

CLIC Sargent  
Annual Report and Accounts  
2019/2020



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\*The Trustees' Report incorporates the Strategic Report (see pages 8 – 22).

## **WHY WE EXIST**

Cancer is shocking, overwhelming, isolating ... and completely unfair. Especially when you're young. It takes over your life. Treatment is gruelling and your ambitions and dreams – education, relationships, career, travel – suddenly seem very far away.

We get that. That's why CLIC Sargent fights tirelessly to stop cancer destroying young lives. We provide grants and free accommodation close to hospital to help with spiralling costs. Our social workers are on hand to help families with everything from getting benefits to enabling treatment closer to home. And we lobby the government to make sure they get the support they're entitled to and make change to the system happen. We're here to make sure young cancer patients can focus on getting their lives back on track.

We currently help over 7,200 children and young people, and their families, going through cancer. But every day 12 more children and young people will hear the devastating news they have cancer. As it stands, we don't support them all. That's not good enough, and we're on a mission to change that.

## **OUR VISION**

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

## CHAIR'S INTRODUCTION

**Welcome to our 2019/20 Annual Report and Accounts. It's been another remarkable year for CLIC Sargent. Thanks to our supporters we helped over 7,200 children and young people, and their families, through the devastation of a cancer diagnosis.**

Over the last four years we've been able to rebuild our finances to make us stronger and more durable. With the unprecedented impact COVID-19 has had on all our lives, this financially strong position has allowed us the time required to take a clear eyed, well thought out approach to the decisions needed to chart our way through the next few years of external social and financial uncertainty. These choices will ensure we are able to continue to work hard to balance making savings with investing in our vital services for children and young people with cancer, and their families.

Generating the income needed to run our services is always a challenge, so I'm delighted that last year we raised £31.4 million to limit the damage a cancer diagnosis causes to young lives. The impact of the pandemic is being felt across the charity and on our beneficiaries, and are inevitably affecting our fundraising channels and are likely to do so for months and years to come. The fantastic fundraising team are working tirelessly to secure our existing income channels as well as looking at new and innovative ways to support our services.

Our activities last year ranged from successfully campaigning for government to set up a Children's Funeral Fund to buying a new Home from Home property close to the Christie in Manchester so more families can stay together close to hospital during treatment. We also won a few awards at the Third Sector Awards, including Fundraising Team of the Year and Best Impact Reporting, as well as a Highly Commended for Comms Team of the Year.

We also increased our digital offer, including our Live Chat, so more young cancer patients and their families can get the support they need when and where they need it. Last, but not least, we launched our new five-year strategy, focussing on how we can make sure we have the biggest impact on the lives of young cancer patients in an increasingly difficult and uncertain world. Children and young people with cancer, and their families, going to need the vital support CLIC Sargent provides more than ever.

These are just a few of the highlights, and you can read many more on pages 7 - 18. We couldn't have achieved any of this without the support of the thousands of people across the UK who make up Team Young Lives, so thank you from all of us at CLIC Sargent.



I would particularly like to thank both Peter Hollins and Kate Lee, who stepped down this year from their roles as Chair and Chief Executive, for their quite remarkable contributions to the work of this organisation.

Sir David Haslam, Chair

## OUR APPROACH TO SAFEGUARDING

We're with the Charity Commission that 'protecting people and safeguarding responsibilities should be a priority for all charities'. Our approach to safeguarding isn't just about looking out for children and young people with cancer. It's about being aware of every life touched by our work; families, supporters, donors, volunteers and even celebrities. So this year we've worked even harder to be a charity where we are open about safeguarding, where everyone understands what we mean by safeguarding and where safeguarding is everyone's responsibility.

In 2019/20, we:

- Posted a safeguarding statement and policy on our website for the first time
- Organised a Safeguarding Week for the whole charity
- Introduced Safeguarding Risk Assessments for online activities
- Introduced a Fundraising Vulnerability Policy
- Began conversations with other charities about our next safeguarding peer review
- Urgently updated and reinforced safeguarding measures for the COVID-19 lockdown
- Managed, reviewed and reported to Trustees more than 90 safeguarding concerns
- Reported a safeguarding 'serious incident' to the Charity Commission

## OUR APPROACH TO FUNDRAISING

CLIC Sargent is a member of the Fundraising Regulator.



In 2016, we developed a new income generation strategy 'One Team, One Target' which aimed to shift our fundraising philosophy and approach from a transactional to relationship fundraising model. This focussed on delivering a high quality and tailored supporter journey and experience, in order to build longer term and more engaged relationships with our supporters. We also implemented a balanced approach to our portfolio to mitigate risk in the fluctuation of income and an uncertain external environment. This new strategic approach enabled growth in sustainable income through those supporters closest to us and expanded our network of partners and volunteer fundraisers.

Last year, we built on what we knew about our supporters by implementing a bi-annual supporter survey. We ask questions on the different aspects of what drives supporter loyalty; commitment, satisfaction and trust. Through this we've been able to pin point specific issues where we may be losing support as well as identify areas of strength. At the same time we set up a programme to use this insight to enhance and optimise the experience of our supporters. These initiatives have helped us to create 'wow' moments for supporters, encouraging them to stay longer and give more.

We work closely with Face-to-Face fundraising agencies, ensuring a focus on high standards of professionalism and compliance. Our investment in individual giving has resulted in positive results for Direct Debit supporters, with income from these committed givers growing in this financial year.

CLIC Sargent ensures all fundraising activities delivered by our contracted fundraising agencies are monitored through regular meetings, measurement and review of service level agreements, mystery shopping by staff and the Institute of Fundraising, and a thorough complaint handling analysis.

Agencies are contractually required to ensure all fundraising activity is in accordance with all applicable legal requirements, CLIC Sargent's Ethical Fundraising Policy and the relevant binding codes of practice issued by the Fundraising Regulator. Professional fundraising agencies must have clear, transparent and up-to-date policies in place to protect vulnerable people and other members of the public from unreasonable behaviour.

In 2019/20 CLIC Sargent received 113\* (2018/19: 73) complaints about its fundraising, all of which are now closed. Of that number, we received 91 complaints about face-to-face fundraising, accounting for 0.62% of sign-ups achieved through the activity. In line with regulation requirements the number of complaints and type of fundraising generating the complaints will be submitted to the Fundraising Regulator.

\*Correct at time of publication

## OUR ACHIEVEMENTS AND PERFORMANCE

We help stop cancer destroying young lives. A child or young person's cancer diagnosis is devastating for the whole family. We're there to help them face it together. And we do this in six ways:

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

We'll be reporting our achievements for 2019/2020 against these six ways in which we help.

### 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 and the Charities Act 2011. This relates to having due regard to the Charity Commission's published general guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

### WHEN THE DOCTOR SAYS CANCER

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

### Our aim for 2019/2020:

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

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

- Continuing to develop and grow our digital offer, working with young people and parents to create the right content and deliver it across our digital channels, so children and young people with cancer, and their families, can get the right support, no matter where and when they need it
- Embedding our digital delivery in our core service offer.

### What we achieved in 2019/2020

This year we supported 3,180 newly diagnosed young cancer patients. This figure is an increase on last year (2018/19: 2,818), when we noted that we had seen a drop in

the number of new children's cases (0 to 15-year-olds) registered to CLIC Sargent. We worked hard to understand more about those we missed and why we were not reaching them; we aren't alone in this, so partnerships became more important than ever before. Whilst this is an improvement on last year, there is a lot more to do.

We know that when the doctor says cancer it can feel like the world is falling apart. By working so closely with the NHS we can offer our support as quickly as possible: for most this was within two weeks of referral 85% of children and 82% of young people.

Our care teams gave individual, tailored support to 7,294 children and young people, and their families, to help them cope with their cancer diagnosis and get their lives back on track.

We think it's important for parents and young cancer patients to have a say in how we support them navigate the emotional, practical and financial impacts of cancer. We do this using Support Stars assessments, which our social workers complete with parents and young people. They are revisited regularly to reflect changes in treatment and their family life. The Support Stars also help us understand where we're making the greatest difference.

During 2019/2020 our social care teams undertook 1,018 first Support Star assessments with parents and completed first reviews of 480 parent Support Stars. Meanwhile, 741 first support star assessments were completed with young people, along with first reviews of 290 young person support stars.

We invested in our digital channels to support every child and young person with cancer, no matter where they live in the UK. Our live chat on our website allows us to support people in real time with professional social care advice regardless of where we have social care teams. This has become part of our service offer after a successful pilot. An unplanned benefit of Live Chat is the ease with which key people in the lives of children and young people with cancer can seek advice on how they can best help them too, including grandparents and teachers. In 2019/2020 we responded to 2,426 Live chat enquiries, of which 411 were services related.

Previous research from our Young Lives Pathway project highlighted the need for easily accessible, trusted information and that experiences and advice from peers is just as important as practical, fact-based information. In 2019/2020, we continued to grow our digital peer support communities, with around 2,400 parents and young people sharing advice and support with one another. We have seen a 34% growth in the membership of our Parents & Carers Facebook group to over 1,500 members (compared to membership at end of March 2019).

To help with our digital development, three young people and three parents joined our digital development group. They oversaw the development of a YouTube channel for young people to share their own user-led vlogs and podcasts with other young people on the issues that really matter to them. A number of social care staff worked with them to develop, for example, an honest conversation between a group of young



people about what it is really like to be told you have cancer when you are young. Parents told us they learned a lot from these vlogs too!

