to help families after they hear the overwhelming news their child has cancer. In those first crucial weeks and months, CLIC Sargent care teams provide expert support tailored to each child, young person and family. They use their professional expertise to help families navigate the complex world of cancer: through emotional support, information and guidance so families feel less overwhelmed; clinical care to help families deal with cancer treatment at hospital; or specialist play to ease children through treatment.

Our aims for 2016/2017 were to

- Provide emotional and practical support to children and young people with cancer and their families
- In partnership with Trekstock, deliver the RENEW physical activity programme and consider a wider rollout following evaluation
- Use findings from *The new normal* and *Stand by me* reports to extend the package of support we can offer young people, and work with others to fill gaps
- Deliver online content for young people on fertility and personal care, and a new resource to help young people deal with the death of a friend they've met through treatment, as well as new information for bereaved siblings
- Influence children's cancer nursing care by evaluating the effectiveness of the nurse educator post in spreading best practice
- Adapt the Scottish 'education pack', developed as part of the Nurse Key Worker project, for use across the UK
- Improve the quality and consistency of nursing services by completing contract reviews of our three-year funded nursing posts
- Raise the profile of play therapy within the NHS and review our work in this area.

What we achieved in 2016/2017

This year, we supported just under 3,000 newly-diagnosed young cancer patients. We know that for children and young people, and their families, a cancer diagnosis can feel like their world is falling apart. We help them as soon as possible so they know they are not alone. We reached 84% of 0 to 15-year-olds and 79% of 16 to 24-year-olds within two weeks of referral, supporting them with the financial and practical burdens of a cancer diagnosis so they can focus on their treatment.

A cancer diagnosis can shatter parents' and young people's resilience, and their ability to 'bounce back'. Our care teams gave individual tailored support to 7,200 young cancer patients and their families to help them cope with a diagnosis, and get their lives back on track after treatment.

In partnership with cancer charity Trekstock we delivered a physical activity programme called RENEW, benefitting 35 young people. We'll now evaluate the programme and make a decision on next steps for the future.

Using the findings from our 2016 reports, *The new normal* and *Stand by Me*, we designed a package of support for young cancer patients receiving treatment both in principal treatment centres and at local hospitals. With the help of young people, we started scoping the digital technologies needed to deliver this package.

Social isolation can have a huge impact on children and young people going through cancer treatment. This year we worked in partnership with Simpall and Wavelength to provide digital hardware to parents and young people to help them keep in touch with friends and family during treatment.

Access to quality information is essential in helping young people and parents feel confident to manage a cancer diagnosis and build resilience. This year we sent out 25,500 information resources to young cancer patients and their families. Children, young people, parents and professionals fed into the development of information resources more than 300 times.

Our sex and relationships resource for young people was highly commended at the *British Medical Association Patient Information Awards*. Building on the success of this resource, we developed online content tackling the sensitive topic of fertility. Consultation with 16 to 24-year-

olds showed significant confusion around fertility, preservation and treatment. Our online guidance, including videos of young people talking about the impact cancer had on their fertility, is designed to help them understand the issues and positively manage their feelings.

We produced a new information resource for bereaved siblings and developed online information for young people to help them cope following the death of a friend they've met through treatment. Next year we plan to develop this resource further with online expert chats.

We launched a new leaflet, *How can I help?*, developed with tips from parents and carers, to help parents respond to common questions asked by friends following a diagnosis, at a time when they are likely to be feeling overwhelmed and unable to articulate what would help.

Our first nurse educator was appointed in partnership with the NHS and will spread best practice in nursing among health, social care and education professionals supporting children with cancer in the North of England.

We adapted the Scottish 'education pack', developed as part of Nurse Key Worker project, which will be available on the Children's Cancer and Leukaemia Group Learning Platform from the middle of 2017.

To improve the quality and consistency of our nursing services we carried out reviews of all our nursing funding agreements against our quality assurance standards and renewed them for a further three years.

Following a study to better understand the profile of specialist play within the NHS and cancer services, we renewed our play specialist funding agreements with additional quality assurance information. We are also working with partners to better support the value of play specialists in children's cancer services.

Our aims for 2017/2018

- With the help of parents and young people, scope and design our digital support for young cancer patients and their families
- Make the most of digital opportunities to create engaging content and reach young cancer patients and their families wherever they are
- Maximise opportunities to support the delivery of our 'six ways we help' through our information resources, with particular focus on our financial resources
- Establish three nurse educator roles across the UK and collect data to inform a project evaluation in 2019.

THERE'S NO PLACE LIKE HOME

A cancer diagnosis means normal life stops, for the child or young person, and their family. Treatment is gruelling and often happens many miles from home. CLIC Sargent nursing teams can provide personal care and support at home, or arrange for treatment to be given closer to home, so families can avoid travel and stay together where possible. CLIC Sargent Homes from Home are havens for patients and families during treatment, reducing the financial cost and emotional strain of cancer so that families can stay together.

What we achieved in 2016/2017

This year, our nurses supported 1,135 young cancer patients, attending nearly 7,400 home visits and arranging 7,940 visits by other professionals like community nurses, GPs and palliative care teams. By delivering care closer to home we reduce the disruption cancer treatment can have on children and young people's lives, so they don't miss out on family time and can keep in touch with friends.

Our care teams made just under 3,700 visits to children and young people outside of hospital: at home, in CLIC Sargent Homes from Home, and in the community.

Our 10 Homes from Home hosted around 1,240 family stays for an average of 21 days. Our homes not only help families avoid having to pay for travel and accommodation, but also allow them to stay together as a family during treatment. 92% of parents told us they maintained a sense of normal family life thanks to our homes. We estimate that our CLIC Sargent Homes from Home save a family on average over £2,100.

We achieved planning permission for significant extension and works to our new Home from Home in Edinburgh, which will be opening when the hospital relocates in 2018. We had originally planned to open our new home in 2017, but the timescale for the hospital relocation moved to 2018. In Southampton, where the lease on our Home from Home expires in 2018, we identified a property for a new home near the hospital, purchased thanks to a gift from Children with Cancer UK.

We worked with the NHS to ensure families and young people travelling in the UK for Proton Beam Therapy are offered support from CLIC Sargent care teams when they are away from home. The first Proton Beam Therapy centre is due to open in 2018.

Our aims for 2017/2018

- Complete the development of our new Home from Home in Edinburgh with the aim to open it in the middle of 2018
- Start the development of our Home from Home in Southampton with the aim to open it at end of 2018
- Secure outstanding funds for the relocation of our Edinburgh and Southampton Homes from Home.

HELPING YOUNG LIVES THRIVE, NOT JUST SURVIVE

Young cancer patients need support not just to survive cancer but to thrive – when they are on treatment and once it has ended to help get their lives back on track. Our CLIC Sargent care teams support young cancer patients emotionally, building their resilience so they can continue to learn, regain their confidence and self-belief and be inspired to think beyond cancer. They work with schools on a child or young person's behalf, helping them keep in touch with friends, organising work at home so they don't fall behind or helping schools prepare for when the child goes back to school.

Our aims for 2016/2017 were to

- Offer school visits by our nurses and care teams, liaising with schools so children feel supported and positive about returning to education and their friends
- Involve parents, carers and young people with cancer in developing two outcome stars so that we can better measure the difference our support makes
- Achieve renewal of our *Gold Hear by Right Award*, recognising our participation work
- Recruit a Trustee with experience of cancer as a child or young person
- Explore new ways of communicating with children and young people and increase opportunities for them to share views and opinions across all our work.

What we achieved in 2016/2017

This year, our nurses and care teams made 1,960 visits to schools, colleges and universities, delivering care to pupils to avoid their education being disrupted by visits to the hospital. They also developed individual school health care plans and talked to staff, students and pupils to allow for a smoother transition into education and help parents feel empowered and informed.

