CLIC Sargent Cancer Care for Children

trading as

Young Lives vs Cancer

Annual Report and Accounts
2021/2022

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*The Trustees' Report incorporates the Strategic Report (see pages 6–35).

WHY WE EXIST

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

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

At Young Lives vs Cancer, we get that. We are the charity that helps children and young people (0-25) and their families find the strength to face whatever cancer throws at them. We currently support over 6,000 children and young people a year. But every day 12 more children and young people hear the devastating news they have cancer. We'll face it all together – but we can't do it without you.

OUR VISION

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

CHAIR'S INTRODUCTION

During 2021/22, with the help of our incredible supporters, Young Lives vs Cancer supported over 6,100 children, young people and their families, who faced the devastation of a cancer diagnosis and all that comes with it.

As the UK started to slowly make its way out of the pandemic, life for these families remained tough and cancer was compounded by constantly changing Covid restrictions, a cut in Universal Credit and the rise in the cost of living.

We increased our fundraising efforts over the year and were able to achieve a total income of £26.3m, compared to £22.2m in 2020/21. To relieve some of the financial hardships families have been facing, we launched a new 'winter emergency' fund and gave out 881 grants between November 2021 and March 2022 worth approximately £290,000. These grants have helped families to heat their homes, buy warm clothing for their children with cancer, and pay for petrol to get them to life-saving treatment.

We developed our services and improved access for children and young people with cancer, and their families. This involved consolidating and expanding our digital offer, including the launch our new Central Support and Social Care team.

The Central Support and Social Care team works 100% digitally so that families have more choice in how to access our support, no matter where they live. As an extra 'front door' into our social care service, the team complements our local hospital-based social care teams.

Our Homes from Home were open and gave families a warm and welcoming place to stay close to hospital where their child was having treatment. We also opened a new Home from Home in Manchester, Jack's House, funded by our charity partner Morrisons as an incredible legacy to our five-year partnership.

To ensure families facing cancer have access to the vital support they need, we formed even closer links with fellow charities to agree more joined up working. Our partnerships with Teenage Cancer Trust and Ellen MacArthur Cancer Trust have become stronger and are allowing us to build on existing services.

Joint working between Young Lives vs Cancer and Teenage Cancer Trust has also given us a unified voice on childhood cancer issues. An example of this is the #Hand2Hold campaign which calls for all young cancer patients to be accompanied in hospital by a loved one for appointments and treatment.

We also continued to make sure the voices of children and young people with cancer were heard in our Policy and Influencing work. By advocating on behalf of families across the UK, we have been making governments more aware of how much childhood and young people's cancer costs families. During the year, we achieved two significant campaign wins that will make a real difference:

- In July 2021, the Scottish government launched a new £5 million fund to help families with the costs of visiting and providing essential care for their children in hospital

- Funding for a Northern Ireland Family Fund was finally realised in early 2022, having been committed to politically for some time.

These are just a selection of highlights from an amazing year, which we could not have achieved without the solidarity and unwavering support of the thousands of people who form part of our Team Young Lives.

We cannot thank you enough.

Sir David Haslam, Chair

OUR APPROACH TO SAFEGUARDING

Our approach to safeguarding is straightforward – safeguarding is everyone's responsibility. That means that everyone, our trustees, our employees and our volunteers help to make Young Lives vs Cancer a safe place. This has been especially important in the last year when times have been really tough for families, young people and supporters through the uncertainties and hardships of the pandemic; there have been huge demands on the NHS and public services, financial hardships and restrictions on being with friends, families and communities. Anxiety and stress have impacted hard on many families already coping with cancer; we've worked with more safeguarding concerns than ever before, with marked increases in reports about suicide and domestic abuse.

As we've evolved rapidly towards more online services, we've had to focus on how Young Lives vs Cancer can be a safe place at all our digital points of contact. We're doing live chat, messaging apps, social media and video calling every day so it's important to us that digital contacts are as safe for everyone as face to face.

Finally, safeguarding is about learning so we've invested time in training for everyone, training that's different depending on what you do and what you need to know. We also opened our doors to a partner charity for a Safeguarding Peer Review – that's about us learning from a critical friend. It's the second time we've been through a peer review because know that an open and positive safeguarding culture will help us to stay focused and to protect people from harm.

OUR APPROACH TO FUNDRAISING

Young Lives vs Cancer is a member of the Chartered Institute of Fundraising and registered with the UK Fundraising Regulator. The charity complies with the Code of Fundraising Practice.

FUNDRAISING REGULATOR

In response to the ongoing impact of Covid-19 in early 2021 we put into place a two-year strategic plan for income and communications, Building Back Stronger. This built on our income generating strategy, launched in 2016, which aimed to shift our fundraising philosophy from a transactional to relational approach, focusing on delivering great supporter experience and engagement across all of our fundraising opportunities. Building Back Stronger has this relational approach at its core, underpinned by a strong, consistent and compelling voice, it aims to build long-term relationships with and support for Young Lives vs Cancer.

It was to support our ability to grow our fundraising and reach to meet the needs of more families facing cancer in the future, that in May 2021 we changed our name to Young Lives vs Cancer and began to reposition our brand. Research had shown that changing our name would put us in the best position to face the long-term uncertain future by helping more people to be able to know the charity and its work. The work to reposition the Young Lives vs Cancer brand to communicate our purpose and impact more strongly than ever continues into 2022/23.

We continue to take a balanced approach to our fundraising portfolio, including ongoing innovation, to mitigate risk in the fluctuation of income and an ongoing uncertain external environment. Continuing to focus on the strong relationships we are building with our supporters and partners has been more important than ever over recent years. During 2021/22 we were able to return to many of our traditional fundraising activities, including face-to-face fundraising and events, whilst also continuing to grow digital activity with more Facebook challenges, ongoing direct response television (DRTV) and testing concepts and ideas, such as virtual gifts.

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

Covid-19 meant that face-to-face fundraising was on hold from April to May 2021. We restarted private-site, door-to-door and street activity in June 2021 when it was deemed safe to do so. We worked with our agencies to continue measures to ensure the safety of the public and of our fundraisers. Thorough risk assessments remained in place and the agencies were following nations' Government guidance and Chartered Institute of Fundraising recommendations. All rules and regulations were adhered to with regards to social distancing, face masks and self-isolating. As the government guidance changed and relaxed later in the financial year neither of our face-to-face marketing agencies changed their restrictions. All fundraising activities delivered by our contracted fundraising agencies were monitored closely through regular meetings, mystery shopping by staff and close complaint analysis.

We undertook a telemarketing upgrade, reactivation and conversion with the two external agencies. Young Lives vs Cancer use legitimate interest for telemarketing where deemed appropriate in our direct marketing. Where outbound calling is undertaken and we do not hold a specific opt-in to marketing calls, we suppress supporter data against the telephone preference system before any campaign commences. Where a supporter requests to opt out of telephone marketing we honour this request and update the record on our supporter database. We listen to a minimum of 5% of call recordings made in each of our campaigns – we monitor calls using a telephone marketing compliance checklist to ensure quality meets what is required as detailed in the Code of Fundraising Practice. We provide regular feedback on call monitoring to our agencies and we provide regular training to our agency fundraisers.