From speaking with parents and young people we know that from the point of cancer diagnosis they search online for quality trusted information about the cancer type. So in 2019/2020, we partnered with Children's Cancer and Leukaemia Group (CCLG) and TYAC (Teenage Young Adults with Cancer professionals), who agreed to provide their quality assured information without cost for our own website. We've developed similar partnerships with Macmillan who have been incredible in sharing their learnings. Together we are finding opportunities for everyone with cancer to get the support they need, during and after their cancer treatment.

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

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

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

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

### **CANCER COSTS**

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

### **Our aim for 2019/20**

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

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

- Reviewing our grants programme to make sure it has the biggest impact for those with the greatest need
- Improving how quickly we pay CLIC Sargent grants directly into the bank accounts of those we support.

### **What we achieved in 2019/2020**

We know that cancer costs, which is why this year we gave 5,246 CLIC Sargent grants totalling £1,108,751. Our grants help families manage the challenging costs of cancer, like hospital car parking fees, travel for treatment and keeping a roof over their heads.

Our social care professionals have amazing knowledge about other sources of funding families can access and, as a result, they managed to apply for and secure an additional £826,440 in grants from other organisations.

The Smile of Arran Trust provided an incredible £15,000 towards grants for children and young people diagnosed with brain cancer.

We also continued to give our financial hardship grant to families who have financial needs that, if not met, will have a negative impact on them. The grants were funded by a generous £350,000 donation from Children with Cancer UK. These grants are a lifeline for families and young people.

We know the financial costs of cancer can start stacking up very quickly. In July 2018 we launched a new online grants service, enabling both parents and young people to access our Registration Grant no matter where they live in the UK. Families and young people could also have money paid directly into their bank account, rather than trying to find the time to cash a grants cheque. During 2019/2020 we reviewed and simplified the processing and speed at which our grants are issued, and a number of other charities have asked to learn from us about being a grant provider. To date, 4,024 payments have been made directly into the bank accounts of parents and young people. Of all the grants paid in 2019/2020 only 22% were paid by cheque and by March 2020, 95% of all payments were being made by BACS and the remaining 5% by cheque.

Our Benefits and Welfare Rights service gave advice on 1,869 enquiries across a range of issues such as benefits, debt advice, immigration and housing. We estimate this service secured £1,504,919 in potential financial benefits for families and young people. 575 people used our online benefit calculator and 882 used our grant search to find additional money to cope. We are continuing to work with our supplier to improve the user experience of these tools and increase uptake of this support.

We also ran a second year of The Thrive Not Just Survive grant, in partnership with our corporate partner Societe Generale. This grant is focused on supporting young people to achieve their education and career goals. The grant was even more popular than last year: we received 147 applications from 14 – 24 year olds. With the funding provided by Societe Generale for this grant scheme we were able to award 56 young people grants, ranging from a few hundred pounds up to £5,000 to kick-start and, for many, achieve new life goals.

During 2019/2020 we also improved how we deliver our grants programme. We've deferred doing a full review of how to make sure this programme delivers the greatest impact to those who need it until 2020/2021. We look forward to an evaluation of the impact of our grants funded by Morrisons.

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

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

**We'll do this by:**

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

**THERE'S NO PLACE LIKE HOME**

School runs, bedtime stories and hogging the sofa. It's not just special occasions that cancer disrupts. But it doesn't have to be like this. Our nurses have made home visits to take blood tests and administer chemo, so families can stay together. And our 10 free Homes from Home are close to Principal Treatment Centres, so as many families as possible can stay together during treatment - when it matters most.

**Our aim for 2019/2020**

*To expand our Homes from Home network so more families can stay together while their child is receiving treatment, and to assess if we can offer nurse educator support to more health professionals.*

**What we achieved in 2019/2020**

2019-20 marked the final year of CLIC Sargent part-funding NHS nursing posts. These posts are recognised as essential NHS posts in NICE Guidance and in Service Specifications. We aim to continue to support nursing in new ways, for example through an NHS supported Affiliated Programme.

We developed our Outreach Nurse Educator Service which helps children and families feel safe and supported when they are away from their main cancer centre. This service has enabled local healthcare professionals (who have not had intensive cancer training) to stay up-to-date with specialist knowledge and skills. The nurse educator service is being independently evaluated. Initial findings tell us that:

- 90% of the NHS staff who received training from our nurse educators said they were now confident in their skills and ability to deliver care to children with cancer
- Families receiving more treatment closer to home had significantly less outgoings as they didn't have to travel as far for treatment, or pay expensive car park fees
- Families were more able to continue working (or to work more hours) as journey times were significantly shorter

When young cancer patients have to receive hospital treatment, this is often a long way from home. Our Homes from Home are free places to stay close to treatment centres. As well as reducing travel and accommodation costs, our homes enable families to spend quality time together away from the wards. They also bring together families who are going through similar experiences, providing peer support. In 2019/2020, we welcomed 1,220 families to our 10 Homes from Home around the country.

We continued to test opening our homes to families staying on hospital wards so they can get basic home comforts like access to washing machines, a kitchen to cook and a quiet area to sit and have a cup of coffee – our Home Comforts offer. So far families have taken up our ‘coffee & wifi’ offer at least 366 times. The demand for this service varies in each location. However this year we’ve improved the offer by updating some communal areas and providing further flexible space for social care professionals to run groups and meet with families outside of the hospital.

In October 2019 Paul’s House in London closed for a five month period to allow us to do a major refurbishment of the property. We also completed the purchase of a property in Manchester and gained planning consent to develop in January 2020. This new home will provide nine bedrooms, communal areas, garden space and parking and is located close to the Christie hospital. We are developing the home in partnership with Morrisons and are working towards the home opening during 2021.

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

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

#### **We’ll do this by:**

- Making sure we work within social distancing and other government guidelines
- Expanding our Homes from Home network to include Manchester
- Exploring how we can implement the findings from the Nurse Educator evaluation to make sure children can continue to receive specialist cancer care closer to home.

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

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

### **Our aim for 2019/2020**

*To develop our participation service strategically, together with the children, young people and parents, to make sure their voices continue to be heard.*

#### **We said we’d do this by:**

- Involving children, young people, families and staff in co-creation projects across CLIC Sargent
- Launching a new partnership with Contact to improve support for families and young people with cancer around education concerns
- Testing new ways of working so that our service offer is more equitable, consistent and clear for all who need our support.

### **What we achieved in 2019/2020**

For our Young Lives Pathway research project, we interviewed young people and parents of children across the UK, who told us how the support for young cancer patients really us - what the gaps are, and the key moments when our support is vital.

Emotional support was consistently reported as important by parents and young people. We heard from parents how hard it was to recognise when they needed help and then to accept it when it was offered. They said things like 'there is always someone worse off than you'. Young people flagged how good emotional support should cover normal issues faced by young people, not just cancer-specific ones.

The pathway also highlighted a gap in support for children returning to full time education. As a result we've developed our partnership with Contact to improve access to specialist advice, support and information about their child's education for parents. This launched in April 2019.

Our social workers are experts in the impact of cancer on a child's life. Together with our nurses, they make sure young cancer patients get the right support to stay safe in school, and that teachers are confident in the children's health while there. They also make sure parents feel confident entrusting their child to schools – a real worry for some parents.

Our teacher information resources on our website (which we developed last year), and our social workers help improve children and young people's understanding of what their classmate is going through.

Our social care professionals supported 66 children by liaising with their schools during treatment, and 1,006 children and young people with employment and education support to help them get their lives back on track.

Other charities approached us as they know how connected we are with children and young people who have cancer. With our support a number of young children who have cancer tested having their own personal robot in their class at school when they were too unwell to be there in person.

Working with our policy team, we have also co-created an online toolkit for employers to support young people in the workplace who have, or have had, cancer. It outlines the benefits of creating a supportive culture that promotes wellbeing and upholds disability rights, and takes employers through the steps they need to take to support someone at any point in their journey.

In addition to our work with Contact, partnerships with other charities has been an area of growth this year. We have worked with charities who specialise in specific cancers such as Bowel Cancer UK, and Baggy Trousers to understand more about those we do not reach enough. We work with other charities who provide services to make sure children, young people and their families are able to access support to meet their broader needs. This includes working with:

- Trekstock to signpost young people to their peer fitness sessions
- Ellen McArthur Cancer Trust who provide peer support and confidence building sailing trips. This year we continued to support the bespoke siblings adventure by our social worker joining the crew
- 'Alike', a charity set up by a young person who CLIC Sargent supported, are developing new digital means of connecting young people with cancer across the UK
- Maggies – we have developed an agreement to work together locally and UK-wide to make sure parents and young people can access their services and centres close to a number of hospitals. Our social worker in South Wales is based at a Maggie's in Swansea.
- We have worked continually closer with Macmillan on a number of projects including Live Chat, ensuring that our referral pathways between our customer service teams are improved, and sharing volunteer models to improve future service delivery.
- Signposting parents and young people to Your SimPAL, a charity who provide free sim cards, and when possible phones to those facing cancer.
- Cyclists Fighting Cancer – enabling children and young people to access bespoke bicycles to spend time as a family exercising together.
- Testing IHOPE new digital resource for parents of children with cancer to provide an online course to help develop strategies to reduce some of the emotional impact of having a child with cancer.
- We work with Teenage Cancer Trust as co-secretariat of the All Party Parliamentary Group on Children, Teenagers and Young Adults with Cancer (APPG CTYAC), and as part of multi-disciplinary teams supporting young people with cancer in hospitals.