We know that children and young people often feel left out and behind when they go back to school, and can experience teasing and bullying. Our support helps raise awareness and reduces the risk of bullying by building knowledge and understanding of cancer, allowing teachers and other pupils to better support a child when they return to school.

Our care teams organised five teacher days for over 130 education professionals to help them learn more about childhood cancer and its impact. They supported 220 children by liaising with schools during their treatment, and visiting schools and colleges to talk to pupils and staff about childhood cancer and the effects of treatment.

Our young people's social workers and community workers provided education support to just under 250 young people, and employment support to around 110. They helped them seek advice about education, signposted them to other organisations for further support, helped them think about returning to education or employment and getting their lives back on track after treatment. By listening to young people in one-to-one sessions we build their confidence and self-esteem, and through our strong links with colleges and university help young people return to education and work.

We involved young people, parents and care teams in the development of CLIC Sargent 'outcome stars'. These are tools which help parents and young people assess their own needs and how CLIC Sargent can support them. Over 100 parents and young people gave feedback during the test period. This new way of working will enable us to demonstrate the difference our support makes over time.

We were awarded the *Gold Hear by Right Award* from the National Youth Agency in recognition of involving children and young people at the heart of all our decision-making. We were praised for our regular participation group meetings made

up of young people affected by cancer, our online community and our decision to appoint young cancer survivors as Trustees.

We appointed two young Trustees who have lived experience of cancer as young people. The appointments ensure the voices of young cancer patients are represented at board level by Trustees who have gone through similar experiences.

This year, we increased opportunities for children and young people to share their views by 16%, with 235 doing so on 1,300 occasions. 52% participated for the first time. Participation not only gives a voice to children and young people in the services we provide, but also boosts their confidence, enhances their skills set and helps develop their self-belief.

We also began developing our strategy for involving parents in our decision-making, and ran workshops to hear how families want us to listen to them and the issues they find important.

Membership of our Young People's Reference Group grew by 45%. The group has been involved in the development of CLIC Sargent's new brand, contributed to a publication for health professionals, as well as engaged with political stakeholders and health professionals to help influence change.

In November 2016, young people were invited to 'take over' CLIC Sargent for the day and step into the shoes of the CEO and other senior roles. They were mentored by their counterpart and ran a high-level senior management meeting.

We supported 95 young people with cancer by offering residential music workshops, recording sessions and performance opportunities. An evaluation of the young people's music programme shows it improves their self-esteem and confidence, and provides a safe and supportive environment to socialise with other young people with cancer.

Our aims for 2017/2018

- Review our end of treatment support for parents and young people to define how we will support young cancer patients to 'thrive, not just survive' cancer
- Complete the CLIC Sargent outcome stars and embed this new assessment tool across our work with young people and parents
- Develop participation of parents and work with more children and young people from different backgrounds, with varying levels of involvement
- Develop digital ways of working and engaging with our participation audiences.

CANCER COSTS

We know that when cancer strikes young lives, the additional costs can devastate families financially. Costs go up and income often goes down. CLIC Sargent care teams work with young people and families to get them financial support. They arrange CLIC Sargent grants and help them get the benefits and other support they're entitled to. We know that the rest of day-to-day life doesn't stop with a cancer diagnosis. CLIC Sargent care teams can help liaise with workplaces or sort out housing issues to help families keep on track.

Our aims for 2016/2017 were to

- Maximise families' and young people's incomes through our grants, our partnership with Smile of Arran Trust and by helping them to apply for support from other organisations
- Better access to welfare advice, and other financial help, by improving how we provide this support and working actively in partnership with other charities.

What we achieved in 2016/2017

This year, we awarded around 5,150 CLIC Sargent grants totalling £1.06 million, with 58% going to parents and 42% to young people. We know that

the financial costs of cancer start stacking up from day one and cause huge anxiety to young people and families who are already under immense emotional pressure. We provide our grants as quickly as possible to help reduce this anxiety. 92% of grants were provided within the first five days of a diagnosis, and 86% within three days.

Even with benefits and other financial support, parents and young people have told us they have a shortfall between their income and outgoings because of the additional costs of cancer. Our care teams work tirelessly to help families and young people unlock as much extra financial support as possible. This year we secured an additional £486,000 from other organisations to help bridge that gap in income.

In addition, through our partnership with Smile of Arran Trust, we awarded 145 grants totalling £22,000 to 0 to 19-year-olds diagnosed with a brain tumour or brain cancer.

Our *Cancer costs* research told us that three in five parents accumulated some form of debt as a result of their child's cancer diagnosis. Debt is just one area our welfare advice service helps parents and young people to manage. This year the service responded to 2,340 enquiries, securing an estimated £1.3 million of benefit entitlements for parents, young people and their partners. The financial gain secured is slightly less than last year due to fewer families and young people being eligible for Employment Support Allowance following the replacement of this benefit with Universal Credit.

We reviewed how we provide financial, practical and welfare support, and developed plans to improve access to this support through different channels for a range of needs. Having identified gaps in face-to-face support we are working with other organisations, including the University of Bristol, to provide opportunities for families and young cancer patients to access advice on employment, benefits and immigration.

Our aims for 2017/2018

- Provide young people and families faster access to our grants, including by introducing a new grants database
- Increase the financial support we offer by scoping and introducing a new grant for young cancer patients and their families
- Work in partnership with 'Smile of Arran Trust' and offer grants to those who are eligible
- Develop and test financial and welfare advice models to ensure better access to high quality advice for young cancer patients and families.

WHEN A CHILD DIES

Tragically, 10 children and young people die from cancer every week in the UK. This is one of the hardest things any parent will ever have to deal with. We help young cancer patients and families prepare for death, encourage them to think about how the child or young person can be remembered and help them deal with their worries. Our care teams provide bereavement support through home visits, local support groups and memory days.

Our aim for 2016/2017 was to

- Work in partnership with bereavement organisations to improve the bereavement support families and young people can access.

What we achieved in 2016/2017

To help families cope when a child dies we provided just over 400 compassionate grants totalling £120,450 and bereavement support through over 300 home visits. Our grants reduce the extreme emotional stress parents experience trying to pay for their child's funeral, at a time when they are already struggling financially and coming to terms with the devastating loss of a child.

Our care teams provided palliative care support to around 250 children and young people. Our support helps families come to terms with the loss of a child at a pace that feels right for them. We arranged 35 bereavement groups and memory days for over 500 people. The groups provide an opportunity for families to talk about the death of their child and develop coping strategies to face the future. Our memory days allow families to come together to remember their child.

We worked with Child Bereavement UK focusing on improved bereavement support through specialist training and campaigning about funeral costs.

To ensure our care teams can support parents we provided tailored bereavement training including new training for bereavement supervisors.

Our aims for 2017/2018

- Explore partnership opportunities aimed at providing skilled, tailored and flexible bereavement support for families wherever they live
- Plan a review of our bereavement support to define how we will support families when their child dies.

MAKING CHANGE HAPPEN

We fight to create change in health, benefits and wider systems around young cancer patients and their families, so that they get the support they need. We do this through our research and campaigning for policy change. We raise awareness of children and young people's experiences and champion their voices to politicians and decision makers across the UK.

Our aims for 2016/2017 were to

- Continue our three-year *Better care for young cancer patients* campaign to improve children and young people's cancer journeys by conducting research into experiences of treatment
- Publish research into the financial impact of cancer on young cancer patients and families and develop recommendations for change.

What we achieved in 2016/2017

Our 2016 report, *The best chance from the start*, recommended more training for GPs on children and young people's cancer. In response, we worked with the Royal College of GPs and Teenage Cancer Trust to develop an e-learning tool for GPs. This was launched across the UK in February 2017, freely available to all GPs.