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

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

In 2021/22, Young Lives vs Cancer received 105 complaints about its fundraising (2020/21: 50 – the previous year saw a reduced number of complaints due to the lack of face-to-face fundraising), all of which are now closed. Of that number, we received 86 complaints about face-to-face fundraising, accounting for 0.6% of sign-ups achieved through the activity, and a many fold smaller proportion of the number of people actually engaged by our fundraising agencies. In line with regulation requirements, the number of complaints and type of fundraising generating the complaints are submitted to the Fundraising Regulator each year.

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

OUR ACHIEVEMENTS AND PERFORMANCE

When a child is diagnosed with cancer life becomes full of fear, for them and their family. Fear of treatment, but also of families being torn apart, overwhelming money worries, of having nowhere to turn, and no one to talk to.

At Young Lives vs Cancer, we believe children and young people with cancer and their families should have the same opportunities as anyone else. And we know that specialist, high-quality and empowering support during cancer treatment has a lasting impact, creating a better future for children and young people.

We want to help families find the strength to face whatever cancer throws at them. In order to achieve this aim, we focus on three strategic goals

- Reaching more of the people who need us
- Ensuring there is equity, both in terms of the service we offer children and young people with cancer, and in terms of raising our voice on their behalf so they can have the same opportunities as everyone else
- Sustainable growth, so we can continue to be there for young cancer patients and their families, now and in the future.

We shape all the work we do around these, which we'll use to report our 2021/22 achievements against.

Public benefit

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

REACHING MORE OF THE PEOPLE WHO NEED US

Our aim for 2021/22:

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. We'll carry on working with young people and parents to create helpful and worthwhile content and deliver it across our digital channels, so children and young people with cancer, and their families, can get the right support, no matter where or when they need it.
- Developing our search engine optimisation and strategic partnerships to improve referral pathways and extend our reach, while building on our partnerships with other charities by developing a new Services Partnership Framework, so young cancer patients can get all the support they need.
- Providing ambulatory care in our Homes from Home, and opening a new Home in Manchester.
- Working with external teams to identify opportunities to amplify the voices of families facing cancer.

What we achieved in 2021/22

2021/22 has been another difficult year for children with cancer and their families. Still dealing with the fallout from the pandemic, they were faced with a cut in Universal Credit and the cost-of-living crisis, which was gathering pace. All while having to cope with the devastation a cancer diagnosis brings. They needed us more than ever, and in response we worked hard to help as many as possible:

- Our care teams gave individual, tailored support to 6,100 children and young people, and their families, to help them cope with their cancer diagnosis and get their lives back on track. (This was a drop on 2020/21, when the figure was 6,547.)
- We launched a new service; our Central Support and Social Care Team enabled young people with cancer and their families to access our social care support no matter where they live, or have treatment. This was delivered digitally across a range of platforms.
- Our social-care teams worked tirelessly throughout dramatically different and ever- evolving circumstances to make sure families were supported as soon as possible following their diagnosis. In the last year we have improved how quickly we respond to both children and young people. On average 86% of children and 85% of young people are now contacted within five working days of referral to our services.

- This year we supported 2,860 newly diagnosed children and young people. This is a decrease on last year (2,878) but remains higher than our reach the year before. We do not have enough evidence to explain why our reach decreased this year. Birth rates can change from year to year, which will also influence these figures. However, we think there are other contributing factors: the NHS had to re-think delivering safe cancer care during a pandemic – some NHS colleagues were re-deployed and wards re-purposed. This could well have impacted our referral channels. The number of staff who could be in clinical areas was reduced to maintain everyone's safety. Our social-care teams had to shift overnight to working remotely using digital means, ensuring children, young people and their families continued to receive our support.

Homes from Home

Our Homes from Home stayed open despite constantly changing Covid-19 restrictions so families could have a warm, homely place to stay close to hospital where their child was having treatment. As well as keeping families together during the toughest times, our Homes from Home reduce the amount of money families would otherwise spend on travelling to and from hospital and other unexpected outgoings.

After not being able to allow siblings to stay in our Homes during the pandemic, last year we welcomed them again. At the heart of it all has been making sure parents are able to stay close to their children going through cancer treatment, while keeping everyone safe.

In 2021/22, we managed to welcome 364 families, who had 839 stays in our 10 Homes from Home. While lower than in the pre-pandemic period (we reported 1,200 family stays in 2019/20), it is significantly up on the 299 family stays in 2020/21.

Our Homes from Home and facilities teams continued to find new ways of delivering their fantastic person-focused support even within Covid-19 restrictions. Among many other things, they worked with local fundraisers and corporate partners to make sure families staying at the homes could access things like food and key essentials easily.

We also opened a new Home from Home in Manchester, Jack's House, and we're currently testing the facilities with two to three families to make sure everything is set up properly. The house, named after service user Jack Thompson, has nine en-suite bedrooms to accommodate families, along with two kitchens and lounge areas to allow them to rest, relax and cook in between hospital visits. Jack's House was funded by Morrisons, who covered the building and renovation costs and five years' worth of running costs.

We also developed new virtual tours of all our homes for our website, working together with estate agent Savills, so families can now gain an understanding of the home before coming to stay.

We have had requests for more children and young people who are patients to stay at our Homes from Home. We believe this is due to a growth in the use of ambulatory care by the NHS during the pandemic, especially for young people. We have put in place interim arrangements including risk assessments and procedures. In 2022 we have started a programme of work to truly understand the impact of ambulatory care; and what our future Homes from Home service may look like as a result.

Central Support and Social Care team

As part of our work looking at how we could reach more young children and young people with cancer, we had identified a gap in being able to deliver our social-care service to young people (in particular) and some children who were diagnosed with rarer childhood cancers. So in April 2021, we launched our brand-new Central Support and Social Care team (CSSC) – an extra 'front door' into our social care service, in addition to our traditional route through our local hospital-based social-care teams. The Central Support and Social Care team work 100% digitally so families have even more choices in how to access our support, no matter where they live. In 2021/22 we supported 1,407 incoming service enquiries via our live chat function, and provided ongoing support to around 325 families.

To increase accessibility to CSSC and help newly diagnosed young people and parents begin to navigate the impact of cancer, we also developed 'digital front doors' on our website. Working with young people and families on structure and content, these help address the immediate issues and provide a clear route to CSSC for tailored support.

Search engine optimisation

In order to reach more of the young people who need us, they need to know who we are and what we do, so it's really important to get our brand and service offer out there. As part of that, we knew we had to overhaul our website content, focusing on search engine optimisation, so people could find us easily. We created a dedicated post for this, and began working in a collaborative model with agency Platypus Digital to harness SEO technical expertise, insight and strategy development in order to convert traffic and extend the reach, access and equity of our services.

The first phase of work (January to March 2022) mapped our existing web content in a series of audits, to unpick the elements which negatively impact our search engine ranking and to look for opportunities to improve these pages organically. The findings were published in an SEO web strategy and roadmap, which schedules the application of recommendations over the course of the next financial year. This has been coupled with initial training for web content developers, to ensure any new content added is optimised to rank on search engines from the start. As we begin the implementation phase it's important to apply SEO recommendations alongside conversion priorities across both fundraising and service delivery.

A new UK-wide service: digital group work

Last year we launched a new service to help us reach more people: group work delivered digitally for young people and parents UK-wide, which we advertised via our social care teams and charity partners.