It's not always possible for our social care teams to provide ongoing support after cancer treatment finishes. This is where our Music Programme fits in. It lets young people learn new skills, and develop existing ones, in music, production, performance and much more. Young people tell us it gives them the opportunity to socialise, meet peers who have a lived experience of cancer and mutually support one another. This year 20 young people came to our summer workshop. There was also increased digital innovation, with new blogs, master classes from Music Leaders and performance opportunities.

The voices of children, young people and their families are at the heart of everything we do. This year, we engaged with 169 children and young people, and 111 parents and carers. Together, they had 689 opportunities to participate over the year. They

influenced significant projects across the charity like developing our digital services, the evaluation of our nurse educator programme, providing significant input to our 2020-25 Strategy, and helping to recruit our new Chair and CEO.

We know how important it is that parents of children and young people with cancer have a say in their treatment. This year we empowered parents and young people to talk to NHS England - connecting them with the Chair of the Children's and Young People's Clinical Reference Group through our online peer support groups, so that they could directly input into NHSE's Service Review and influence future services.

During 2019/2020 we also consulted with children, young people and their families to inform our new participation strategy, in particular shaping how young people should hold us to account. We also started to take the Young People's Reference Group (YPRG), CAG (Children's Advisory Group) and PAG (Parents' Advisory Group) 'on tour' around the UK so a more diverse group of children, young people and parents can get a flavour of participation and opportunities to contribute.

It's been a busy year for our co-design and co-creation opportunities. Parents and young people got involved in developing our YouTube user generated content channel. They created their own content, along with defining the vision for the channel and how they wanted to be involved to further develop this. They have also been informing how we develop our peer support offering to include Instagram. Other areas have included the design of our MOVE Forward 10 week exercise programme, testing of our Wellbeing Course, informing our Supporter Journey innovation, and coming up with the concept for World Cancer Day 2020.

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

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

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

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

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

### **WHEN A CHILD DIES**

Hearing your child isn't going to get better is every parent's worst nightmare. But 10 children and young people die from cancer every week in the UK. We help young cancer patients and families prepare for death, if the unthinkable happens. We encourage them to think about how the child can be remembered and help them find a way to cope with the emotional pain.

## **Our aims for 2019/2020**

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

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

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

## **What we achieved in 2019/2020**

To help families cope when their child dies, we gave compassionate grants to 409 families, totalling £114,740. Our social care teams continue their support when a child dies, helping with information and practical support and visiting at home. This year our teams provided bereavement support to over 420 families, providing at least 1,890 episodes of support

Our teams also arranged over 40 bereavement groups and memory days for approximately 1,000 people. These groups and special days bring together people to share their experiences and support each other through their loss.

In 2019/2020, 20 parents (11 newly referred) and a grandparent were supported by the phone/video bereavement support service commissioned through Child Bereavement UK (CBUK). 139 bereavement support sessions were provided across the year. A planned evaluation was deferred for 2020/2021 but the service model was reviewed with CBUK. Actions were agreed to support the transition of parents towards ongoing support including our own peer-to-peer Facebook Bereavement Support group for parents.

The Facebook group saw continuing growth in membership from 213 in March 2019 to 298 in March 2020, with 221 posts by members and 5,437 responses during the year. The group enables parents and carers to connect with and support each other after the death of their child and is open to all parents and carers, no matter how old their child was or when they died.

We also added new sections to our website for bereaved parents, partners and loved ones of the children and young people who have sadly died. They were developed with those who have experienced this themselves to help others going through it.

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

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

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

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



## **MAKING CHANGE HAPPEN**

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

### **Our aims for 2019/2020**

*To put our all into securing a Young Cancer Patient Travel Fund and making sure children and young people with cancer stay on the national agenda.*

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

- Campaigning to achieve policy change to alleviate the travel costs of young people and families through the creation of a Young Cancer Patient Travel Fund
- Supporting children and young people and their families to get their voices and experiences heard in debates about the future structures of cancer services
- Publishing research into the impact of a cancer diagnosis on the employment of young people and parents, developed by CLIC Sargent Young Researchers who've also been supported to develop their research skills and confidence.

### **What we achieved in 2019/2020**

This has been a challenging year in which to influence change, with much of the political agenda being dominated by Brexit. However, we continued to amplify the voices of children and young people with cancer, and their families and worked with colleagues within the health system to continue our policy and influencing work.

In particular, after two years of tireless campaigning, we welcomed the Government's commitment to a Children's Funeral Fund in England, a move which will mean grieving parents no longer have to fear being plunged into debt by the cost of their child's funeral.

We also facilitated a group of parents to shape the tender process and development of the new under 16 Cancer Patient Experience Survey in England and enabled 1,100 parents and young people to make their voice heard via a consultation on the future of children and young people's cancer services.

We engaged 425 children, young people and families in our work – at parliamentary events, in surveys and in developing our campaigns. Supporters have also taken 8,300 campaign actions and our campaigns are being mentioned in Parliament more, too. This shows that children and young people with cancer are now firmly on the national agenda.

During Childhood Cancer Awareness Month (CCAM) in September, 21 CCAM Champions helped us to tell the stories of families travelling for treatment across the UK. In December's pre-election campaign period we ran the second part of our campaign for a Young Cancer Patient Travel Fund, with 7,200 supporters taking action. In addition, our Young Researchers programme saw 14 young people co-

design a research project exploring the impact cancer has on employment for young people with cancer and parents of children with cancer.

Our work with the All Party Parliamentary Group on Children, Teenagers and Young Adults with Cancer continues. We held our first AGM and we embarked on focused activities to better understand and improve children and young people's experiences of diagnosis.

We also continue to be part of Children and Young People Cancer Coalition, which brings together a range of organisations all dedicated to improving the lives of children and young people with cancer, and their families.

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

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

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

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

## **OUR FUTURE PLANS**

In February 2020 we published a plan for the next five years, called Better, Faster, Stronger, setting out what we plan to achieve by 2025. These next few years are going to be crucial for young cancer patients and their families and they are going to need the vital support CLIC Sargent provides more than ever.

Even before the coronavirus pandemic, life in the UK has been getting harder, with more families struggling to cope. As we were putting this strategy together, 4.1 million children were living in poverty, a rise of 500,000 in five years, up to 8.3 million people were unable to pay off debts or household bills, and suicide was recorded as the biggest killer of 15 to 34-year-olds.

**And then there's cancer.** One in 180 people diagnosed with cancer will be under the age of 25. This means childhood cancer is no longer classed as a rare disease. Emotionally, physically and financially devastating, a cancer diagnosis often brings families to breaking point.

We listened to young cancer patients and their families, supporters and staff, and have come up with a plan to have the biggest impact we can for the people who need us over the next five years. The events of 2020 will make this harder as we fight to keep critical services running and we are listening to what families and young people are telling us about the incredible challenges they are facing. These plans have never been needed more than now. It's a commitment to:

### **Be there for anyone who needs us**

Currently, around 900 children and young people under 25 struggle with a cancer diagnosis without the age-specialist support they need. We're uneasy knowing that some children and young people go through cancer without our support, and we need to tackle this.

### **Target specialist support at those who need it the most**

We want children and young people with cancer, and families, to know exactly what support they can get from CLIC Sargent, and to make sure those in the greatest need get the most support.

### **Build a more sustainable organisation**

We're working in uncertain times. We are developing possible scenarios for what the next few years, and the future, could look like for children and young people with cancer and the challenges they will face, and for what we will be able to do for them. We need to make sure we're doing the absolute best with what we have, so we can deliver maximum reach and impact now and be here for those people who will need us in the future.

Achieving this isn't going to be easy. But we're determined to make it happen, and we're grateful for having powerful allies in this fight. Together, Team Young Lives can be there for every young person with cancer who needs us.

## **RISKS AND UNCERTAINTIES**

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

### **In 2020/2021:**

Since the outset of the coronavirus pandemic, so many aspects of life in the UK have changed rapidly and CLIC Sargent, like many charities, is working hard to keep people safe, deliver critical services, and keep generating income to be able to keep funding our work: this year donations are likely to be down by around 45% against the previous year.

Last year in this report we outlined that the biggest risks associated with the work we do were:

- **Not being able to build sustainable income, in the tough external environment so that we can keep funding our services.** In the last year we have set out on a new strategy for building sustainable income, and we have reduced our costs to be a more resilient organisation
- **Not being there for everyone who needs us and having the biggest impact we can on their lives.** We do not reach everyone who needs us right now – this is not good enough and needs to change: earlier this year we published our new strategy with achieving this goal at its heart – being there for all who need us and targeting our specialist support at those who need it the most.
- **Safeguarding children and young people.** Safeguarding is everyone's responsibility at CLIC Sargent. Oversight and scrutiny is by a safeguarding sub-committee reporting directly to the Board of Trustees about safeguarding arrangements for every life touched by our work.

However, the coronavirus pandemic has heightened many of our biggest risks, especially keeping people safe and our ability to raise money to keep our services going now and into the future, and it has created new challenges in being there for people in their toughest times. These will be our priorities for 2020/2021.

### **Keeping people safe and being there for them**

Keeping people safe is our top priority. It has been an immensely challenging time for children and young people with cancer and their families, and those who care and support for them. They are facing desperate situations at a time of isolation and continuing to provide critical services, safely, is of paramount importance.

During the pandemic a number of adjustments have been made to our services that were not already delivered online. For example, our social care teams have been working from home, providing remote support to families and young people who are facing desperate situations. And we have put measures in place at our Homes from Home to keep as many Homes open for as long as possible as we know how vital they are. Our safeguarding processes and oversight have been of upmost importance during this time

### **Raising money to keep our services going**

We have launched an emergency appeal for funds and new methods of fundraising, we have reached out to all our amazing supporters and we are telling children and young people's stories to as many people as possible.