In September 2016 we launched our research, *Cancer costs*, into the financial impact of cancer on young cancer patients and their families, and continued our *Better care for young cancer patients* campaign. Our research found that families are facing additional costs on average of £600 a month during their child's treatment. We don't think this is right or fair and made recommendations for change to better support families.

Our *Cancer costs* research also revealed that many families struggle with their energy costs as their bills often rise during their child's treatment. We launched a partnership with British Gas which allows families to access specialist support from the energy company, including help with debt and other advice. The partnership launched in February 2017 and has already helped many families who struggle with energy costs. We are now calling on all energy companies across the UK to see how they can better support young cancer patients and their families.

We campaigned alongside Carolyn Harris MP and Fair Funerals on the need for improved support for families to cope with funeral costs. Our campaign saw 2,000 supporters email their MP and the Welsh Government commit to end burial fees for children. The Cooperative also extended their free funerals to all under 18's so more families can access free funerals for their child.

Our aims for 2017/2018

- Campaign on the financial impact of a cancer diagnosis on young cancer patients and their families, including raising awareness of funeral costs
- Publish research into the mental health impact of a cancer diagnosis on young cancer patients
- Work with the NHS across the UK to ensure children and young people's voices and experiences are heard when developing services.

OUR FUTURE PLANS

In 2015 we published a vision for where we would like CLIC Sargent to be by 2025, *Aiming High: Our ambitions for children and young people with cancer*. We have already made two years of great progress against this strategy. We have opened two new Homes from Home, started a nurse educator programme and increased the numbers of families we have worked with.

In the next three years, taking us to 2020 when we will be 'halfway' to *Aiming High*, we want to:

Deliver our promise for young lives

Seek opportunities to sustainably increase our reach and impact on young lives by innovating and using new technology.

Inspire others to join the fight

Increase our net income, putting the organisation on a more sustainable footing. We will do this by moving to a relationship fundraising approach, engaging, cultivating and retaining long-term supporters.

Be the best we can

Bring about a culture change based on embedding our new values, implementing new ways of working and learning to create a true *One Team* culture, so that we can attract and retain the best staff.

Be a relevant and robust organisation for the times

Balance the budget so that we are 'income-led', making new ongoing expenditure commitments only when new sources of income have been received, and building up free reserves to the right level so that we can withstand short-term income fluctuations and respond to opportunities.

RISKS AND UNCERTAINTIES

Our Trustees have identified and fully understand the risks CLIC Sargent faces, and confirm that systems are in place to manage them.

Our plans are all about balancing risks and opportunities so that we can deliver on our promise to young lives. We won't take risks that jeopardise our promise, but we do want to take new opportunities to get our organisation on a more sustainable footing so that we can increase our reach and impact.

The biggest risks we'll be managing in 2017/2018 are:

■ Income forecasts not being achieved.

Our strategy for income generation, *One Team One Target*, is all about moving to a relationship fundraising approach, engaging, cultivating and retaining long-term supporters so that we can continue on a more sustainable footing.

At the same time as we deliver *One Team One Target*, we will be income-led, making new ongoing expenditure commitments only when new sources of income have been received, building up free reserves to the right level so that we can withstand short-term income fluctuations and respond to opportunities.

■ Not being able to increase our reach and impact on young lives.

We'll be looking for ways to increase our reach and impact by innovating and using new technology and have a number of exciting plans for the next three years.

Both of these risks will be reduced by fully embedding our new values – so that we are delivering as *One Team*.

We have a clear agreement with the Board of Trustees on how we manage our risks, and how we will know when things are going well or are off-track.

Our Board of Trustees identifies, manages and monitors the risks to our strategic objectives, regularly reviewing a register of strategic risk which looks at our impact, our financial sustainability and our governance and compliance.

In 2016/2017 we developed a new Controls and Assurance Framework – a method of deciding the right controls and assurances that we put in place according to the level of risk and our appetite for risk, and for monitoring and managing them throughout the year. This will be fully operationalised during 2017/2018.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

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

This year marked a record high for our income, at £27.5 million (2016: £24.9 million). This achievement was largely due to our new partnership with People's Postcode Lottery (PPL), generating an income of £2.5 million, as well as exceptionally high income generated from legacies, at £4.3 million (2016: £3 million).

This has been achieved during a challenging year for the organisation. The tough decision was taken to close Malcolm Sargent House to allow us to prioritise our resources and focus on services that have the greatest impact on the largest number of young cancer patients and their families. Additionally, we embarked on a fundraising change programme to ensure that we are fit for purpose to deliver the strategic direction as set out in our 10-year strategy, *Aiming High*. This meant some fundraising posts were vacant during the year while we transformed our fundraising approach to meet future needs. This had greatest impact on our regional fundraising income, which was £0.8 million lower than last year at £3.4 million.

These decisions, although tough to take, have helped us focus our work in line with our strategic priorities, and we were delighted to become the next 'Raise a Smile' charity partner for Morrisons in January. We were also pleased to receive significant one-off donations from Children with Cancer UK, for the construction of our new Home from Home in Southampton, and core cost funding from Cancer Care Foundation, totalling £1.3 million.

Excluding PPL income, our income from Other Trading Activities this year was £1 million lower than 2015/2016 at £4.1 million, again reflecting the decisions to refine our activities and shape the charity for the long-term. Additionally, the 10th anniversary Windsor Race Night in 2015/2016 had boosted fundraising trading income last year by £300,000, and we reached the end of the term with two of our corporate partners. Our retail

trading income was £100,000 lower than last year as we had a fire at our Fishponds shop, making it unusable for several months, and we also closed another shop.

Despite these challenges, we were pleased that costs have been managed in line with budget so that total expenditure is consistent with last year at £25.6 million (2016: £25.8 million). Amounts spent directly on our charitable activities has decreased slightly to £13.8 million (2016: £13.9 million), but this reflects the closure during the year of Malcolm Sargent House. We have also invested over £100,000 directly in the construction of our Homes from Home in Edinburgh and Southampton. This investment will be considerably higher in 2017/2018 as construction on both sites begins. The Six Ways We Help have been the focus of our charitable activities this year, and expenditure from 2015/2016 has been restated to show results on the same basis as this year.

The charity's cash position has strengthened by £3.5 million at the year-end, mainly due to an increase in income from PPL, Cancer Care Foundation and cash receipts from legacies. Additional income received this year has in part been used to strengthen free reserves, bringing them to a level that is in line with our policy, to ensure we are more resilient for the future and meeting our strategic objectives set out in *Aiming High*. These receipts have helped to increase our free reserves to £3.8 million (2016: £2.7 million) and total funds to £17 million (2016: £15.3 million).

Our new Homes from Home in Belfast and Glasgow are now open, and in line with the wishes of our donors the property net book values totalling £3.4 million were moved from restricted to designated fixed asset funds.

CLIC Sargent Promotions Limited had a turnover of £784,000 (2016: £972,000) and net profit of £411,000 (2016: £503,000), all of which will be donated to the charity.

CLIC Sargent Developments Limited was largely inactive in the year. It manages the design and build of new Homes from Home and 2016/2017 marked a break between previous projects finishing and new projects starting. The company had a turnover of £3,000 (2016: £731,000) and a net loss of £2,000 (2016: profit of £9,000).

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. 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 developments. The Trustees felt that in order to meet the objectives of this policy the charity should aim to hold free reserves of between £3 million and £5 million.

Total funds at 31 March 2017 amounted to £17.1 million, of which £2.7 million was restricted to specific purposes and £10.7 million was designated, with £260,000 set aside for specific future projects and the remainder representing fixed assets.