Together with families facing cancer, we scoped out what was needed and how we could deliver the work to benefit the biggest number of people. Following on from this, we developed and delivered a programme, asking for feedback from young people and parents along the way to make sure we were on the right track.

Over the course of 2021/22, our social care practitioners ran a variety of one-off workshops, and eight-week programmes, covering topics like mental health, how to support children's mental health, fatigue, end of treatment, support for parents with newly diagnosed children, fertility/adoption and surrogacy, and university personal statement/CV writing. A new programme for parents whose child has been recently diagnosed led to parents establishing a new network of support themselves using WhatsApp.

Where appropriate, one-off workshops were recorded so they can be watched via our website. To date, 320 peoples have watched our workshop Helping Children with Fatigue.

Partnering with other services

Building partnerships is one of the key ways in which we'll reach more of the people who need us, as well as enabling them to access the right services and support. In order to achieve this, we took an open and innovative approach to partnerships and collaboration.

Our aim was (and is) to develop and sustain effective services partnerships to meet the needs of children and young people with cancer, and their families. In 2021/22, we developed the framework to build on existing service charity partnerships. We also wanted to continue to grow and diversify new partnerships and to continue signposting to fellow charities. Our framework outlines how we will work with other charities to achieve common goals in order to meet this aim.

Our service partnership framework also sets out our Diversity, Equity, Inclusion and Belonging (DEIB) intent in relation to our partnership working: we will make active choices on our service partnerships to ensure they are diverse, equitable, inclusive and enable everyone to feel like that they belong. Other areas covered by the framework are the different types of partnerships and how they are established and governed: standards, quality assurance and governance.

We celebrated the one-year anniversary of our partnership with Ellen MacArthur Cancer Trust and Teenage Cancer Trust this year. We are proud of our collective achievements which include sharing and promoting one another's services: mapping service delivery by location across the UK, identifying continuous improvements required and sharing best practice related to Covid-19 and digital group work.

At Young Lives vs Cancer we signpost to lots of charities young cancer patients and their families might need, from holidays to wishes to bespoke trainers. Examples of organisations we signpost to are:

- Make a Wish: We have signposted many 3 to 17 year olds with a special wish over the years, facilitating a very special time for children and young people, and their families
- Black Women Rising: We signpost young black girls and young women to online support groups run and developed by black women
- Wiggly T's: We have developed a strong relationship with Wiggly T's, who manufactures T-shirts for all children needing easy access to central lines for treatment.

Our aim for 2022/23

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

We'll do this by:

- Testing and learning in the delivery of our Homes from Home for ambulatory care and future service
- Investing from April 2022 in a number of Home from Home roles which include a new service manager, a fixed-term ambulatory care programme manager, promotion opportunities for a housekeeper to deputy house manager, and at another Home, deputy house manager to house manager. We have also increased the number of housekeepers at our Bristol Homes from Home.
- Testing and implementing the learnings from the grants review
- Implementing the use of our service charity partnerships, growing and diversifying such partnerships
- Continuing our search engine optimisation programme of work.

PROVIDING AN EQUITABLE SERVICE

Our aim for 2021/2022:

To make sure every child and young person with cancer who needs us gets the right support at the right time, regardless of location.

We said we'd do this by:

- Reviewing our grants service
- Creating a culture of voice and engagement
- Reviewing and redefining the #cancercosts policy and influencing agenda
- Identifying and shaping external opportunities to make voices heard
- Consulting and equipping staff on engaging meaningfully with service users
- Developing clear service specifications

- Extending reach of our bereavement services across the UK
- Increasing our bereavement support reach to 18 months.

What we achieved in 2021/22

Our grants

We gave out 5076 grants to children and young people with cancer and their families. This is 144 more grants than the previous year. Like last year, a small number of these grants were on behalf of other charities.

We spent a total of £967k, compared to the previous year (£1,036k). This was mainly due to the impact of Covid-19 on our income, which meant we had to make the difficult decision to reduce our registration grant to £100.

We continued to keep our £350 financial hardship grants available to those families with the greatest financial needs, which rose to £700 if a family's situation required it. A total of £355k in financial hardship grants were given to families.

In response to the cost-of-living crisis, we also launched a new 'winter emergency' grant in November 2021 to help families with whatever hardship they were facing: heating a home, giving a child with cancer a warm coat or putting petrol in the car to get to life-saving treatment. From 15 November 2021 to 31 March 2022, we've given out 881 grants worth approximately £290k.

Our social-care professionals have amazing knowledge about the other sources of funding families can access and, as a result, they managed to apply for and secure an additional £724k in grants from other organisations.

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

This year our Benefits and Welfare Rights service gave advice to 1,752 enquiries across a range of issues such as benefits, debt advice, immigration and housing. We estimate this service secured £1,516k in potential financial benefits for families and young people during what has been a really difficult year. This is a decrease of 15% on last year (£269k). One factor driving the number down was the £20 per week reduction in Universal Credit that became effective in October 2021. The benefits calculator and on-line grants tools remained available to families; families made greater use of our grants service and acquiring grants from our social care staff.

Reviewing our grants service

Cost-of-living increases (fuel, energy, general), coupled with a decrease in financial support available (fewer charitable grants available) and an average loss of income per family of £97 per month, means that families struck with the additional costs associated with a child or young person being diagnosed with cancer are struggling more than ever.

Our grants service is considered invaluable by the families we support. It is vital we take steps to make sure the service is as accessible and effective as possible, so last year we launched the first phase of a review of our grants service, involving our service users, staff, volunteers and corporate funders in the process.

Key learnings from that phase were that, while our grants are needed and have a huge impact (and applying for them is straight-forward), there a number of things we could do to maximise the effectiveness of the service:

- Improving access and experience for families
- Giving families more choice in how they receive our grants
- Maximising our financial support
- Understanding the long-term impact of our grants on families
- Addressing the gaps in our current grant types.

In the next financial year, we'll look at how we can best address the opportunities for improvement that were identified, using a build, test and learn approach.

Creating a culture of voice and engagement

In 2021/22, we started working towards a new strategic approach to voice and engagement at Young Lives vs Cancer. One where all staff, volunteers and trustees are equipped to confidently engage with children and young people in their day-to–day work and where children, young people and parents have voice and agency to make change happen on the things that matter to them.

We wanted the children, young people and parents we work with to have a stronger voice, inside and outside Young Lives vs Cancer. We wanted them to be able to contribute not just to how we work, but to challenge us, and others, to be better. The first priority for our internally focused voice and engagement work has been to develop ways to build voice and engagement into our governance. We've developed ways forward for this, including the development of a Voice Board to work alongside our Board of Trustees.

We are also committed to hearing the voices of children (aged 0 to 15) and we want to begin to equip the organisation to listen to them. Childhood Cancer Awareness Month (CCAM) 2021 began to pave the way for amplifying children's voices and making them heard by those who can make change – for example children's commissioners across the UK. We will be building upon this by establishing a Children's Voice Plan.

Reviewing and redefining the *cancer costs* policy and influencing agenda

We have continued to advocate on behalf of families across the whole of the UK to make governments know how much cancer costs families affected by childhood and young people's cancer. In 2021/22, we had two significant campaigns wins:

- The Scottish government launched a £5 million fund to help families be there for children in hospital. The new fund launched in July 2021 and will help families with the costs of visiting and providing essential care for their children in hospital. The Young Patients Family Fund will support the parents and siblings of young inpatients (up to 18 years old) in Scotland by covering expenses for travel, food and overnight accommodation where necessary.
- We won funding for a Northern Ireland Family Fund in early 2022, having been committed to politically for some time.