At the same time, we have taken some tough decisions to temporarily reduce our costs by furloughing many of our staff who do not work on the frontline, and reducing working hours for many staff.

We will do everything we can to maximise our income, but we need to make sure we can cover our costs in the next few years and this may lead to some changes.

### **We will need to plan for a future that is currently very uncertain.**

We know that children and young people with cancer need us more than ever, but, like everyone, there are many things we do not know about the future. We will not

take actions that will jeopardise safety or the future of our vital services. Where we are faced with hard decisions, we will need to take them based on our best view of what the future will look like, for example how people will be living their lives and staying safe, and our likely income opportunities, so that we can be flexible as the future emerges. We will draw on all the available insight and research we can in this.

## FINANCIAL REVIEW AND RESULTS FOR THE YEAR

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

This year was another record year for income generation, with total income of £31.4m (2019: £29.5m). This increase from the prior year was largely due to our successful partnership with People's Postcode Lottery (PPL), which contributed income of £3.9m (2019: £2.3m), an increase of £1.6m compared to the prior year. It was also due to the sale of our property in Prestwick (formerly Malcolm Sargent House) which contributed £0.95m to other income.

We were delighted that our partnership with Morrisons continues to exceed expectations, resulting in income of £4.0m (2019: £3.9 million).

We were also pleased to receive a further donation from Children with Cancer UK, totalling £350,000, which fully funded our financial hardship grants, given to help families struggling with ongoing extra costs due to their child's cancer.

Excluding lottery income, our income from other trading activities this year increased to £4.8m (2019: £4.4m). Retail trading remained consistent, but fundraising trading income increased by £400,000 mainly due to increased caused related marketing activities within the Morrisons partnership of £360,000. There was also an increase in income from major fundraising events of £85,000, but this was partly offset by a decline in income from challenge events of £63,000.

Total expenditure decreased by £830,000 from £27.6m in 2018/19 to £26.8m this financial year. Fundraising expenditure reduced by £110,000 and charitable expenditure decreased by £720,000. There was, however, charitable capital spend of £1.3m on our new Manchester Home from Home. A further £726,000 of charitable expenditure has been capitalised in relation to the refurbishment of Paul's House in London.

The charity's cash position has increased by £4.2m to £9.0m at the end of the year, due to the proceeds from the sale of fixed assets and the operating surplus of £4.6m for the year. Total funds have increased from £22.4m to £27.0m. Restricted reserves have increased by £1.8m, mainly due to income from Morrisons which is restricted to the new Manchester Home from Home project. Free reserves have increased by £4.2m which is partly offset by a decrease in designated funds of £1.5m due to expenditure in relation to the ongoing Morrisons partnership, which excludes the spend in relation to the new Manchester Home from Home.

CLIC Sargent Promotions Limited performs trading activity and receives cause-related marketing income on behalf of the charity. The company had a turnover of £1.8m (2019: £1.6m) and net profit of £1.2m (2019: £1.1m), all of which will be donated to the charity.

CLIC Sargent Developments Limited manages the design and build of new Homes from Home. During 2019/2020 no new construction was started so the company had turnover of only £2,000 (2019: £1.5m) and a net loss of £2,000 (2019: profit of £1,000).

CLIC Sargent Lottery Limited holds lotteries and raffles on behalf of the charity. The company had a turnover of £3.9m (2019: £217,000) and net profit of £3.8m (2019: £193,000), all of which will be donated to the charity.

## **Reserves**

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

Each year the Trustees review the policy for maintaining free reserves, taking into consideration the major risks faced by the charity, their likely impact on income and planned expenditure, and an assessment of the ways to mitigate such risks. A detailed review was performed during 2017/18 to ensure the reserves policy is fit for the future given the charity's current and forecast level of activity. 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 build free reserves to between £3.8m and £6.0m, but with a temporary reduction in free reserves to £2.5m if agreed by the Board.

Total funds at 31 March 2020 amounted to £27.0m (2019: £22.4m), of which £3.8m (2019: £1.9m) was restricted to specific purposes and £15.8m (2019: £17.3m) was designated, with £1.3m (2019: £3.2m) set aside for specific future projects, mostly funded by our partnership with Morrisons, and the remainder representing fixed assets.

Free reserves at 31 March 2020 amounted to £7.4m (2019: £3.2m) which is £1.4m above the upper limit of our free reserves policy. The year on year increase was largely due to the planned sale of a property in Prestwick (formerly Malcom Sargent House) for £2.2m and the timing of People's Post Code Lottery draws in 2020, with two falling in the first three months of the calendar year, which had been forecast for 2020/21 (£1.2m). The earlier than anticipated receipt of this income will be used to plug a shortfall in PPL income in 2020/21, which will bring our free reserves back into the target range.

With the outbreak of COVID-19 CLIC Sargent will initially need to utilise much of our free reserves next year to ensure we continue to deliver vital services to the children, young people and families that we support, whilst mitigating an expected substantial fall in income. Plans are being modelled and designed to ensure that we remain within the free reserves target set by the Board of Trustees.

The Trustees will continue to consider the balance of risk between financial resilience and investment in the development of activities. Whilst they consider the

current level of free reserves appropriate for the needs of the charity, this will be re-evaluated as appropriate in light of future forecasts and requirements.

### **Going concern**

The charity's financial position and performance has been outlined in the financial review above. The Trustees have assessed projected future income, expenditure, and cash flows over a 3 year period to March 2023 and analysed the charity's reserves position and liquid assets as well as 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.

In light of the COVID-19 situation, the Trustees believe that the Charity's financial resources and contingency planning is sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future and therefore the financial statements have been prepared on this basis. This also applies to the three active trading subsidiaries.

### **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 2019/2020 the charity continued to hold liquid assets due to the prevailing market conditions; this approach is expected to be maintained during 2020/2021 due to the increased requirement for liquid assets in response to the COVID-19 pandemic.

### **Streamlined Energy and Carbon Reporting (SECR)**

CLIC Sargent has made a commitment to develop our environmental management approach, our 2020-25 strategy states:

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

This is the first year that we have captured the data in this format. We now have a benchmark against which we can monitor our environmental performance in subsequent years.



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

We do not keep records of the size or fuel type of our employees' personal vehicles, so where they have used their car for work and claimed mileage we have calculated based on the measurements for an 'average personal vehicle' and 'unknown fuel type' from the DEFRA dataset. We do not have mileage data for our fuel cards therefore we have arrived at usage figures using RAC data for average fuel costs in 19/20 and the metric DEFRA for CO<sub>2</sub>e per litre of diesel.

### **Our energy usage in 2019/20**

Gas usage: 111407.25 kg CO<sub>2</sub>e

Gas use intensity: 58.86 kWh/m<sup>2</sup>/y    26.81 kgCO<sub>2</sub>e/ m<sup>2</sup>/y

Electricity use: 74194.25 kg CO<sub>2</sub>e

Energy use intensity: 146.07 kWh/m<sup>2</sup>/y    15.04 kgCO<sub>2</sub>e/ m<sup>2</sup>/y

Travel data: 150019.96 kg CO<sub>2</sub>e

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

CLIC Sargent Cancer Care for Children ("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 2020.

Our Trustees, honorary presidents, 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. CLIC Sargent also has control over CLIC Sargent Lottery Limited. Information presented on the organisational structure below is based on the group and includes CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited.

### **The Board**

The Board of Trustees for the charity and the Boards of Directors for 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 of the charity is aligned with good governance practice as set out in the Charity Governance Code.

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, and diversity is taken into account.

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

### **Strategic management**

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

### **Board Advisory Group**

At the outset of the Coronavirus pandemic in March 2020 the Board established a Board Advisory Group of four trustees. The group have been meeting weekly with the Executive to monitor the response to coronavirus and make recommendations to the Board where required.

### **Safeguarding Committee**

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

- Recommending safeguarding policy and procedures for approval by the Trustee Board to safeguard children, young people and vulnerable adults and to ensure that CLIC Sargent is compliant with the law, guidance and good practice
- Regularly reviewing and critically scrutinising management information, data and analysis about safeguarding and safeguarding concerns

- Ensuring that policies and procedures are fit for purpose and are implemented effectively to safeguard children, young people and vulnerable adults
- Conducting operational or themed reviews about any aspect of safeguarding policy or practice;
- Reviewing operational safeguarding risks and making recommendations to the Trustee Board for action and for consideration in its own review of strategic risks
- Ensuring that appropriate quality assurance processes for safeguarding are in place;
- Ensuring that a Safeguarding Annual Report is produced that provides the Trustee Board with relevant data and commentary about safeguarding across the charity.

### **Finance Committee**

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

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

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

### **Audit Committee**

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

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

### **Governance Committee**

The Governance Committee is a 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

In 2019-20 we continued our focus on leadership and management, including a significant restructure of our senior leadership teams alongside the ongoing delivery of our leadership development programmes across the organisation. We moved into 2020 with a leaner leadership team and a strategic commitment to keep improving management confidence and ensure all our people are supported to drive forward our vision for children and young people with cancer, and their families.

At CLIC Sargent, we want the voices of the children and young people to inform what we do. This year, we updated our induction processes to make sure young people and their parents didn't just attend our welcome session, Team Young Lives with You, to tell their stories, but were part of shaping and delivering the day. Our new starters now understand from the outset what it means to be supported by CLIC Sargent, and how it feels to be a part of that team.