Free reserves at 31 March 2017 amounted to £3.8 million, an increase of £1.1 million from the previous year. The increase represents a conscious decision by the Trustees to build reserves to a level that is towards the upper end of our range given our moral responsibility to our beneficiaries. The Trustees continue to consider the balance of risk between financial resilience and investment in the development of activities and consider the current level of free reserves appropriate for the current needs of the charity. A detailed review of the reserves policy will be undertaken during 2017/2018.

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 June 2018 and analysed the charity's reserves position, 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.

The Trustees have concluded that CLIC Sargent and its wholly-owned trading subsidiaries, CLIC Sargent Promotions Limited and CLIC Sargent Developments 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 2016/2017 the charity continued to hold liquid assets due to the prevailing market conditions. The appropriateness of the investment policy will be reviewed alongside the reserves policy in 2017/2018.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CLIC Sargent is 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 2012.

Our Trustees, honorary president, vice presidents, ambassadors and senior executives of CLIC Sargent are listed within the Reference and Administrative section of the accounts.

As disclosed in note 9 to the Financial Statements, CLIC Sargent owns 100% of the issued share capital of CLIC Sargent Promotions Limited and CLIC Sargent Developments Limited. Information presented on the organisational structure below is based on the group and includes CLIC Sargent Promotions Limited and CLIC Sargent Developments Limited.

The Board

The Board of Trustees for the charity and the Boards of Directors for CLIC Sargent and the subsidiaries ('the Board') are responsible for the overall governance of CLIC Sargent and meet at least four times each year. The number of Trustees cannot be fewer than six or more than 14. 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. 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 governance.

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 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 re-appointed 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 re-appointed 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 he or she then ceases to be the Chair, he or she would automatically cease to be a Trustee.

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 three sub-committees, 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 these committees are summarised below.

Finance Committee

The Finance Committee is a sub-committee 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
- 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 sub-committee 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 sub-committee of the Board with responsibility for:

- Ensuring that the Board governance structure of CLIC Sargent 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 CLIC Sargent'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 fortnightly.

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

Employees

Throughout 2016/2017, we have prioritised ensuring our employees are motivated and equipped to perform their roles effectively; vital to this has been making sure that staff are informed about the direction and progress of the charity. We made a number of changes to our structures across the organisation this year. These were part of a wider range of changes that we made to ensure that we can work as *One Team*, be the best we can and deliver on our promise.

Employees are always fully consulted on strategic developments through our ongoing staff engagement programme and the Staff Forum, which meets quarterly. All employees are encouraged to give their views about any issues. Staff actively input into ongoing organisational action plans. Kate Lee, Chief Executive, and the Executive Team run bi-monthly all staff communications events. This year the Executive Team, together with members of the Young People's Reference Group, led roadshows with staff across the UK focusing on what we will do over the next three years, to 2020, to make progress against our vision, *Aiming High*. These were well attended and over 80% of people reported that, as a result of the roadshows, they felt inspired, understood our plans and what working as *One Team* means in practice.

Staff are kept informed about day-to-day news and events, and information is provided on a regular basis through staff meetings, briefings and the CLIC Sargent Intranet and social media, including Yammer. We also ran an Internal Communications Survey to find out peoples' views on what works and what we can do more of to engage our staff in delivering effective services and general developments across the organisation.

We are committed to the professional and personal development of all our staff through learning and development opportunities, supervision and appraisals. During 2016/2017 we have reinvigorated our appraisal process to ensure that our core values are front and centre in this vital conversation about what we want and need to achieve for children, young people and their families.

The charity is fully committed to promoting and implementing diversity and equal opportunities for all staff in everything we do. We have a range of policies to support this. We work to ensure that no member of staff or job applicant receives less favourable treatment on the grounds of sex, sexual orientation, race, colour, nationality, ethnic or national origin, religion or philosophical belief, disability, gender identity/reassignment, marital status, family circumstance or age, or be disadvantaged by conditions or requirements that cannot be shown to be justifiable.

Volunteers

CLIC Sargent relies heavily on the support of volunteers who give their time and commitment to helping us in our work with children and young people with cancer. Over 2,000 individual volunteers supported CLIC Sargent by giving their time this year. CLIC Sargent volunteers helped to welcome customers in our shops, talked to their MPs about our campaigns such as #cancercosts, helped us win corporate partnerships like Morrisons, and raised thousands of pounds as part of our voluntary fundraising groups.

We believe success comes from positive relationships; that's why we value the voice, input and time of each of our volunteers. Whether raising money, representing CLIC Sargent in places our staff can't be, or giving their unique skills to support work in our offices, volunteers are a core part of CLIC Sargent.

Pensions

CLIC Sargent operates both a qualifying auto enrolment and a defined contribution pension scheme for our employees.

Disclosure of information to auditors

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.

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 proper 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 and enable them to 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.

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:



Peter Hollins
Chair

Date: 29 June 2017

INDEPENDENT AUDITOR'S REPORT

to the members and Trustees of CLIC Sargent

We have audited the financial statements of CLIC Sargent Cancer Care for Children for the year ended 31 March 2017 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 26.

The financial reporting framework that has been applied in their preparation is applicable law and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 section 154 of the Charities Act 2011 and section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees 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.

Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 151 of the Charities Act 2011, under section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic Report and the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2017 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

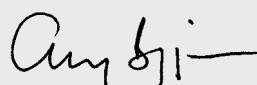
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- the parent charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Guy Biggin
Senior Statutory Auditor

For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
Carrick House, Lypiatt Road, Cheltenham,
Gloucestershire GL50 2QJ

Date: 4 July 2017

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

For the year ending 31 March 2017

	Notes	Unrestricted funds	Restricted funds	2017	2016
		£'000	£'000	£'000	£'000
Income from:					
Donations and legacies					
Donations and other voluntary income	2	14,103	2,398	16,501	16,680
Legacies	2	4,128	157	4,285	3,018
Other trading activities					
Retail trading		2,510	-	2,510	2,605
Fundraising trading	2	1,603	-	1,603	2,447
Lottery income	3	2,556	-	2,556	-
Investments					
		8	-	8	22
Other					
	4	28	-	28	100
Total income		24,936	2,555	27,491	24,872
Expenditure on:					
Raising funds					
Donations and legacies	2	8,536	-	8,536	8,180
Retail trading	2	2,506	-	2,506	2,503
Fundraising trading	2	804	-	804	1,190
		11,846	-	11,846	11,873
Net income available for charitable activities		13,090	2,555	15,645	12,999
Charitable activities:					
When the doctor says cancer		2,257	205	2,462	2,593
There's no place like home		4,415	625	5,040	4,932
Helping young lives thrive, not just survive		1,520	138	1,658	1,675
Cancer costs		2,804	705	3,509	3,647
When a child dies		506	45	551	559
Making change happen		506	55	561	507
Total direct charitable expenditure		12,008	1,773	13,781	13,913
Total expenditure	6	23,854	1,773	25,627	25,786
Net income/(expenditure)	5	1,082	782	1,864	(914)
Transfers between funds	17,19	3,393	(3,393)	-	-
Net movement between funds		4,475	(2,611)	1,864	(914)
Total funds brought forward	17,19	9,950	5,301	15,251	16,165
Total funds carried forward		14,425	2,690	17,115	15,251

All amounts shown above relate to continuing operations.

Fund comparatives are provided in last year's statement of financial activities on the next page.