In the rest of the UK, we have continued to campaign hard and raise cancer costs at every opportunity. We will continue to shape and adapt the campaign so that we have what is needed to make more positive impact for families and change the price tag of cancer.

Extending the reach of our bereavement support

This year we implemented a new service delivery model. This is a targeted approach to match needs to interventions ensuring families get the support they need. Some families require intensive support because they have complex needs or help at end of life or after a child dies. Listening to bereaved families and social workers who deliver support, it was clear that we needed to extend the length of time we support parents after a child or young person dies. This allows for greater sensitivity during the immediate time of loss and allows for time to professionally signpost to other agencies if ongoing support is needed. The new model extends this support to 18 months post bereavement.

Developing clear service specifications

We set out to redefine our social-care service so that we could deliver an equitable approach across the UK. We outlined our approach in a new service specification, clearly articulating how social care will be delivered by all teams. The service specification is supported by service standards ensuring we have clear mechanisms for ensuring high-quality service delivery.

Our aims for 2022/23:

- *To build a culture of voice and engagement at Young Lives vs Cancer*
- *To continue to work in partnership with others to shape the system with and for young cancer patients and their families.*

We'll do this by:

- Developing a Voice Board
- Refreshing our policy evidence base
- Focusing on high-quality service delivery underpinned by continuous service improvement
- Continuing to embed the new service delivery model to ensure consistency across UK

- Extending our service in Leeds to cover 0 to 24-year-olds in line with the rest of our teams in the UK.

SECURING SUSTAINABLE GROWTH FOR THE FUTURE

Children and young people with cancer are helped by the incredible supporters of Young Lives vs Cancer, who make everything we do possible. By engaging them, and creating great experiences for them, they will stay longer, and do more to help us be there for every family that needs our support.

Our aim for 2021/22

To secure sustainable growth for the future.

We said we'd do this by:

- Making sure our supporters know how valued they are
- Taking new opportunities, innovating with new products and income streams.
- Changing our name and repositioning our brand to attract more support and reach more families in the future.

What we achieved in 2021/22:

As expected, the impact of Covid-19 has continued to be felt in this financial year. In response to the pandemic we launched a range of new fundraising opportunities which we have continued to develop and test, alongside improving to the way we communicate the impact of our work to supporters.

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

Some activities which were paused in the pandemic re-started but with an approach of continuous improvement to ensure we are maximising returns and income as much as possible. We continued to build on the success of the virtual Facebook Challenges we'd trialled in lockdown, raising an incredible £1.4 million. And our special events (such as the *A Very British Affair* gala dinner) returned with a bang (and face-to-face), making just under £650,000. We succeeded in getting new corporate partners like Hitachi on board, and the final year of our wonderful partnership with Morrisons raised £3million, exceeding all expectations.

We also reached out to agencies to start the conversation around developing Young Lives vs Cancer to become a fundraising brand, and appointed creative agency Arthur London to help us on this journey.

Without our supporters, children and young people with cancer, and their families, wouldn't be able to access the specialist help they so desperately need, during treatment and beyond. We've been working hard to understand our supporters better, so we can talk to them in the way they want and offer them the right products to create the best experience for them.

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

Our aims for 2022/23

Next year we'll focus on building on the work we've done to date, embedding the new name and working with agency Arthur to make us a fundraising brand. We'll continue to develop innovative fundraising products, making sure we offer what our supporters need.

OUR FUTURE PLANS

No family should face cancer alone

Over the next year we will continue delivering our strategy for 2021/23 to address the growing needs of children, young people and their families.

- Support which is easy to access and meets their own individual needs
- To be heard – having a voice, and a team that will advocate to make sure the whole 'system' supporting children and young people works better for them
- Every organisation supporting children and young people to work together towards this goal.

Reach more of the people who need us

Currently, around 900 children and young people under 25 struggle with a cancer diagnosis without the age-specialist support they need.

We will continue to embed our new social-care service model to provide support that is engaging, impactful and accessible for people no matter where they live or receive treatment. We will work with other organisations and build awareness to make sure the people who need us hear about us at the right time.

Focus on needs – equity, consistency, impact

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

Secure sustainable growth for the future

To put us in the best position for achieving our sustainable growth aims, we are working on our systems to get better data and insight about what works – whether for service users or in the ways we raise money – so we can make sure we are investing in the things that have the biggest impact for children and young people.

Living our values

All of this is done by people – staff and volunteers – who all share our enduring values: Bravery, Integrity, Confidence and One Team.

Real integrity is when values are demonstrated in choices and actions. Our 2021–23 strategy set out how we will behave to demonstrate these values in everything we do. In three areas we made promises that we need to demonstrate in the way we behave and these continue to drive us in 2022/23:

Diversity, Equity, Inclusion and Belonging (DEIB)

We will deliver on our new two-year strategy focused on diversity, inclusion, equity and belonging.

Setting out to be #BraveNotPerfect on the road to becoming a truly diverse and inclusive organisation, the strategy sets objectives for all Young Lives vs Cancer staff and volunteers, to ensure everyone is working towards the collective goal of creating a diverse and inclusive organisation.

See our strategy for more information.

Environmental sustainability

We have a responsibility to the future of children and young people with cancer, and so we believe we have a responsibility to measure, control and reduce our environmental impact, working alongside others towards a more sustainable future.

We have completed an audit of what we are doing now and we already report on our direct carbon usage through two statutory schemes. We have published a Statement of Intent setting out the changes we will make to go beyond this, and while we work towards becoming Net Zero in the future, in 2022/23 we will establish a project to become environmentally responsible now.

See our Statement of Intent for more information.

Voice and engagement

We continue on our journey to work in a more empowering way than we have done in the past, by co-designing and co-producing more with our beneficiaries, and in 2022/23 we will increase their voice in our governance establishing a Voice Board. We will engage with diverse voices across the UK and respond to how the cancer experience is changing.

What comes next?

In 2022/23 we will be defining the next strategy for Young Lives vs Cancer after 2023. We must be driven by what the children, young people and families we support most need and deserve. In 2022/23 we will be listening to children, young people and parents and embarking on research into what makes the most difference to them, to understand what they need, and what it will take to achieve a better future.

RISKS AND UNCERTAINTIES

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

The significant strategic risks that we continue to manage in 2022/23 are:

Increasing needs

In a volatile external environment, people's needs for support are increasing, both during cancer treatment and beyond.

Our new tiered service model is designed to ensure the most intensive services are focused on the greatest needs. We continue to work very closely with the NHS and are building new partnerships with other charities so we can reach more people, close the gaps between services and give people the best support we can. We are doing research to improve our understanding of people's needs for support and the impact our services have, building our data and insight, so we can be sure we are focusing on the things that have the biggest impact.

Economic context

We have a robust financial plan which is regularly tested against planning scenarios we have developed. They're built on all the available insight, research and internal and external challenge available (such as the rate of inflation) so that we can anticipate how children, young people and families will be impacted by what is happening, and how our income sources will change.