With a nationally dispersed workforce, and an increasing move away from face to face training delivery, we have been creative in how we approach our development offer to ensure our staff can develop the skills they need with an approach that isn't one size fits all. We ran a virtual digital confidence programme for our staff who need the most support with digital skills, and we've made great use of our apprenticeship levy, including working with our corporate partners, and enabled staff to undertake programmes such as accredited management development, and a data fellowship programme which has strengthened our data analysis and insight team skills – skills that are absolutely vital in enabling delivery across the organisation.

Diversity and inclusion remain a key commitment for us, and we've made this a vital part of our 2020-25 strategy. In our 2019 staff survey, 70% agreed that diversity and inclusion are valued at CLIC Sargent, and 80% felt they were treated with fairness and respect. We're continually reviewing how we can keep improving in this area. We've taken into account feedback from our recruitment processes, and decided to review our development offer around equality and diversity to ensure this is a strong foundation in all of our decision making.

We always work to ensure that no member of our workforce 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.

Our mean gender pay gap increased from 8.7% to 12.9% in 2019, and our median pay gap increased from 6.5% to 11.1%. This increase was due to small changes in our highest and lowest pay quartiles, and the key factor affecting our gender pay gap remains the higher representation of women in our lower salaried roles, for example in social care and retail. We also looked at our ethnicity pay gap for the first time, and were pleased to report that our mean pay gap was -0.28%, and our median pay gap was -1.05%.

## **Volunteers**

In 2019-20, our focus was on making sure we listened to our volunteers while we developed our next strategy. We began our 'Volunteer Voices' initiative, asking our volunteers to tell us what they thought about the big strategic questions we are grappling with, as well as their day-to-day experiences and what could be improved. Over the year we held four face-to-face sessions and five virtual opportunities to feed in and this activity saw over 100 volunteers tell us what they thought. All of this information fed directly into our decision making.

It's been a record breaking year for our volunteers. This World Cancer Day we had our most ever volunteers supporting us – 800 people who helped us to raise £670,000, an amazing amount. We also had a record number of office-based volunteers, with this becoming a core part of the way our teams are achieving their objectives.

A focus for the year has been increasing our innovation with how and where in the organisation we include volunteers. This year, we introduced a new volunteer role in our Homes from Home, ran our first ever pop-up shop, and supported collaboration between our shops and online teams to improve connections for donations. Our continuous improvement of the experience our volunteers have of joining the team involved rolling out mandatory e-learning in safeguarding and GDPR, and designing a brand new volunteer handbook to bring all the information they need into one place.

Each of our 1500 volunteers contributes something special to CLIC Sargent and they are a vital part of our workforce – we couldn't do this without them.

## **Pensions**

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

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions of the charity and the group, and disclose with reasonable accuracy at any time the financial position of the charity and the group 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.

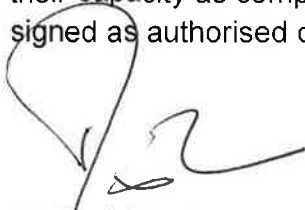
These include:

- 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.

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

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

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



Sir David Haslam  
Chair

Date: 25<sup>th</sup> August 2020



# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CLIC SARGENT**

## **Opinion**

We have audited the financial statements of CLIC Sargent for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2020 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 United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## **Basis for opinion**

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

## **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## **Other information**

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on pages 31 and 32, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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


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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Guy Biggin

Senior Statutory Auditor

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

Carrick House, Lypiatt Road, Cheltenham, Gloucestershire, GL50 2QJ

Date: 03 November 2020

# Consolidated statement of financial activities

(incorporating an income and expenditure account)  
For the year ending 31 March 2020

	Notes	Unrestricted funds	Restricted funds	2020	2019
		£'000	£'000	£'000	£'000
<b>Income from:</b>					
<b>Donations and legacies</b>					
Donations and other voluntary income	2	12,491	5,440	17,931	18,767
Legacies	2	3,634	129	3,763	4,000
<b>Other trading activities</b>					
Retail trading	2	2,660	-	2,660	2,670
Fundraising trading	2	951	1,179	2,130	1,730
Lottery income	3	3,855	-	3,855	2,313
<b>Investments</b>		22	-	22	9
<b>Other</b>	4	1,060	-	1,060	60
<b>Total income</b>		<b>24,673</b>	<b>6,748</b>	<b>31,421</b>	<b>29,549</b>
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Donations and legacies	2	9,633	-	9,633	9,637
Retail trading	2	2,654	-	2,654	2,719
Fundraising trading	2	572	-	572	613
		12,859	-	12,859	12,969
<b>Net income available for charitable activities</b>		<b>11,814</b>	<b>6,748</b>	<b>18,562</b>	<b>16,580</b>
<b>Charitable activities:</b>					
When the doctor says cancer		2,043	313	2,356	2,468
There's no place like home		3,796	1,054	4,850	5,104
Helping young lives thrive, not just survive		1,025	640	1,665	1,748
Cancer costs		3,242	597	3,839	3,849
When a child dies		617	55	672	723
Making change happen		539	14	553	763
<b>Total direct charitable expenditure</b>	6	<b>11,262</b>	<b>2,673</b>	<b>13,935</b>	<b>14,655</b>
<b>Total expenditure</b>	6	<b>24,121</b>	<b>2,673</b>	<b>26,794</b>	<b>27,624</b>
<b>Net income/(expenditure)</b>	5	<b>552</b>	<b>4,075</b>	<b>4,627</b>	<b>1,925</b>
Transfers between funds	17,19	2,102	(2,102)	-	-
<b>Net movement between funds</b>		<b>2,654</b>	<b>1,973</b>	<b>4,627</b>	<b>1,925</b>
Total funds brought forward	17,19	20,520	1,847	22,367	20,442
<b>Total funds carried forward</b>		<b>23,174</b>	<b>3,820</b>	<b>26,994</b>	<b>22,367</b>

All amounts shown above relate to continuing operations.

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

Notes 1 to 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 2019

	Notes	Unrestricted funds	Restricted funds	2019
		£'000	£'000	£'000
<b>Income from:</b>				
<b>Donations and legacies</b>				
Donations and other voluntary income	2	15,610	3,157	18,767
Legacies	2	3,970	30	4,000
<b>Other trading activities</b>				
Retail trading		2,670	-	2,670
Fundraising trading	2	1,526	204	1,730
Lottery income	3	2,313	-	2,313
<b>Investments</b>				
		9	-	9
<b>Other</b>	4	60	-	60
<b>Total income</b>		26,158	3,391	29,549
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Donations and legacies	2	9,637	-	9,637
Retail trading		2,719	-	2,719
Fundraising trading	2	613	-	613
		12,969	-	12,969
<b>Net income available for charitable activities</b>		13,189	3,391	16,580
<b>Charitable activities:</b>				
When the doctor says cancer		2,267	201	2,468
There's no place like home		4,365	739	5,104
Helping young lives thrive, not just survive		1,262	486	1,748
Cancer costs		3,253	596	3,849
When a child dies		647	76	723
Making change happen		729	34	763
<b>Total direct charitable expenditure</b>		12,523	2,132	14,655
<b>Total expenditure</b>	6	25,492	2,132	27,624
<b>Net income/(expenditure)</b>	5	666	1,259	1,925
Transfers between funds		3,275	(3,275)	-
<b>Net movement between funds</b>		3,941	(2,016)	1,925
Total funds brought forward		16,579	3,863	20,442
<b>Total funds carried forward</b>		20,520	1,847	22,367

All amounts shown above relate to continuing operations.

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

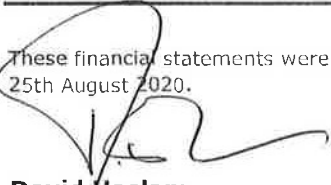
# Balance sheets

As at 31 March 2020

Company number: 05273638

		Group		Charity	
	Notes	2020	2019	2020	2019
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible fixed assets	10	14,430	13,984	14,392	13,937
Investments	11a	-	-	138	147
		14,430	13,984	14,530	14,084
<b>Current assets</b>					
Investment assets	11b	14	14	14	14
Stock	12	46	64	-	-
Debtors	13	6,245	6,354	6,603	6,485
Cash at bank and in hand	23	9,024	4,803	8,518	4,466
		15,329	11,235	15,135	10,965
<b>Creditors</b>					
Amounts falling due within one year	14	(2,715)	(2,789)	(2,621)	(2,619)
Net current assets		12,614	8,446	12,514	8,346
<b>Creditors</b>					
Amounts falling due after one year	15	(50)	(63)	(50)	(63)
<b>Net assets</b>	16	26,994	22,367	26,994	22,367
<b>The funds of the charity</b>					
<b>Restricted income funds</b>	17	3,820	1,847	3,820	1,847
<b>Unrestricted funds</b>					
Free reserves	19	7,421	3,249	7,421	3,249
Designated funds	19	15,753	17,271	15,753	17,271
<b>Total charity funds</b>		26,994	22,367	26,994	22,367

These financial statements were approved by the Board of Trustees and authorised for issue on 25th August 2020.