Notes 1 to 26 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 2016

	Notes	Unrestricted funds £'000	Restricted funds £'000	2016 £'000
Income from:				
Donations and legacies				
Donations and other voluntary income	2	13,829	2,851	16,680
Legacies	2	2,969	49	3,018
Other trading activities				
Retail trading		2,605	-	2,605
Fundraising trading	2	2,382	65	2,447
Investments				
		22	-	22
Other	3	38	62	100
Total income		21,845	3,027	24,872
Expenditure on:				
Raising funds				
Donations and legacies	2	8,180	-	8,180
Retail trading		2,503	-	2,503
Fundraising trading	2	1,190	-	1,190
		11,873	-	11,873
Net income available for charitable activities				
		9,972	3,027	12,999
Charitable activities:				
When the doctor says cancer		2,493	100	2,593
There's no place like home		3,899	1,033	4,932
Helping young lives thrive, not just survive		1,333	342	1,675
Cancer costs		3,094	553	3,647
When a child dies		459	100	559
Making change happen		355	152	507
Total direct charitable expenditure				
		11,633	2,280	13,913
Total expenditure	5	23,506	2,280	25,786
Net gains/(losses) on investments		-	-	-
Net income/(expenditure)	4	(1,661)	747	(914)
Transfers between funds		20	(20)	-
Net movement between funds		(1,641)	727	(914)
Total funds brought forward		11,591	4,574	16,165
Total funds carried forward		9,950	5,301	15,251

All amounts shown above relate to continuing operations.

Notes 1 to 26 on the following pages form part of these financial statements.

BALANCE SHEETS

As at 31 March 2017

Company number: 05273638

	Notes	Group 2017 £'000	2016 £'000	Charity 2017 £'000	2016 £'000
Fixed assets					
Tangible fixed assets	10	12,095	12,286	12,042	12,244
Investments	11a	-	-	153	142
		12,095	12,286	12,195	12,386
Current assets					
Investment assets	11b	14	514	14	514
Stock	12	63	63	-	-
Debtors	13	3,208	3,883	3,392	3,932
Cash at bank and in hand		4,927	1,382	4,637	1,222
		8,212	5,842	8,043	5,668
Creditors					
Amounts falling due within one year	14	(3,087)	(2,749)	(3,018)	(2,675)
Net current assets		5,125	3,093	5,025	2,993
Creditors					
Amounts falling due after one year	15	(105)	(128)	(105)	(128)
Net assets	16	17,115	15,251	17,115	15,251
The funds of the charity					
Restricted income funds	17	2,691	5,301	2,691	5,301
Unrestricted funds					
Free reserves	19	3,757	2,689	3,757	2,689
Designated funds	19	10,667	7,261	10,667	7,261
Total charity funds		17,115	15,251	17,115	15,251

The parent charity's income was £27.3 million (2016: £24.7 million) and expenditure was £25.5 million (2016: £25.6 million) resulting in a surplus of £1.8 million (2016: loss of £0.9 million).

These financial statements were approved by the Board of Trustees and authorised for issue on 29 June 2017.



Peter Hollins
Chair



Graham Clarke MBA,
FCMA, CGMA
Treasurer

CONSOLIDATED CASH FLOW STATEMENT

For the year ending 31 March 2017

	Notes	2017		2016	
		£'000	£'000	£'000	£'000
Net cash provided by/(used in) operating activities	22		3,282		(2,427)
Cash flows from investing activities					
Interest received		8		22	
Net sales proceeds from the sale of fixed assets		8		437	
Purchase of property, plant and equipment	10	(253)		(2,220)	
Cash invested in long term deposit accounts	11b	-		(500)	
Cash released from long term deposit accounts		500		1,800	
Net cash provided by/(used in) investing activities			263		(461)
Change in cash and cash equivalents for the year	23		3,545		(2,888)
Cash and cash equivalents at the beginning of the year	23		1,382		4,270
Cash and cash equivalents at the end of the year	23		4,927		1,382

Notes 1 to 26 on the following pages form part of these financial statements.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017

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 2015) - (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).

After making enquiries, the Trustees are satisfied that there are no material uncertainties about the charity's ability to continue as a going concern for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the accounts as outlined in the Trustees' Report.

(b) Group financial statements

The group financial statements consolidate the results of the parent and its non-dormant subsidiaries, CLIC Sargent Promotions Limited and CLIC Sargent Developments 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 on page 48.

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.

(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.

(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.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

1. Accounting policies (continued)

(f) Funds (continued)

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

(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.

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.

(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, 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.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

1. Accounting policies (continued)

(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. Expenditure in the prior year has been restated to give comparable results for the new charitable activities headings (see Note 6).

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.

(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 fixed assets, depreciation and revaluation

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.

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

Freehold land	nil
Freehold buildings	50 years
Equipment, furniture and fittings	3-5 years
Motor vehicles	4 years

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

1. Accounting policies (continued)

(l) Tangible fixed assets, depreciation and revaluation (continued)

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.

(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. The cost of obtaining professional valuations to support the value of investment properties far outweighs the benefit, and hence no revaluation is performed. Properties are treated as fixed assets in the group balance sheet.

(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.

(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.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

1. Accounting policies (continued)

(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.

The charity also has an obligation to provide two unfunded pensions. 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.

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.

Assets purchased under finance leases are capitalised as fixed assets. Obligations relating to these agreements are included under creditors in the balance sheet. The difference between the capitalised costs and the total obligation under the leases represents the finance charges. Finance charges are recognised in the accounts at a constant rate over the lease term.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

2. Net fundraising income

During the year, donations and legacies increased by £1,088,000 (2016: decrease of £553,000); the main reason for the increase is an increase in legacy income of £1.3 million (2016: decrease of £1.1 million). Additionally, £2.6 million has been received from a new lottery held in partnership with People's Postcode Lottery. Regional fundraising income was £800,000 lower than last year whilst we adjusted our fundraising approach to meet our future needs during our fundraising change programme.

The Statement of Financial Activities includes donated services and facilities of £249,000 (2016: £395,000). The decrease is because £100,000 of free brand and communications support were received last year.

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

	Unrestricted	Restricted	2017	2016
	£'000	£'000	£'000	£'000
Donations and legacies				
Donations	13,632	1,560	15,192	15,181
Grants	222	838	1,060	1,104
Gifts in kind	249	-	249	395
Legacies	4,128	157	4,285	3,018
Total donations and legacies	18,231	2,555	20,786	19,698
Retail trading income	2,510	-	2,510	2,605
Lottery income	2,556	-	2,556	-
Fundraising trading income				
Major fundraising events	732	-	732	1,334
Challenge events	618	-	618	708
Other fundraising trading income	253	-	253	405
Total fundraising trading income	1,603	-	1,603	2,447
Total fundraising income	24,900	2,555	27,455	24,750
Less: donations and legacies' costs	(8,536)	-	(8,536)	(8,180)
Less: retail trading costs	(2,506)	-	(2,506)	(2,503)
Less: fundraising trading costs				
Major fundraising events	(409)	-	(409)	(634)
Challenge events	(358)	-	(358)	(459)
Other fundraising trading expenditure	(37)	-	(37)	(97)
	(804)	-	(804)	(1,190)
Total fundraising expenditure	(11,846)	-	(11,846)	(11,873)
Net fundraising income	13,054	2,555	15,609	12,877

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

3. Lottery



Amounts received for lotteries held by People's Postcode Lottery were as follows:

	Unrestricted	Restricted	2017	2016
	£'000	£'000	£'000	£'000
Gross proceeds	8,521	-	8,521	-
Expenses	(2,564)	-	(2,564)	-
Prize fund	(3,401)	-	(3,401)	-
Net proceeds received by the charity	2,556	-	2,556	-

See Note 1 for further information on lottery income. Of the above prize fund, £32,000 is being held by People's Postcode Lottery on behalf of the charity at the year-end.