We have incredible supporters and we are developing and testing new innovative ideas in fundraising, alongside improving the way we communicate the impact of our work to supporters so that we can sustain growth into the future

People

We make a difference for children and young people with cancer through our amazing people. Everyone at Team Young Lives is passionate about the work we do, and after two years of lockdowns and social distancing, we are now spending more time together as a team. We do regular workforce surveys to understand how people are doing and have a range of actions in place to support the well-being of our staff and volunteers.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

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

This year started to show a recovery in progress for income generation after the initial impact of the pandemic, with total income of £26.3m compared to £22.2m in 2020/21. This year-on-year increase of £4.1m was due to increases in a number of fundraising areas. Our relationship with People's Postcode Lottery changed this year to being grant based which saw income this year increase by £1.8m to £3.1m (20/21: £1.3m). The amount we received from legacies also increased by £0.9m this year to £3.3m (20/21 £2.4m). Resumption of activities as we emerged from the pandemic saw a £1.0m increase in our partnership with Wetherspoons as well as and additional £0.5m from Sports & Challenges.

Our wonderful partnership with Morrisons finally came to an end on 31 January 2022 and in its final year continued to exceed expectations, resulting in income of £3.0m (20/21: £2.9 million).

Total expenditure increased by £3.0m from £21.1m in 2020/21 to £24.1m this financial year. This is primarily as a result of being able to resume many of our fundraising activities leading to an increase in fundraising costs from £8.8m in 2020/21 to £11.7m in 2021/22. This has allowed us to start to build back our sustainable income channels as we emerge from the pandemic. We were able to slightly increase our charitable expenditure and our support costs have remained static.

A dilapidations liability assessment was conducted on the full property portfolio in 2021/22. A £1.3m provision has been included in the financial statements for the costs that the charity estimates will be incurred upon vacating properties in the near future, based on the condition of the properties at the year end. The inclusion of a £1.0m provision for shop dilapidations is a major contributor to the £1.4m net loss on retail trading, along with the allocation of £0.3m central support overheads to trading.

The group's cash position has increased by £1.0m to £12.4m at the end of the year, reflecting the operating surplus of £2.2m for the year partially offset by the investment in the new Home from Home. Total funds have increased from £28.1m to £30.2m. Restricted Reserves have reduced by £1.3m, while Free Reserves have increased by £0.7m.

CLIC Sargent Promotions Limited performs trading activity and receives cause-related marketing income on behalf of the charity. The company had a turnover of £1.4m (20/21: £1.5m) and net profit of £1.0m (20/21: £0.9m), all of which will be donated to the charity.

CLIC Sargent Developments Limited manages the design and build of new Homes from Home. During 2021/22 we completed the renovation of Jack's House, our new Manchester Home from Home, hence turnover of £1.5m this year (20/21: £279k). The company made a profit of £20k, £4k of which was offset against prior year losses, and the remaining £16k will be donated to the charity (2021: (£2k) net loss).

CLIC Sargent Lottery Limited holds lotteries and raffles on behalf of the charity. The company had a turnover of £148k (20/21: £1.4m) and net profit of £126k (20/21: £1.4m), all of which will be donated to the charity. This significant reduction in turnover is due to PPL income now being paid to the charity via a grant based model, and therefore no longer represents lottery income.

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 annual review was performed during 2021/22 in light of the evolving pandemic situation and other external factors including the emerging economic uncertainty to reassess our risk profile. The aim of the review was to ensure the Reserves policy was fit for the future given the charity's current and forecast level of activity.

As a result of this review the Trustees agreed a policy that would ensure the safeguarding of charitable commitments and the funding of operational expenditure, during a period of significant downturn. The reserves would also provide working capital and build a strategic fund for investment and innovation necessary for the charity's recovery post pandemic. The Trustees felt that in order to meet the objectives of this policy the charity should aim to build Free Reserves to between £4.3m and £7.3m, but with a temporary reduction in Free Reserves to £2.2m if agreed by the Board.

The current Reserves policy includes a risk premium of £1.5m to cover short to medium-term risks to income and expenditure as a result of the pandemic, Brexit and the current economic climate. As a result, we will be seeking to hold a minimum of £5.8m Free Reserves. This risk premium will be reassessed annually and removed as the risk crystallises or is mitigated through effective financial planning. Funds held between £5.8m and £7.3m will be used to invest in services, income generation and infrastructure.

Total funds at 31 March 2022 amounted to £30.2m (20/21: £28.1m), of which £2.5m (20/21: £3.8m) was restricted to specific purposes and £19.1m (20/21: £16.4m) was designated, with £3.2m (20/21: £1.8m) set aside for specific future projects (further detail in Note 19), and the remainder representing fixed assets.

Free Reserves at 31 March 2022 amounted to £8.7m (20/21: £7.9m) which is £1.4m above the upper limit of our Free Reserves policy. This is due to a stronger close on income and the retiming of costs in to the next financial year. This does provide a stable platform for our longer-term planning and Free Reserves policy.

We are currently budgeting a planned deficit next year, as we deploy designated funds and our excess Free Reserves to further invest in long-term service delivery and sustainable income as we seek to reach more children and young people with cancer that need our support. We expect Free Reserves will be within the policy range before the end of the first quarter of 2022/23.

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

Going concern

The charity's financial position and performance has been outlined in the financial review above. The Trustees have assessed projected future income, expenditure and cash flows over the period to March 2025 and analysed the charity's reserves position and liquid assets and its ability to withstand a material decline in income.

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

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

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

The Trustees have concluded that Young Lives vs Cancer and its active trading subsidiaries, CLIC Sargent Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited, have adequate resources to continue activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the accounts.

Financial investments

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

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

Streamlined Energy and Carbon Reporting (SECR)

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

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

We have not included usage for offices where we have service agreements and/or we are not charged for energy usage as a tenant as we do not have access to this usage data. In line with SECR guidelines we have not included emissions related to the use of public transport. GHG emissions have been calculated using 2019 UK Defra carbon conversion factors, emissions are presented in CO2e. For our buildings we have used an energy intensity metric of kWh per m2, using data from our energy bills.

We do not keep records of the size or fuel type of our employees' personal vehicles, so where they have used their car for work and claimed mileage we have calculated based on the measurements for an 'average personal vehicle' and 'unknown fuel type' from the Defra dataset. We do not have mileage data for our fuel cards therefore we have arrived at usage figures using RAC data for average fuel costs in 2020/21 and the metric Defra for CO2e per litre of diesel.

Our energy usage in 2020/21	**Our energy usage in 2021/22**
Gas usage: 31,686.72 kg CO_2e	Gas usage: 169,292.93 kg CO_2e
Gas use intensity: 62.86 kWh/m_2/y 11.45 kg CO_2e/ m_2/y	Gas use intensity: 333.30 kWh/m_2/y 61.16 kg CO_2e/ m_2/y
Electricity use: 83,361.39218 kg CO_2e	Electricity use: 124,518.17 kg CO_2e
Energy use intensity: 44.39 kwh/m_2/y 11.35 kg CO_2e/m_2/y	Energy use intensity: 65.79 kwh/m_2/y 16.82 kg CO_2e/m_2/y
Travel data: 16,683.03 kg CO_2e	Travel data: 44,029.96 kg CO_2e

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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

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

The Board

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

During 2021, the Board reviewed itself against the Charity Governance Code and undertook proactive development in Diversity, Equity, Inclusion and Belonging (DEIB). In 2022/23, the Board intends to commission a regular external review of its effectiveness as a Board.