  
**David Haslam**  
Chair

  
**Anna Hancock**  
Treasurer

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

## Consolidated cash flow statement

For the year ending 31 March 2020

	Notes	2020		2019	
		£'000	£'000	£'000	£'000
<b>Net cash provided by/(used in) operating activities</b>	22		<b>4,161</b>		<b>320</b>
<b>Cash flows from investing activities</b>					
Interest received		22		9	
Net sales proceeds from the sale of fixed assets		2,250		951	
Purchase of property, plant and equipment	10	(2,212)		(2,141)	
<b>Net cash provided by/(used in) investing activities</b>			<b>60</b>		<b>(1,181)</b>
<b>Change in cash and cash equivalents for the year</b>	23		<b>4,221</b>		<b>(861)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	23		<b>4,803</b>		<b>5,664</b>
<b>Cash and cash equivalents at the end of the year</b>	23		<b>9,024</b>		<b>4,803</b>

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



# Notes to the accounts

For the year ending 31 March 2020

## 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).

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

### (b) Group financial statements

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

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

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

### (c) Legal status

CLIC Sargent Cancer Care for Children was incorporated in the United Kingdom as a company limited by guarantee (company no. 05273638). The entity is also a registered charity in England and Wales (charity no. 1107328) and Scotland (charity no. SC039857). The principle and registered office is shown on page 63.

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (d) Estimates and judgements

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

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

### (e) Taxation

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

### (f) Funds

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

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

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (g) Income and deferred income

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

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

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

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

**Income relating to events** is recognised in the period in which the event occurs.

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

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

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

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

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (h) Donated services and facilities

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

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

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

### (i) Expenditure recognition and irrecoverable VAT

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

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

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

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

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

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

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

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (j) Grants payable

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

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

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

### (k) Expenditure Allocation including support costs

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

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

### (l) Tangible and intangible assets

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

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

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

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

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

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (m) Investments

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

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

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

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

### (n) Stock

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

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

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

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### (p) Debtors, creditors and provisions

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

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

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

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

### (q) Dilapidations policy

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

### (r) Financial instruments

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

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

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

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

### (t) Finance and operating leases

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

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 2020 (continued)

## 2. Net fundraising income

During the year, donations and legacies decreased by £1.1 million (2019: increase of £0.6 million).

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

	Unrestricted	Restricted	2020	2019
	£'000	£'000	£'000	£'000
<b>Donations and legacies</b>				
Donations	12,035	4,256	<b>16,291</b>	17,430
Grants	197	1,184	<b>1,381</b>	1,112
Gifts in Kind	259	-	<b>259</b>	225
Legacies	3,634	129	<b>3,763</b>	4,000
<b>Total donations and legacies</b>	<b>16,125</b>	<b>5,569</b>	<b>21,694</b>	22,767
<b>Retail trading income</b>	<b>2,660</b>	-	<b>2,660</b>	2,670
<b>Lottery income</b>	<b>3,855</b>	-	<b>3,855</b>	2,313
<b>Fundraising trading income</b>				
Major fundraising events	602	(8)	<b>594</b>	508
Challenge events	242	22	<b>264</b>	327
Other fundraising trading income	107	1,165	<b>1,272</b>	895
<b>Total fundraising trading income</b>	<b>951</b>	<b>1,179</b>	<b>2,130</b>	1,730
<b>Total fundraising income</b>	<b>23,591</b>	<b>6,748</b>	<b>30,339</b>	29,480
<b>Less: donations and legacies' costs</b>	(9,633)	-	<b>(9,633)</b>	(9,637)
<b>Less: retail trading costs</b>	(2,654)	-	<b>(2,654)</b>	(2,719)
<b>Less: fundraising trading costs</b>				
Major fundraising events	(267)	-	<b>(267)</b>	(330)
Challenge events	(249)	-	<b>(249)</b>	(233)
Other fundraising trading expenditure	(56)	-	<b>(56)</b>	(50)
	(572)	-	<b>(572)</b>	(613)
<b>Total fundraising expenditure</b>	<b>(12,859)</b>	-	<b>(12,859)</b>	(12,969)
<b>Net fundraising income</b>	<b>10,732</b>	<b>6,748</b>	<b>17,480</b>	16,511



# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 3. Lottery

Supported by players of



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

	People's Postcode Lottery	Other	2020	2019
	£'000	£'000	£'000	£'000
Gross proceeds	11,199	1,317	12,516	7,913
Expenses	(3,146)	(634)	(3,780)	(2,599)
Prize fund	(4,470)	(411)	(4,881)	(3,001)
Net proceeds received by the charity	3,583	272	3,855	2,313

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

## 4. Other income

	Unrestricted	Restricted	2020	2019
	£'000	£'000	£'000	£'000
Profit on the sale of fixed assets	945	-	945	1
Other income	116	-	116	59
	1,061	-	1,061	60

## 5. Net income/(expenditure)

	2020	2019
	£'000	£'000
<b>This is stated after charging / (crediting):</b>		
Depreciation	461	408
Profit on the disposal of fixed assets	(945)	7
<b>Payments under operating leases:</b>		
land and buildings	799	522
other	14	24
<b>Auditor's remuneration</b>	<b>31</b>	<b>25</b>

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 6. Analysis of total expenditure

	Direct & Indirect Staff Costs (Note 8)	Direct Non- Staff Costs	Indirect Non- Staff Costs (Note 7)	2020	2019
	£'000	£'000	£'000	£'000	£'000
<b>Cost of generating funds:</b>					
Fundraising costs	4,225	4,878	530	9,633	9,637
Retail trading	1,403	964	287	2,654	2,719
Fundraising trading	270	256	46	572	613
	5,898	6,098	863	12,859	12,969
<b>Charitable expenditure:</b>					
When the doctor says cancer	2,101	45	210	2,356	2,468
There's no place like home	3,259	1,151	440	4,850	5,104
Helping young lives thrive, not just survive	1,496	21	148	1,665	1,748
Cancer costs	1,896	1,598	345	3,839	3,849
When a child dies	608	4	60	672	723
Making change happen	470	33	50	553	763
	9,830	2,852	1,253	13,935	14,655
<b>Total expenditure</b>	15,728	8,950	2,116	26,794	27,624

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

In addition to the above, charitable expenditure of £2 million was incurred during the year on the purchase of the new Manchester Home from Home and the refurbishment of Paul's House Home from Home in London (see Note 10).

## 7. Analysis of support costs

Support costs	Office services	Corporate	Finance	IT	HR	Governance	2020	2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost of generating funds:</b>								
Fundraising costs	288	16	14	119	75	18	530	528
Retail trading	156	9	8	64	40	10	287	296
Fundraising trading	25	1	1	10	7	2	46	34
	469	26	23	193	122	30	863	858
<b>Charitable expenditure:</b>								
When the doctor says cancer	115	17	5	47	19	7	210	191
There's no place like home	237	36	14	98	39	16	440	403
Helping young lives thrive, not just survive	80	11	4	34	14	5	148	135
Cancer costs	187	28	9	77	32	12	345	301
When a child dies	33	5	1	14	5	2	60	57
Making change happen	27	4	1	11	5	2	50	60
	679	101	34	281	114	44	1,253	1,147
<b>Total support costs</b>	1,148	127	57	474	236	74	2,116	2,005

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 8. Employees

Group and charity	Employed**	Funded*	2020	2019
	£'000	£'000	£'000	£'000
<b>Staff costs consist of:</b>				
Wages and salaries	12,680	676	13,356	13,816
Social security costs	1,181	82	1,263	1,317
Pension costs	1,041	68	1,109	961
	14,902	826	15,728	16,094

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

Group and charity	2020	2019
	No.	No.
Fundraising	101	112
Direct service provision – employed	165	164
Direct service provision – funded *	55	63
Corporate support services	92	88
Retail trading	50	59
	463	486

The average number of staff employed during the year was 532 (2019: 549).

\*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 2019/20 was £827k.

\*\*Employed costs include capitalised salaries.

During the year the charity made payments to employees of £65,077 (2019: £40,010) in relation to redundancy and termination payments, of which nil (2019: £4,101) was unpaid at year-end.

Group and charity	2020	2019
	No.	No.
<b>Higher paid employees:</b>		
<b>Employees receiving annual gross salaries in the following range:</b>		
£60,000 to £70,000	7	7
£70,001 to £80,000	2	-
£80,001 to £90,000	2	1
£90,001 to £100,000	1	2
£100,001 to £110,000	-	-
£110,001 to £120,000	1	-
£120,001 to £130,000	-	1

The Chief Executive received a salary of £118,750 excluding employer pension and national insurance contributions.

### Key Management Personnel:

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

Group and charity	2020	2019
	£'000	£'000
<b>Key management personnel costs for the charity and group consist of:</b>		
Wages and salaries	443	432
Social security costs	55	53
Pension costs	32	31
	530	516

### Trustees' remuneration and expenses

None of the members of the Board of Trustees received any remuneration. During the year, 14 Trustees (2019: 14) received reimbursements of travel and subsistence expenditure amounting to £5,456.99 (2019: £8,892).