4. Other income

	Unrestricted	Restricted	2017	2016
	£'000	£'000	£'000	£'000
Profit on the sale of fixed assets	8	-	8	62
Other income	20	-	20	38
	28	-	28	100

5. Net income/(expenditure)

	2017	2016
	£'000	£'000
This is stated after charging / (crediting):		
Depreciation	444	402
Profit on the disposal of fixed assets	8	62
Payments under operating leases:		
land and buildings	917	821
other	41	34
Auditor's remuneration	20	20

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

6. Analysis of total expenditure

During 2016/2017, as part of the review against our strategic objectives, charitable activities were allocated to the Six Ways we Help as described in the Trustees' Report. Therefore charitable expenditure for 2015/2016 has been reallocated on the same basis.

	Staff costs	Support costs (Note 7)	Other	2017	2016 Restated
	£'000	£'000	£'000	£'000	£'000
Cost of generating funds:					
Fundraising costs	3,749	492	4,295	8,536	8,180
Retail trading	1,239	226	1,041	2,506	2,503
Fundraising trading	347	34	423	804	1,190
	5,335	752	5,759	11,846	11,873
Charitable expenditure:					
When the doctor says cancer	2,093	193	176	2,462	2,593
There's no place like home	3,488	396	1,156	5,040	4,932
Helping young lives thrive, not just survive	1,434	130	94	1,658	1,675
Cancer costs	1,708	276	1,525	3,509	3,647
When a child dies	466	43	42	551	559
Making change happen	282	44	235	561	507
	9,471	1,082	3,228	13,781	13,913
Total expenditure	14,806	1,834	8,987	25,627	25,786

7. Analysis of support costs

Support costs	Office services	Corporate	Finance	IT	HR	Governance	2017	2016 Restated
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost of generating funds:								
Fundraising costs	216	30	42	111	69	24	492	405
Retail trading	99	14	19	51	31	12	226	217
Fundraising trading	16	4	3	7	3	1	34	77
	331	48	64	169	103	37	752	699
Charitable expenditure:								
When the doctor says cancer	85	12	17	43	27	9	193	180
There's no place like home	174	24	34	89	56	19	396	342
Helping young lives thrive, not just survive	57	8	11	29	19	6	130	116
Cancer costs	121	17	24	62	39	13	276	253
When a child dies	19	3	3	10	6	2	43	39
Making change happen	19	3	3	10	7	2	44	35
	475	67	92	243	154	51	1,082	965
Total support costs	806	115	156	412	257	88	1,834	1,664

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

8. Employees

Group and charity	Employed	Funded*	2017	2016
	£'000	£'000	£'000	£'000
Staff costs consist of:				
Wages and salaries	11,419	1,081	12,500	12,525
Social security costs	1,042	120	1,162	1,191
Pension costs	1,118	99	1,217	1,118
	13,579	1,300	14,879	14,834

The average number of employees on full-time equivalent basis during the year was as follows:

Group and charity	2017	2016
	No.	No.
Fundraising	100	103
Direct service provision – employed	150	163
Direct service provision – funded *	66	66
Corporate support services	84	82
Retail trading	45	52
Fundraising trading	5	10
	450	476

The average number of staff employed during the year was 545 (2016: 571).

*Funded employees represent staff in CLIC Sargent care teams who are funded by CLIC Sargent but are employed by local authorities or by health trusts. The total cost of funded posts in 2016 was £1.3 million.

During the year the charity made payments to employees of £339,303 (2016: £34,828) in relation to redundancy and termination payments, of which £109,329 was unpaid at year-end. The Charity closed its holiday service and made a number of restructures, including transforming our income generation activities. This was to ensure that we are fit for purpose to deliver the strategic direction as set out in *Aiming High*. The process for this decision-making has been subject to independent internal audit.

Group and charity	2017	2016
	No.	No.
Higher paid employees:		
Employees receiving annual gross salaries in the following range:		
£60,000 to £70,000	4	2
£70,001 to £80,000	1	3
£80,001 to £90,000	1	2
£90,001 to £100,000	1	1
£100,001 to £110,000	-	-
£110,001 to £120,000	1	-

The new Chief Executive did not earn more than £60,000 in the previous financial year as she joined the organisation during 2015/2016.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

8. Employees (continued)

Key management personnel:

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

Group and charity	2017	2016
	£'000	£'000
Key management personnel costs for the charity and group consist of:		
Wages and salaries	490	531
Social security costs	51	60
Pension costs	31	37
	572	628

Trustees' remuneration and expenses

None of the members of the Board of Trustees received any remuneration. During the year, 12 Trustees (2016: 10) received reimbursements of travel and subsistence expenditure amounting to £13,518 (2016: £10,025).

9. Subsidiary companies

The charity owns 100% of the issued share capital of CLIC Sargent Promotions Limited & CLIC Sargent Developments Limited. Each of these companies is 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 9106476) was incorporated on 27 June 2014 and manages the design and build of new Homes from Home on behalf of the charity.

A summary of CLIC Sargent Promotions Limited's trading results for the year ended 31 March 2017 is as follows:

	2017	2016
	£'000	£'000
Turnover	784	972
Cost of sales	(175)	(199)
Gross profit	609	773
Administration expenses	(198)	(270)
Gift Aid donation to the charity	(411)	(503)
Operating profit/(loss) for the financial year	-	-
Other income	-	-
Profit/(loss) for the year	-	-
Balance brought forward at beginning of year	-	-
Balance carried forward at end of year	-	-
Net assets at 31 March 2017	100	100

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

9. Subsidiary companies (continued)

A summary of CLIC Sargent Developments Limited's trading results for the year ended 31 March 2017 is as follows:

	2017	2016
	£'000	£'000
Turnover	3	731
Cost of sales	(3)	(716)
Gross profit	-	15
Administration expenses	(2)	(6)
Gift Aid donation to the charity	-	(9)
Operating profit/(loss) for the financial year	(2)	-
Other income	-	-
Loss for the year	(2)	-
Balance brought forward at beginning of year	-	-
Balance carried forward at end of year	-	-
Net liabilities at 31 March 2017	(2)	-

The two former charities, Sargent Cancer Care for Children and CLIC – Cancer and Leukaemia in Childhood, are both companies limited by guarantee. They are dormant 100% subsidiaries of CLIC Sargent.

CLIC Sargent is 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.

10. Tangible fixed assets

Group	Land	Freehold property	Assets under construction	Fixtures and fittings	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation						
At 31 March 2016	2,612	9,427	631	1,987	120	14,777
Additions	-	7	98	148	-	253
Disposals	-	-	-	(56)	(66)	(122)
At 31 March 2017	2,612	9,434	729	2,079	54	14,908
Depreciation						
At 31 March 2016	-	1,111	-	1,304	76	2,491
Charge for year	-	163	-	261	20	444
Disposals	-	-	-	(56)	(66)	(122)
At 31 March 2017	-	1,274	-	1,509	30	2,813
Net book value						
At 31 March 2017	2,612	8,160	729	570	24	12,095
At 31 March 2016	2,612	8,316	631	683	44	12,286

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

10. Tangible fixed assets (continued)

A legal charge for an overdraft facility of £1 million is secured over Paul's House, Huntley Street, London, which has a net book value of £3.49 million (2016: £3.56 million). The facility was unused during the year.

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. £53,000 (2016: £42,000) 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 £53,000 (2016: £42,000) less than the group total above, giving a total of £12,042,000 (2016: £12,244,000).

11. Investments

(a) Fixed asset investments		Group		Charity	
		2017	2016	2017	2016
		£'000	£'000	£'000	£'000
Charity investment in subsidiaries		-	-	100	100
Investment properties	Note 10	-	-	53	42
		-	-	153	142

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

(b) Current asset investments

(i) Commercial investments

Group and charity	Listed investments	Total
	£'000	£'000
Market value at 1 April 2016 and at 31 March 2017	14	14
Historical cost	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.