The Governance Committee is responsible for the selection and recruitment of new Trustees, using a transparent recruitment process with input from young people who have or have had cancer, and their families. All appointments are approved by the full Board. A skills audit is used to identify the skills, experience, characteristics and backgrounds that are needed to provide high-quality, effective and inclusive governance.

During 2021, the Board appointed a new Trustee with professional expertise in DEIB to join the Board, and two independent members to join Board subcommittees.

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

Trustee development and Board effectiveness. Trustees are also provided with regular briefings and information about relevant events.

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

In September 2021, Will Carter, Trustee, completed a one-year extension to a third term (a total of 10 years in office). This extension was approved to ensure continuity of governance during the pandemic.

Strategic management

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

Board Advisory Group

Between Board meetings, informal meetings between the Board and Executive Team are held as necessary, to which all Trustees are invited to engage in the work of the charity and debate strategic issues.

Safeguarding Committee

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

- Recommending safeguarding policy and procedures for approval by the Trustee Board to safeguard children, young people and vulnerable adults and to ensure that Young Lives vs Cancer is compliant with the law, guidance and good practice
- Regularly reviewing and critically scrutinising management information, data and analysis about safeguarding and safeguarding concerns
- Ensuring that policies and procedures are fit for purpose and are implemented effectively to safeguard children, young people and vulnerable adults

- Conducting operational or themed reviews about any aspect of safeguarding policy or practice
- Reviewing operational safeguarding risks and making recommendations to the Trustee Board for action and for consideration in its own review of strategic risks
- Ensuring that appropriate quality assurance processes for safeguarding are in place
- Ensuring that a Safeguarding Annual Report is produced that provides the Trustee Board with relevant data and commentary about safeguarding across the charity.

Finance Committee

The Finance Committee is a subcommittee of the Board, with responsibility for assisting the Board in discharging 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 audits
- The independence of the external auditors, their range of non-audit services and fees
- That appropriate insurance policies are in place for the charity.

Governance Committee

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

- Ensuring that the Board governance structure of Young Lives vs Cancer is fit for purpose
- Monitoring and reviewing the composition of the Board of Trustees to ensure that the Board has the appropriate blend of skills and experience

- Leading the process of identifying and recruiting new Trustees
- Taking responsibility for Trustee induction, support and development, including ensuring that an effective performance appraisal programme is in place
- Reviewing staff and volunteer governance issues and, where necessary, making appropriate recommendations to the Board.

Chief Executive

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

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 the leading charity and voluntary sector salary survey. The review involves consideration of salary survey data at the median along with economic indicators, affordability, competitiveness and retention of those in key roles. Options for Executive Team pay are then considered by our Governance Committee and agreed by the Board of Trustees.

EMPLOYEES AND VOLUNTEERS

In 2021/22, our workforce continued to weather a lot of changes with relation to the pandemic as Young Lives vs Cancer navigated the journey slowly out of the ‘crisis’ mode of the previous year, and started to make intentional decisions about how we want to work in the future and what would best enable our workforce to deliver at their best in this changing landscape.

As Covid-19 restrictions changed and lifted at various points in the year across the UK, we have continued to respond to the impact on our workforce, from managing fluctuating team capacity due to sickness absence and self-isolation, and responding to government guidance to work from home, to changing requirements around testing in our Homes from Home and in NHS environments. We temporarily increased our policies around emergency family leave to help those with caring responsibilities too. We spent time finding the right balance between retaining some restrictions and supporting our shop volunteers back to business as usual, as well as supporting those who volunteer in their local area back to normal activity such as Childhood Cancer Awareness Month bucket collections in Morrisons stores across the UK.

Many of our colleagues were still working remotely most of the time, but there was also a desire to return to increased face-to-face interactions, particularly where collaboration and relationship building were key. In 2021 we spent a lot of time listening to our workforce and considering how we could implement a hybrid working model that would work across all the different parts of our charity and maximise the benefits both of working remotely and in person. In February 2022 we launched our new model with two different levels of hybrid contract, as well as home-based and site-based staff across the UK. We’re currently trialling and evaluating these arrangements to see how they work for us. We also started to think about how we might need to change our office spaces to best enable our new ways of working.

We continued to develop our workforce planning approach, and retained our focus on building a culture of volunteering and integrating volunteers into our service model design. This involved investing in vital infrastructure to ensure the success of bringing volunteers into service teams such as thorough volunteer induction and training programmes, establishing team behaviours with respect to being volunteer managers, and volunteer inclusion, as well as the design of new volunteer roles to complement existing team design, capacity and skills needs.

It’s vital to us that all our managers have the confidence and skills they need to manage their people well. In 2021 we rolled out a management development programme for every people manager at all levels (whether a manager of staff or volunteers) covering coaching, difficult conversations, supporting wellbeing and managing absence. This has received positive feedback and given our managers an increased opportunity for peer-to-peer discussions and connections.

We also continued to make use of our apprenticeship levy to offer development opportunities across the organisation, including in fundraising, customer service, leadership and management, data analytics and systems thinking.

In 2021 we introduced performance and development reviews (PDRs) for staff, replacing the old appraisal system which had historically been a long process completed annually. PDRs allow for more regular conversation, reflection and feedback on both performance and development throughout the year. They have had a specific focus added around wellbeing, and are much more flexible in format to make it easier for different teams and individuals to use them depending on their needs and preferences. We want the focus for our workforce to be about good quality discussion, not form-filling. We're still evaluating the new process, but feedback from staff and managers has been that the process is now more engaging and easier to use.

We took some significant steps in progressing our diversity, equity, inclusion and belonging (DEIB) agenda, and were excited to launch our DEIB strategy, *Brave not Perfect*, which was developed in collaboration with our staff, volunteers, supporters, young people and families. This strategy is the manifestation of our dedication to becoming a truly diverse, inclusive and equitable organisation, where everyone feels like they belong. This year we have:

- Launched the Brave Space, a series of conversations designed to stimulate culture change through conversation on different DEIB themes such as anti-racism, age in the workplace and transgender inclusion
- Provided opportunities to develop knowledge and the confidence to champion DEIB through a series of Knowledge Hour sessions designed to raise awareness and share information on different topics such as black history and the devolved nations
- Ran our first ever DEIB pulse survey, which helped us understand where we are as an organisation and informed our priorities for *Brave not Perfect*
- Launched a DEIB steering group made up of staff, volunteers, young people and parents, to help identify barriers and opportunities for action
- Recruited a Trustee with DEIB experience, and delivered DEIB training to our Board of Trustees.

We've also started to identify some of the bespoke DEIB learning needs of different teams across the charity, commissioning some specific training for our Brand, Media and PR teams, and we're currently considering how we can work with our teams who work predominantly offline to increase engagement and make sure we're developing our workforce's knowledge and skills consistently, no matter where they work.

Both our gender and ethnicity pay gaps reduced in 2021. Our mean gender pay gap reduced from 11.6% to 8%, with the median reducing from 5.7% to -1.8%. Our mean ethnicity pay gap reduced from 2.8% to -0.8%, with the median reducing from 0.2% to -5.3%.