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 9. Subsidiary companies

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

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

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

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

A summary of CLIC Sargent Promotions Limited's trading results for the year ended 31 March 2020 is as follows:

	2020	2019
	£'000	£'000
Turnover	1,810	1,638
Cost of sales	(187)	(179)
Gross profit	1,623	1,459
Administration expenses	(405)	(314)
Gift Aid donation to the charity	(1,218)	(1,145)
Operating profit/(loss) for the financial year	-	-
Other income	-	-
<b>Profit/(loss) for the year</b>	-	-
<b>Balance brought forward at beginning of year</b>	-	-
<b>Balance carried forward at end of year</b>	-	-
Total assets	1,319	1,145
Total liabilities	(1,219)	(1,045)
<b>Net assets at 31 March 2020</b>	<b>100</b>	<b>100</b>

A summary of CLIC Sargent Developments Limited's trading results for the year ended 31 March 2020 is as follows:

	2020	2019
	£'000	£'000
Turnover	2	1,494
Cost of sales	(1)	(1,465)
Gross profit	1	29
Administration expenses	(3)	(12)
Gift Aid donation to the charity	-	(16)
Operating profit/(loss) for the financial year	(2)	1
Other income	-	-
<b>Profit / (loss) for the year</b>	<b>(2)</b>	<b>1</b>
<b>Balance brought forward at beginning of year</b>	-	(1)
<b>Balance carried forward at end of year</b>	<b>(2)</b>	-
Total assets	91	125
Total liabilities	(93)	(125)
<b>Net assets/ (liabilities) at 31 March 2020</b>	<b>(2)</b>	-

## Notes to the accounts

For the year ending 31 March 2020 (continued)

### 9. Subsidiary companies (continued)

A summary of CLIC Sargent Lottery Limited's trading results for the year ended 31 March 2020 is as follows:

	2020	2019
	£'000	£'000
Turnover	3,854	217
Cost of sales	-	-
Gross profit	3,854	217
Administration expenses	(21)	(24)
Gift Aid donation to the charity	(3,833)	(193)
Operating profit/(loss) for the financial year	-	-
Other income	-	-
<b>Profit/(loss) for the year</b>	-	-
<b>Balance brought forward at beginning of year</b>	-	-
<b>Balance carried forward at end of year</b>	-	-
Total assets	169	2
Total liabilities	(169)	(2)
<b>Net assets at 31 March 2020</b>	-	-

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

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

Cancer and Leukaemia in Childhood Trust

CLIC UK

CLIC International

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

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 10. Tangible fixed assets

Group	Land	Freehold property	Assets under construction	Fixtures and fittings	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or valuation</b>						
At 31 March 2019	3,859	11,065	-	2,382	13	17,319
Additions	-	745	1,339	128	-	2,212
Disposals	(746)	(926)	-	-	-	(1,672)
Transfer between classes	-	-	-	-	-	-
<b>At 31 March 2020</b>	<b>3,113</b>	<b>10,884</b>	<b>1,339</b>	<b>2,510</b>	<b>13</b>	<b>17,859</b>
<b>Depreciation</b>						
At 31 March 2019	-	1,594	-	1,728	13	3,335
Charge for year	-	205	-	256	-	461
Disposals	-	(367)	-	-	-	(367)
<b>At 31 March 2020</b>	<b>-</b>	<b>1,432</b>	<b>-</b>	<b>1,984</b>	<b>13</b>	<b>3,429</b>
<b>Net book value</b>						
<b>At 31 March 2020</b>	<b>3,113</b>	<b>9,452</b>	<b>1,339</b>	<b>526</b>	<b>-</b>	<b>14,430</b>
<i>At 31 March 2019</i>	<i>3,859</i>	<i>9,470</i>	<i>-</i>	<i>655</i>	<i>-</i>	<i>13,984</i>

### 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. £38,073 (2019: £46,722) 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 £38,073 (2019: £46,722) less than the group total above, giving a total of £14,392,000 (2019: £13,937,000).

The fixtures and fittings above include intangible assets such as the website, totalling £148,437 (2019: £249,247). The cost of these intangible assets totals £555,200 (2019: £551,228).

There was no overdraft in place during 2019/20, however, a legal charge for an overdraft facility of £2 million (2019: £1 million) was secured over Paul's House from June 2020. Paul's House, Huntley Street, London has a net book value of £4.08 million.

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 11. Investments

(a) Fixed Asset Investments		Group		Charity	
		2020	2019	2020	2019
		£'000	£'000	£'000	£'000
Charity investment in subsidiaries		-	-	100	100
Investment properties	Note 10	-	-	38	47
		-	-	138	147

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

## (b) Current Asset Investments

Group and charity	Listed investments	Total
	£'000	£'000
<b>Market value at 1 April 2019 and at 31 March 2020</b>	<b>14</b>	<b>14</b>
<b>Historical cost</b>	<b>24</b>	<b>24</b>

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

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

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

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 12. Stock

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Shop inventories	46	64	-	-

## 13. Debtors

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Other debtors	882	744	329	248
Amounts owed by group undertakings	-	-	1,337	976
Prepayments and accrued income	5,363	5,610	4,937	5,261
	6,245	6,354	6,603	6,485

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

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade creditors	522	778	473	730
Taxation and social security	301	313	301	313
Other creditors	126	109	126	109
Accruals	1,262	1,113	1,217	991
Deferred income*	504	476	504	476
	2,715	2,789	2,621	2,619

\* Deferred income relates to income received in advance of events occurring in future periods. £504,000 will be treated as income in next year's accounts. The prior year balance was released to income in full during 2019/2020.

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

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Unfunded pension obligation	50	63	50	63



# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 16. Analysis of net assets between funds

Fund balances at 31 March 2020 are represented by:

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

Fund balances at 31 March 2019 are represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	13,984	-	13,984
Net current assets	6,599	1,847	8,446
Long-term liabilities	(63)	-	(63)
<b>Net assets</b>	<b>20,520</b>	<b>1,847</b>	<b>22,367</b>

## 17. Restricted funds

Restricted funds at 31 March 2020 are represented by:

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

Restricted funds at 31 March 2019 are represented by:

Group and charity	Balance 01 April 2019	Income	Expenditure	Transfers between funds	Balance 31 March 2020
	£'000	£'000	£'000	£'000	£'000
London Home from Home	-	155	-	202	357
Edinburgh Home from Home	2,480	188	-	(2,668)	-
Southampton Home from Home	756	521	-	(1,277)	-
Newcastle Home From Home	-	750	-	-	750
Manchester Home from Home	-	-	-	539	539
Scotland - No Place Like Home Programme	-	42	(366)	326	2
Residential resource	264	141	(142)	(263)	-
Care teams	356	357	(489)	(134)	90
Grants	6	384	(370)	-	20
Thrive Not Just Survive	-	367	(281)	-	86
Projects	1	41	(39)	-	3
Programmes	-	275	(275)	-	-
Regional	-	170	(170)	-	-
	<b>2,691</b>	<b>3,391</b>	<b>(2,132)</b>	<b>-</b>	<b>1,847</b>

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 17. Restricted funds (continued)

**London Home from Home Fund** represents restricted funds for major development work on our Home from Home in London, Paul's House. The fund balance at the 31 March 2020 is negative, as further income is expected in relation to this project.

**Edinburgh Home from Home Fund** was for the acquisition and re-development of a new Home from Home in Edinburgh, Ciaran's House, for which the site was purchased during 2017/2018 and construction completed in 2018/19. The fund balance was transferred to the designated fixed asset reserve in 2018/18 and the current fund balance is nil.

**Southampton Home from Home Fund** was for the acquisition and re-development of a new Home from Home in Southampton, Jean's House, for which the site was purchased during 2017/2018 and construction completed in 2018/19. The fund balance was transferred to the designated fixed asset reserve in 2018/18 and the current fund balance is nil.

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

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

**Scotland – No Place Like Home Programme** represents restricted funding that must be spent on our No Place Like Home services in Scotland. This includes funding from the sale of CLIC Villa in excess of funds needed for the construction of a new Home from Home in Edinburgh. Due to the size of the remaining balance on this fund (£2k) it has been classified within Residential Resource in 2019/20 and fully spent.

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

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

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

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

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

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

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

**Transfer between Funds:** The majority of the transfers relate to the spend of restricted funds on the purchase of our new Manchester Home from Home, as well as the spend of restricted funds on the renovation of our London Home from Home. These costs have been transferred to the fixed asset reserve. There are smaller transfers in relation to grants and regional funds where restricted expenditure in the prior year was not allocated to the funds and therefore has been transferred in the current year.

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 18. Restricted fund contributions

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

**City Bridge Trust** - The funding arm of the City of London Corporation's charity, Bridge House Estates (Charity no. 1035628) £48,800 Helping young cancer patients, and their families, from London to cope with the costs of cancer.

### BBC Children in Need



£55,401

Supporting children with cancer and their families in North East England 2016-19 (£10,523)

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

### Big Lottery Fund



**NATIONAL LOTTERY FUNDED**

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

	Balance 1 April 2019	Income	Expenditure	Balance 31 March 2020
	£	£	£	£
Big Lottery Fund - Northern Ireland (Together We Thrive Project)	-	118,757	(23,440)	95,317
<b>Total</b>	-	118,757	(23,440)	95,317

## 19. Unrestricted funds

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

Charity	Balance 1 April 2018	Income	Expenditure	Transfers between funds	Balance 31 March 2019
	£'000	£'000	£'000	£'000	£'000
<b>Free reserves</b>	3,801	22,278	(22,699)	(131)	3,249
<b>Designated funds:</b>					
Fixed asset reserve	10,360	-	(416)	4,040	13,984
Morrison's	2,248	3,880	(2,295)	(626)	3,207
Other	170	-	(82)	(8)	80
	12,778	3,880	(2,793)	3,406	17,271
<b>Total</b>	16,579	26,158	(25,492)	3,275	20,520

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 19. Unrestricted funds (continued)

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

Morrison's - CLIC Sargent became Morrison's charity partner during 2017/2018. Funds raised from the partnership are being set aside for specific projects, including wider family use of existing CLIC Sargent Homes from Home, a digital service provision and increased grant-making activity for beneficiaries.

Other - During 2016/2017, the Trustees approved a number of future initiatives, including software upgrades and purchases. As at 31 March 2020 these funds had been fully released. A legacy was received in 2019/20 which has currently been classed as designated funding.