(ii) Cash held on long term deposit

Group and charity	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Cash equivalents on deposit - maturity date 3 months or more	-	500	-	500
Total current asset investments	14	514	14	514

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

11. Investments (continued)

(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) Sargent Cancer Care for Children	100%	Dormant
d) CLIC – Cancer and Leukaemia in Childhood	100%	Dormant

12. Stock

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Shop inventories	63	63	-	-

13. Debtors

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Other debtors	301	974	246	828
Amounts owed by group undertakings	-	-	239	219
Prepayments and accrued income	2,907	2,909	2,907	2,885
	3,208	3,883	3,392	3,932

14. Creditors: amounts falling due within one year

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Trade creditors	1,052	1,030	1,003	989
Taxation and social security	270	276	270	276
Accruals	1,225	816	1,205	790
Deferred income*	540	627	540	620
	3,087	2,749	3,018	2,675

* Deferred income relates to income received in advance of events occurring in future periods. £540,000 will be treated as income in next year's accounts. The prior year balance was released to income during 2016/2017.

15. Creditors: amounts falling due after one year

	Group		Charity	
	2017	2016	2017	2016
	£'000	£'000	£'000	£'000
Unfunded pension obligation	105	128	105	128

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

16. Analysis of net assets between funds

Fund balances at 31 March 2017 are represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	10,407	1,688	12,095
Net current assets	4,122	1,003	5,125
Long-term liabilities	(105)	-	(105)
Net assets	14,424	2,691	17,115

Fund balances at 31 March 2016 are represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	7,261	5,025	12,286
Net current assets	2,817	276	3,093
Long-term liabilities	(128)	-	(128)
Net assets	9,950	5,301	15,251

17. Restricted funds

Group and charity	Balance 01 April 2016	Income	Expenditure	Transfer between funds	Balance 31 March 2017
	£'000	£'000	£'000	£'000	£'000
Northern Ireland Home - Revenue Fund	20	31	(51)	-	-
Northern Ireland Home - Project Fund	2,031	-	-	(2,031)	-
Edinburgh Homes from Home Project Fund	1,592	40	-	50	1,682
Glasgow Homes from Home Project Fund	1,412	-	-	(1,412)	-
Southampton Homes from Home Project Fund	-	690	-	-	690
Residential resource	-	136	(136)	-	-
Care teams	246	896	(854)	-	288
Grants	-	426	(414)	-	12
Projects	-	90	(71)	-	19
Regional	-	245	(245)	-	-
	5,301	2,554	(1,771)	(3,393)	2,691

	Balance 01 April 2015	Income	Expenditure	Transfer between funds	Balance 31 March 2016
	£'000	£'000	£'000	£'000	£'000
Tesco	239	-	(239)	-	-
London Home	-	218	(218)	-	-
Northern Ireland Home - Revenue Fund	675	70	(227)	(498)	20
Northern Ireland Home - Project Fund	1,397	163	(27)	498	2,031
Edinburgh Homes from Home Project Fund	950	653	(11)	-	1,592
Glasgow Homes from Home Project Fund	1,117	318	(23)	-	1,412
Residential resource	-	148	(148)	-	-
Care teams	153	775	(682)	-	246
Grants	-	454	(454)	-	-
Legacies	8	4	(12)	-	-
Projects	35	23	(38)	(20)	-
Regional	-	201	(201)	-	-
	4,574	3,027	(2,280)	(20)	5,301

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

17. Restricted funds (continued)

Tesco – CLIC Sargent was selected as Tesco Charity of the Year in 2010. Funds received from this partnership enabled children with cancer to spend more time at home and less time in hospital.

London Home from Home is for the running costs of three properties close to University College Hospital and Great Ormond Street Hospital to provide accommodation for families of children and young people receiving treatment at these hospitals.

Northern Ireland Home funds are for the acquisition, adaptation and running costs of two properties in Northern Ireland, one within walking distance of the Royal Belfast Hospital for Sick Children and the other to the Belfast City and Northern Ireland Cancer Centre where young people with cancer are treated.

The Project Fund relates to the net book value on the balance sheet of the properties and associated fixtures and fittings. Depreciation is allocated to this fund over the useful economic life of the assets.

Edinburgh Homes from Home Project Fund is for the acquisition and re-development of a new Home from Home in Edinburgh.

This balance includes the market value of the current Home from Home in Edinburgh which was gifted to CLIC Sargent at the end of 2013 (£950K). The donor requires that the property shall be used for the sole purpose of providing a Homes from Home service for children and young people and their families receiving medical treatment in Scotland for Cancer or Leukaemia and/or for such other support for children and young people and their families in Scotland. In the event that CLIC Sargent sells this property, it shall apply any net proceeds of the sale to the Home from Homes service for children and young people and their families in Scotland.

The balance also includes the purchase of a new property in Edinburgh and associated costs (net book value: £729K). Unspent funds at the year end and any additional funds received will be used toward the adaptation and running costs of the new Home.

Glasgow Homes from Home Project Fund relates to the net book value on the balance sheet of the new Glasgow Home from Home and associated fixtures and fittings. Depreciation is allocated to this fund over the useful economic life of the assets.

Southampton Homes from Home Project Fund relates to the new Southampton Home from Home, purchased shortly after the 2016/2017 year-end, and associated fixtures and fittings. Depreciation is allocated to this fund over the useful economic life of the assets.

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.

Legacies represent bequested funds provided for children, young people and families in specific areas.

Projects represents funding secured for other specific projects.

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

Transfer between Funds: The Northern Ireland and Glasgow Homes from Home were opened in the year, and therefore the restrictions to construct the homes satisfied. The project funds were transferred into the designated fixed asset reserve. Additionally, a net movement of £50,000 reflects restricted fixed asset additions, allocations and depreciation in the year.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

18. Restricted fund contributions

We are required to acknowledge the restricted fund contributions made during the year ended 31 March 2017, with thanks to the following donors:

BBC Children in Need £40,123 Supporting children with cancer and their families in North East England



Garfield Weston Foundation £50,000 Social Care Database Project



Big Lottery Fund



LOTTERY FUNDED

Big Lottery Fund - Young Start

(For a young people's community worker in Glasgow)

Big Lottery Fund - Northern Ireland (Reaching out and

empowering young people - Moving on 2gether project)

	Balance 1 April 2016	Income	Expenditure	Balance 31 March 2017
	£	£	£	£
Big Lottery Fund - Young Start (For a young people's community worker in Glasgow)	5,465	-	(5,465)	-
Big Lottery Fund - Northern Ireland (Reaching out and empowering young people - Moving on 2gether project)	-	72,547	(72,547)	-
Total	5,465	72,547	(78,012)	-

19. Unrestricted funds

Charity	Balance 1 April 2016	Income	Expenditure	Transfers between funds	Balance 31 March 2017
	£'000	£'000	£'000	£'000	£'000
Free reserves:	2,689	24,690	(23,246)	(376)	3,757
Designated funds:					
Fixed asset reserve	7,261	-	(444)	3,589	10,406
Morrison's	-	246	(164)	-	82
Other	-	-	-	180	179
	7,261	246	(609)	3,769	10,667
Total	9,950	24,936	(23,855)	3,393	14,424

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

19. Unrestricted funds (continued)

Charity	Balance				Balance 31 March 2016
	1 April 2015	Income	Expenditure	Transfers between funds	
	£'000	£'000	£'000	£'000	£'000
Free reserves:	3,761	21,845	(23,506)	589	2,689
Designated funds:					
Fixed asset reserve	7,177	-	-	84	7,261
Homes from Home	363	-	-	(363)	-
	7,540	-	-	(279)	7,261
Revaluation reserve	290	-	-	(290)	-
Total	11,591	21,845	(23,506)	20	9,950

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 2016/2017. Funds raised from the partnership are being set aside for specific projects.