Our workforce survey results in February 2022 showed positive progress in areas supporting a culture of diversity, equity, inclusion and belonging:

- 74% staff and 75% volunteers who responded felt that their views are listened to and valued
- 69% staff who responded feel safe to challenge the way things are done at Young Lives vs Cancer
- 84% staff and 65% volunteers who responded could see evidence of progress in the work being done to improve diversity, equity, inclusion and belonging
- 85% staff and 94% volunteers who responded felt they are treated with fairness and respect
- 78% staff and 74% volunteers who responded agree that diversity of views, opinions, skills and identities are genuinely valued at Young Lives vs Cancer.

While these are all positive indicators, we know we still have work to do and have more activity planned for 2022/23, including an external audit of our recruitment processes.

Communication and engagement with our workforce continued to be high on our agenda. Alongside monthly all-colleague events such as Executive Team Q&As, in November 2021 we held our first digital workforce conference, with plans to hold a face-to-face conference event later in 2022. In February 2022 we carried out our first ever joint full workforce survey across both staff and volunteers at the same time, with high engagement and response rates.

Well-being remained a very high priority for us, with quarterly well-being and development days being implemented to ensure our people can have time to focus on themselves, as well as shutdown days over the festive period. In our workforce survey, it was great to see that 76% of staff and 81% of volunteer respondents agreed that the environment at Young Lives vs Cancer enabled them to look after their health and well-being. With the cost of living rapidly increasing across the UK, we were pleased to continue our commitment to pay at the Living Wage Foundation rates for our lowest paid staff. Financial well-being is something we are continuing to consider and engaging with staff as to how we can best support them.

Pensions

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

- The charity is operating efficiently and effectively
- Proper records are maintained and the 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.

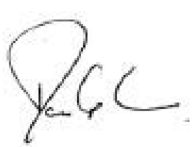
These include:

- 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)

29 September 2022

Independent Auditor’s Report to the Members and Trustees of Young Lives vs Cancer

Opinion

We have audited the financial statements of Young Lives vs Cancer (‘the charitable company’) and its subsidiaries (‘the group’) for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group’s and the charitable company’s affairs as at 31 March 2022 and of the group’s income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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 page 34 to 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and timing of legacies, grant and Trust income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance, and the General-Purpose Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Scottish Charity Regulator, designing audit procedures over the completeness and timing of legacies, grant and Trust income, and reading minutes of meetings of those charged with governance.

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

Use of our report

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

Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

4th Floor
St James House
St James' Square
Cheltenham
Gl50 3PR

Date: 20 October 2022

Consolidated statement of financial activities

(incorporating an income and expenditure account)
For the year ending 31 March 2022

	Notes	Unrestricted funds	Restricted funds	2022	2021
		£'000	£'000	£'000	*£'000*
Income from:					
Donations and legacies					
Donations and other voluntary income	*2*	16,123	1,524	**17,647**	*15,709*
Legacies	*2*	3,213	126	**3,339**	*2,381*
Other trading activities					
Retail trading	*2*	1,360	-	**1,360**	*738*
Fundraising trading	*2*	3,733	45	**3,778**	*1,879*
Lottery income	*3*	148	-	**148**	*1,443*
Investments		2	-	**2**	*6*
Other	*4*	49	-	**49**	*47*
Total income		24,628	1,695	**26,323**	*22,203*
Expenditure on:					
Raising funds					
Donations and legacies	*2*	7,583	-	**7,583**	*6,411*
Retail trading	*2*	2,784	-	**2,784**	*2,191*
Fundraising trading	*2*	1,290	-	**1,290**	*223*
		11,657	-	**11,657**	*8,825*
Net income available for charitable activities		12,971	1,695	**14,666**	*13,378*
Charitable activities:					
When the doctor says cancer		1,349	156	**1,505**	*2,096*
There's no place like home		3,951	531	**4,482**	*3,993*
Helping young lives thrive, not just survive		1,315	143	**1,458**	*1,512*
Cancer costs		3,454	358	**3,812**	*3,655*
When a child dies		584	53	**637**	*643*
Making change happen		586	27	**613**	*395*
Total direct charitable expenditure	*6*	11,239	1,268	**12,507**	*12,294*
Total expenditure	*6*	22,896	1,268	**24,164**	*21,119*
Net income/(expenditure)	*5*	**1,732**	**427**	**2,159**	***1,084***
Transfers between funds	*17,19*	1,735	(1,735)	**-**	*-*
Net movement between funds		**3,467**	**(1,308)**	**2,159**	***1,084***
Total funds brought forward	*17,19*	24,307	3,771	**28,078**	*26,994*
Total funds carried forward		**27,774**	**2,463**	**30,237**	***28,078***

All amounts shown above relate to continuing operations.
Fund comparatives are provided in last year's Consolidated Statement of Financial Activities on the next page.
Notes 1 to 25 on the following pages form part of these financial statements.

Consolidated statement of financial activities

(incorporating an income and expenditure account)
For the year ending 31 March 2021

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

All amounts shown above relate to continuing operations.
Fund comparatives are provided in last year's Consolidated Statement of Financial Activities on the next page.
Notes 1 to 25 on the following pages form part of these financial statements.

Balance sheets

As at 31 March 2022

Company number: 05273638

	Notes	Group 2022	Group 2021	Charity 2022	Charity 2021
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	*10*	15,962	*14,598*	15,936	*14,560*
Investments	*11a*	-	-	126	*137*
		15,962	*14,598*	16,062	*14,697*
Current assets					
Investment assets	*11b*	14	*14*	14	*14*
Stock	*12*	27	*40*	-	-
Debtors	*13*	5,673	*5,170*	7,026	*5,980*
Cash at bank and in hand	23	12,433	*11,384*	10,575	*10,264*
		18,147	*16,608*	17,615	*16,258*
Creditors					
Amounts falling due within one year	*14*	(2,798)	*(3,092)*	(2,366)	*(2,841)*
Net current assets		15,349	*13,516*	15,249	*13,417*
Creditors					
Amounts falling due after one year	*15*	(1,074)	*(36)*	(1,074)	*(36)*
Net assets	***16***	**30,237**	**28,078**	**30,237**	**28,078**
The funds of the charity					
Restricted income funds	*17*	2,463	*3,771*	2,463	*3,771*
Unrestricted funds					
Free reserves	*19*	8,644	*7,895*	8,644	*7,895*
Designated funds	*19*	19,130	*16,412*	19,130	*16,412*
Total charity funds		**30,237**	***28,078***	**30,237**	***28,078***

The parent charity made a surplus in the year of £2,160k (2021: £1,084k).

These financial statements were approved by the Board of Trustees and authorised for issue on 29 September 2022.

David Haslam
Chair

Anna Hancock
Treasurer

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

Consolidated cash flow statement

For the year ending 31 March 2022

	Notes		2022		2021
		£'000	£'000	£'000	£'000
Net cash provided by/(used in) operating activities	22		**2,861**		**2,972**
Cash flows from investing activities					
Interest received		2		6	
Net sales proceeds from the sale of fixed assets		-		-	
Purchase of property, plant and equipment	10	(1,814)		(618)	
Net cash (used in)/provided by investing activities			**(1,812)**		**(612)**
Change in cash and cash equivalents for the year	23		**1,049**		**2,360**
Cash and cash equivalents at the beginning of the year	23		**11,384**		**9,024**
Cash and cash equivalents at the end of the year	23		**12,433**		**11,384**

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

Notes to the accounts
For the year ending 31 March 2022

1. Accounting policies

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

(a) Basis of accounting and going concern

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

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

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

(b) Group financial statements

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

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

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

(c) Legal status

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

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

Notes to the accounts

For the year ending 31 March 2022 (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.