### Transfers between funds:

The £0.91 million transfer to the fixed asset reserve represents fixed asset additions including restricted capital costs for the Paul's House (London) renovations (£0.73 million) and the new Manchester Home from Home (£1.34 million), and other unrestricted additions (£0.15 million). It also includes the sale of property in Prestwick, formerly Malcolm Sargent House (£1.22 million) and the sale of a shop in Truro (£0.09 million).

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 20. Commitments

As at 31 March 2020 there were future minimum lease payments under non-cancellable operating leases for each of the following periods:

Group and charity	2020		2019	
	Land and buildings	Other	Land and buildings	Other
	£'000	£'000	£'000	£'000
<b>Total commitments due:</b>				
Within one year	955	11	735	14
Within two to five years	2,147	-	2,198	-
After five years	85	-	35	-
	<b>3,187</b>	<b>11</b>	<b>2,968</b>	<b>14</b>

The value of capital commitments at 31 March 2020 was £49,835 (2019: £nil). This relates to amounts owed under contract to the architects in relation to the new Manchester Home from Home, which was purchased during the 2019/20 year. The construction contract for the development of this property has not yet been agreed. Renovation work on Paul's House in London was completed prior to 31 March 2020.

## 21. Grants

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

With regard to grants made to organisations, £32k (2019: £76k) was paid to Children's Cancer and Leukaemia Group for an Early Diagnosis Project and for Research.

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

Group and charity	2020		2019	
	£'000	No. of grants	£'000	No. of grants
Registration	556	3,341	503	2,962
Financial Hardship	299	1,263	332	1,294
Compassionate	114	409	133	446
Proton beam therapy	0	0	58	138
Home Essentials	6	39	89	738
Thrive Not Just Survive	113	61	77	85
Other	20	133	21	139
	<b>1,108</b>	<b>5,246</b>	<b>1,213</b>	<b>5,802</b>

Of the grants awarded £66k was unpaid at 31 March 2020 (2019: £50k).

# Notes to the accounts

For the year ending 31 March 2020 (continued)

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

Group	2020	2019
	£'000	£'000
Net income for the year	4,627	1,925
Adjustments for:		
Depreciation charges	461	408
Interest received	(22)	(9)
Profit on the disposal of fixed assets	(945)	7
Decrease in stock	18	11
Decrease / (increase) in debtors	109	(1,812)
Decrease in creditors	(87)	(210)
Net cash provided by operating activities	4,161	320

## 23. Analysis of cash and cash equivalents

Group	At 1 April 2019	Cash flows	At 31 March 2020
	£'000	£'000	£'000
Notice deposits (less than 3 months)	-	1,504	1,504
Cash at bank and in hand	4,803	2,717	7,520
	4,803	4,221	9,024

## 24. Related party transactions

### Key Management Personnel

The charity pays the University Hospital Southampton NHS Foundation Trust ("The Trust") for the rental of phone lines used by CLIC Sargent Staff. The former Chair of Trustees is also the Chair of the Trust. During 2019/2020 CLIC Sargent paid the Trust £1,832 (2019: £2,241).

The charity pays the Charity Finance Group ("CFG") for annual membership. The former Director of Finance and Corporate Resources is a trustee of the CFG. During 2019/20 CLIC Sargent paid the CFG £1,044 (2019: £2,451).

The group pays Sayer Vincent for the compilation of the annual corporation tax returns. Trustee Farrah Kitabi is a Senior Manager at Sayer Vincent. During 19/20 CLIC Sargent paid Sayer Vincent £2,400 (2019: £2,520).

Trustees paid a total of £9,678 (2019: £14,160) of donations to the charity in the year.

### Subsidiaries

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

Management fee payable to the charity for staff and support services provided to the subsidiaries: £407,517 (2019: £330,029) from CLIC Sargent Promotions Limited, £nil (2019: £7,260) from CLIC Sargent Developments Limited and £18,610 from CLIC Sargent Lottery Limited (2019: £19,048).

VAT paid by the charity on behalf of CLIC Sargent Promotions Limited: £298,003 (2019: £228,811). Design and Build costs incurred by CLIC Sargent Developments Limited and recharged to the charity: £1,433 (2019: £1,493,696).

Profits in the subsidiaries to be donated to the charity: £1,218,050 (2019: £1,145,018) from CLIC Sargent Promotions Limited, £3,847,630 (2019: £193,625) from CLIC Sargent Lottery Limited and £nil from CLIC Sargent Developments Limited (2019: £16,358).

Balances repayable at the year end: £1,208,139 (2019: £1,001,987) to the charity from CLIC Sargent Promotions Limited; £37,244 (2019: £50,330) from the charity to CLIC Sargent Developments Limited and £165,831 (2019: £13,192) from CLIC Sargent Lottery Limited to the charity.

# Notes to the accounts

For the year ending 31 March 2020 (continued)

## 25. Financial assets and liabilities

Group		2020	2019
		£'000	£'000
<b>Financial assets measured at fair value through profit or loss:</b>			
Investments in liquid equity instruments	Note 11b	14	14
<b>Financial assets measured at amortised cost:</b>			
Accrued income and other debtors	Note 13	4,328	4,720
Cash at bank and in hand	Note 23	9,024	4,803
<b>Financial liabilities measured at amortised cost:</b>			
Trade creditors and accruals due in less than one year	Note 14	1,784	2,000
<b>Financial liabilities measured at net present value:</b>			
Unfunded pension obligation due in more than one year	Note 15	50	63

## Reference and administrative details

<b>Registered name of the charity</b>	CLIC Sargent Cancer Care for Children
<b>Charity number</b>	1107328
<b>OSCR number</b>	SC039857
<b>Company number</b>	05273638

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

### Members of the Board

**Sir David Haslam - Chair** (Appointed 1 January 2020)

Peter Hollins (Retired 12 December 2019)

Anna Hancock - Treasurer

Graham Clarke MBA, FCMA, CGMA (Retired 24 September 2019)

Jane Burt FCIPD

Will Carter

Julia Chisholm

Karen Eccles

Keith Exford CBE CIHCM FRSA (Retired 24 September 2019)

Stephen George

Ian Gibson Dip Health Services Man, Cert Health Econ (Retired 24 September 2019)

Rachel Hollis

Peter Houghton

Harry Howard

Farrah Kitabi (Appointed 24 September 2019)

Niamh Lawlor (Appointed 24 September 2019)

Jason Loo

### Finance Committee

**Anna Hancock - Chair**

Graham Clarke (Retired 24 September 2019)

Will Carter

Stephen George

Peter Hollins (Retired 12 December 2019)

Sir David Haslam (Appointed 1 January 2020)

Niamh Lawlor (Appointed 24 September 2019)

Rachel Kirby-Rider (Appointed 1 April 2020)

Kate Lee (Resigned 31 March 2020)

Tony Dowrick (Appointed 1 March 2020)

Kevin O'Brien (Resigned 29 February 2020)

### Audit Committee

**Farrah Kitabi - Chair (Appointed 24 September 2019)**

Keith Exford CBE MCIH FRSA (Retired 24 September 2019)

Graham Clarke MBA, FCMA, CGMA (Retired 24 September 2019)

Karen Eccles

Ian Gibson Dip Health Services Man, Cert Health Econ (Retired 24 September 2019)

Anna Hancock

Rachel Hollis

Peter Houghton

### Governance Committee

**Jane Burt FCIPD (Chair)**

Ian Gibson Dip Health Services Man, Cert Health Econ (Retired 24 September 2019)

Anna Hancock

Peter Hollins (Retired 12 December 2019)

Sir David Haslam (Appointed 1 January 2020)

Rachel Hollis

Jenny Turner

Roger Smith



## **Safeguarding Committee**

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

Will Carter  
Paul Gathercole  
Helen McShane  
Rachel Kirby-Rider  
Roger Smith

## **Executive officers**

### **Chief Executive**

Rachel Kirby-Rider (Appointed 1 April 2020)  
Kate Lee (Resigned 31 March 2020)

### **Director of Finance**

Tony Dowrick - Interim (Appointed 1 March 2020)  
Kevin O'Brien (Resigned 29 February 2020)

### **Director of Income and Engagement**

Luke Mallett - Interim (Appointed 1 April 2020)  
Rachel Kirby-Rider (Left role 31 March 2020)

### **Director of Services**

Helen McShane

### **Director of People and Learning**

Roger Smith

### **Company Secretary**

Jenny Turner (Appointed 1 March 2020)  
Kevin O'Brien (Resigned 29 February 2020)

## **Founders**

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

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

## **Honorary Presidents**

Gordon Morrison  
Daphne Pullen

## **Vice Presidents**

Francesca and Andrea Brignone  
Sara and Massimo Carello  
Laura and Jonny Greenall  
Nicola and Jonathan Plumtree  
Mel and Andrew White  
Jake and Harriet Humphries  
Lucy Butcher

## **Ambassadors**

James Allen  
Alice Beer  
Angellica Bell  
Nicola Benedetti  
Ben Cajee  
Mark Chapman  
Chris Hollins  
Jake Humphrey  
Emma Johnson  
Julian Lloyd Webber  
Kai Owen  
Patsy Palmer  
Duncan Pow  
Gaby Roslin  
Michelle Ryan  
Tom York  
Susan and Richard Young

## **Principal professional advisers**

### **Solicitors**

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

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

### **Bankers**

Barclays Bank  
1 Churchill Place  
London E14 5HP

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

Lloyds TSB Bank Plc  
25 Gresham Street  
London EC2V 7HN

### **External auditors**

Crowe U.K. LLP  
Statutory Auditor  
Carrick House, Lypiatt Road  
Cheltenham  
Gloucestershire  
GL50 2QJ

### **Internal auditors**

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

## **Principal and Registered office**

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