Other – During 2016/2017, the Trustees approved a number of future initiatives, including software upgrades and purchases. These are set aside as designated funds and are expected to be spent during 2017/2018.

Homes from Home – The Trustees had set aside funds to cover future running costs of the charity's Homes from Home. These funds were fully utilised last year.

Transfers between funds:

Revaluation reserve: Shops were previously held at market value in the financial statements and revalued periodically. The opening balance of this fund in 2015/2016 represents cumulative gains on the revaluation of these assets. A change in accounting rules (Charity SORP FRS 102) allowed the market values of properties to be treated as their deemed cost. CLIC Sargent took this exemption and now values shops on a historic cost basis, hence the fund is no longer required and the balance has been transferred to the fixed asset reserve.

Fixed asset reserves: £3,443,000 was transferred to the designated fixed asset reserve in the year reflecting the completed restricted projects in Northern Ireland and Glasgow (see Note 16). £146,000 was transferred from free reserves to the designated fixed asset reserve to reflect unrestricted fixed assets additions in the year.

Free reserves: £180,000 was transferred from free reserves to designated funds, reflecting decisions made by the Trustees during the year on future spend.

20. Commitments under operating leases

As at 31 March 2017 there were future minimum lease payments under non-cancellable operating leases for each of the following periods:

Group and charity	2017		2016	
	Land and buildings	Other	Land and buildings	Other
	£'000	£'000	£'000	£'000
Operating leases which expire:				
Within one year	787	14	690	41
Within two to five years	987	14	1,265	-
After five years	13	-	2	-
	1,787	28	1,957	41

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

21. Grants

During the year the charity provided £nil for research funding (2016: £18,500) and £1,063,956 (2016: £1,109,333) for grants to individuals. One grant was made during the year to Cancer Care 52 for £5,000. An analysis is provided below.

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

Group and charity	£'000	No. grants
Standard	521	3,062
Community support and exceptional	352	1,416
Compassionate crisis	120	402
Proton beam therapy	47	109
Other	28	159
	1,068	5,148

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

Group	2017	2016
	£'000	£'000
Net income/(expenditure) for the year	1,864	(914)
Adjustments for:		
Depreciation charges	444	402
Interest received	(8)	(22)
Profit on the disposal of fixed assets	(8)	(62)
Decrease/(increase) in stock	-	4
Decrease/(increase) in debtors	675	(1,202)
Decrease in creditors	315	(633)
Net cash provided by/(used in) operating activities	3,282	(2,427)

23. Analysis of cash and cash equivalents

Group	At 1 April 2016	Cash flows	At 31 March 2017
	£'000	£'000	£'000
Cash held on investment	500	(500)	-
Cash at bank and in hand	1,382	3,545	4,927

24. Related party transactions

Key management personnel

The charity pays the University Hospital Southampton NHS Foundation Trust ("The Trust") for the rental of a room and telephone costs relating to usage by CLIC Sargent staff. The Chair of Trustees is also the Chair of the Trust. During 2016/2017 CLIC Sargent paid the Trust £4,595 (2016: £4,343).

Trustees paid a total of £2,776 (2016: £2,160) of unrestricted donations to the charity in the year.

NOTES TO THE ACCOUNTS

For the year ending 31 March 2017 (continued)

24. Related party transactions (continued)

Subsidiaries

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

Management fee payable to the charity for staff and support services provided to the subsidiaries: £209,977 (2016: £279,031) from CLIC Sargent Promotions Limited and £nil (2016: £3,350) from CLIC Sargent Developments Limited.

VAT paid by the charity on behalf of CLIC Sargent Promotions Limited: £152,490 (2016: £127,767).

Design and build costs paid by the charity to CLIC Sargent Developments Limited: £3,330 (2016: £730,812).

Profits in the subsidiaries to be donated to the charity: £410,768 (2016: £503,206) from CLIC Sargent Promotions Limited and £nil (2016: £8,330) from CLIC Sargent Developments Limited.

Balances repayable at the year end: £241,784 (2016: £212,367) to the charity from CLIC Sargent Promotions Limited and £nil (2016: £6,801) from CLIC Sargent Developments Limited; £1,050 (2016: £nil) from the charity to CLIC Sargent Developments Limited.

There were no other related party transactions during the period.

25. Financial assets and liabilities

Group		2017	2016
		£'000	£'000
Financial assets measured at fair value through profit or loss:			
Investments in liquid equity instruments	Note 11b	14	14
Financial assets measured at amortised cost:			
Accrued income and other debtors	Note 13	1,801	2,250
Cash in hand and at bank	Note 23	4,927	1,382
Short term deposit accounts	Note 11b	-	500
Financial liabilities measured at amortised cost:			
Trade creditors and accruals due in less than one year	Note 14	2,277	2,208
Financial liabilities measured at net present value:			
Unfunded pension obligation due in more than one year	Note 15	105	128

26. Post balance sheet events

Southampton fixed asset addition

We were pleased to purchase our new Home from Home in Southampton on 5 May 2017 for £0.6 million. This will be renovated during 2017/2018.

CLIC Sargent Lottery Limited

A new company limited by guarantee, CLIC Sargent Lottery Limited, was incorporated on 26 May 2017 and is a subsidiary of the charity from that date.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered name of the charity

CLIC Sargent Cancer Care for Children

Charity number 1107328

OSCR number SC039857

Company number 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

Peter Hollins (Chair)

Graham Clarke MBA, FCMA, CGMA (Treasurer)

Jane Burt FCIPD

Will Carter

Dr Julia Chisholm

Keith Exford CBE CIHCM FRSA

Stephen George

Ian Gibson Dip Health Services Man, Cert Health Econ

Dominic Grainger

Rachel Hollis

Peter Houghton

Harry Howard

Jason Loo

Finance Committee

Graham Clarke MBA, FCMA, CGMA (Chair)

Will Carter

Stephen George

Peter Hollins

Rachel Kirby-Rider

Kate Lee

Kevin O'Brien

Audit Committee

Keith Exford CBE CIHCM FRSA (Chair)

Ian Gibson Dip Health Services Man, Cert Health Econ

Dominic Grainger

Peter Houghton

Governance Committee

Jane Burt FCIPD (Chair)

Ian Gibson Dip Health Services Man, Cert Health Econ

Peter Hollins

Rachel Hollis

Kate Lee

Jane Couling MBA, MA in HR, MCIPD

Executive officers

Chief Executive

Kate Lee

Director of Finance

Steve Williams FCMA, CGMA (Retired 31 May 2016)

Kevin O'Brien (Appointed 1 July 2016)

Director of Fundraising

Rachel Kirby-Rider

Director of Services

Dara de Burca DipSW, SW Practice Teacher Award, Dip Management Studies, Health and Social Care

Director of Communications and Campaigning

Liz North (Retired 31 July 2016)

Director of People and Learning

Jane Couling MBA, MA in HR, MCIPD

Company Secretary

Steve Williams FCMA, CGMA (Retired 31 May 2016)

Kevin O'Brien (Appointed 1 July 2016)

Founders

Sylvia Darley OBE

Sargent Cancer Care for Children

Bob Woodward

CLIC – Cancer and Leukaemia in Childhood

Honorary President

Gordon Morrison

Vice Presidents

Francesca and Andrea Brignone

Sara and Massimo Carello

Laura and Jonny Greenall

Nicola and Jonathan Plumtree

Mel and Andrew White

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

Susan and Richard Young

Principal professional advisers

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