(g) Income and deferred income

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

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

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

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

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

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

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

Lottery income includes amounts raised from raffles and lotteries, including proceeds from the sale of scratchcards in Morrisons stores. Fees and expenses for scratchcards are determined by our External Lottery Manager Rieves 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 2022 (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 2022 (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 2022 (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 2022 (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

A dilapidations liability assessment has been conducted on the full property portfolio at at 31 March 2022. A provision is included in the financial statements for those costs that the charity estimates will be incurred upon vacating properties in the near future, based on the condition of the properties at the year end. Whilst some uncertainty exists regarding both the timing and amounts of the provisions, the amount represents the best estimate of the Trustees.

(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.

Notes to the accounts
For the year ending 31 March 2022 (continued)

(t) Finance and operating leases

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

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

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. The Charity does not currently have any finance leases.

2. Net fundraising income

During the year, donations and legacies increased by £2.9 million (2021: decrease of £3.6 million).

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

	Unrestricted	Restricted	2022	2021
	£'000	£'000	£'000	£'000
Donations and legacies				
Donations	12,587	227	12,814	11,997
Grants	3,253	1,297	4,550	2,087
Government Grants and Support	78	-	78	1,473
Gifts in Kind	205	-	205	152
Legacies	3,213	126	3,339	2,381
Total donations and legacies	19,336	1,650	20,986	18,090
Retail trading income	1,360	-	1,360	738
Lottery income	148	-	148	1,443
Fundraising trading income				
Major fundraising events	545	53	598	139
Challenge events	1,966	(8)	1,958	576
Other fundraising trading income	1,222	-	1,222	1,164
Total fundraising trading income	3,733	45	3,778	1,879
Total fundraising income	24,577	1,695	26,272	22,150
Less: donations and legacies' costs	(7,583)	-	(7,583)	(6,411)
Less: retail trading costs	(2,784)	-	(2,784)	(2,191)
Less: fundraising trading costs				
Major fundraising events	(196)	-	(196)	(89)
Challenge events	(1,060)	-	(1,060)	(79)
Other fundraising trading expenditure	(34)	-	(34)	(55)
	(1,290)	-	(1,290)	(223)
Total fundraising expenditure	(11,657)	-	(11,657)	(8,825)
Net fundraising income	12,920	1,695	14,615	13,325

Notes to the accounts
For the year ending 31 March 2022 (continued)

3. Lottery
In the year ended 31 March 2021 we received lottery proceeds totalling £1.295m from People's Postcode Lottery (PPL). During the year ended 31 March 2022 PPL moved to a grants based model and we received grant funding of £3.125m, which is now classified as donation income. We are grateful for the support from all our donors, and acknowledge the continued support from PPL.

Lottery income is unrestricted. Income received during the year relates to proceeds from the sale of scratch cards in Morrisons stores. Expenses are incurred by an external lottery provider on behalf of the charity. See Note 1 (g) for further information on lottery income. Amounts received during the year are as follows:

	2022	2021
	£'000	£'000
Gross proceeds	740	4,735
Expenses	(392)	(1,395)
Prize fund	(200)	(1,897)
Net proceeds received by the charity	148	1,443

4. Other income

	Unrestricted	Restricted	2022	2021
	£'000	£'000	£'000	£'000
Profit on the sale of fixed assets	-	-	-	-
Other income	49	-	49	47
	49	-	49	47

5. Net income/(expenditure)

	2021	2020
	£'000	£'000
This is stated after charging / (crediting):		
Depreciation	450	450
Profit on the disposal of fixed assets	-	-
Payments under operating leases:		
land and buildings	840	967
other	-	-
Auditor's remuneration	28	32

Notes to the accounts

For the year ending 31 March 2022 (continued)

6. Analysis of total expenditure

	Direct & Indirect Staff Costs (Note 8)	Direct Non-Staff Costs	Indirect Non-Staff Costs (Note 7)	2022	2021
	£'000	£'000	£'000	**£'000**	*£'000*
Cost of generating funds:					
Donations and legacies	3,048	4,041	494	**7,583**	*6,411*
Retail trading	944	1,572	268	**2,784**	*2,191*
Fundraising trading	436	806	48	**1,290**	*223*
	4,428	6,419	810	**11,657**	*8,825*
Charitable expenditure:					
When the doctor says cancer	1,262	67	176	**1,505**	*2,096*
There's no place like home	3,047	897	538	**4,482**	*3,993*
Helping young lives thrive, not just survive	1,226	61	171	**1,458**	*1,512*
Cancer costs	2,261	1,098	453	**3,812**	*3,655*
When a child dies	535	26	76	**637**	*643*
Making change happen	489	51	73	**613**	*395*
	8,820	2,200	1,487	**12,507**	*12,294*
Total expenditure	13,248	8,619	2,297	**24,164**	*21,119*

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

In addition to the above, charitable expenditure of £1,584k was incurred during the year on the renovation of Jacks' House, Manchester Home from Home (see Note 10).

7. Analysis of support costs

Support costs	Office services	Corporate	Finance	IT	HR	Governance	2022	2021
	£'000	£'000	£'000	£'000	£'000	£'000	**£'000**	*£'000*
Cost of generating funds:								
Donations and legacies	296	25	19	106	34	14	**494**	*436*
Retail trading	161	14	10	57	19	7	**268**	*275*
Fundraising trading	29	2	2	10	4	1	**48**	*36*
	486	41	31	173	57	22	**810**	*747*
Charitable expenditure:								
When the doctor says cancer	107	12	7	38	10	5	**179**	*204*
There's no place like home	320	35	21	113	29	14	**532**	*398*
Helping young lives thrive, not just survive	104	11	7	37	10	5	**174**	*147*
Cancer costs	272	29	17	97	25	12	**452**	*360*
When a child dies	46	5	3	16	4	2	**76**	*63*
Making change happen	44	5	3	16	4	2	**74**	*39*
	893	97	58	317	82	40	**1,487**	*1,211*
Total support costs	1,379	138	89	490	139	62	**2,297**	*1,958*

Notes to the accounts

For the year ending 31 March 2022
(continued)

8. Employees

Group and charity	Employed**	Funded*	2022	2021
Staff costs consist of:	£'000	£'000	**£'000**	*£'000*
Wages and salaries	10,889	363	**11,252**	*11,824*
Social security costs	1,021	44	**1,065**	*1,043*
Pension costs	902	29	**931**	*919*
	12,812	436	**13,248**	*13,786*

Group and charity	2022	2021
The average number of employees on full-time equivalent basis during the year was as follows:	**No.**	*No.*
Fundraising	**64**	*75*
Direct service provision – employed	**142**	*143*
Direct service provision – funded *	**10**	*17*
Corporate support services	**100**	*92*
Retail trading	**24**	*33*
	340	*360*

The average number of staff employed during the year was 394 (2021: 424).

*Funded employees represent staff in CLIC Sargent care teams who are funded by CLIC Sargent but are employed by local authorities or health trusts.

**Employed costs include capitalised salaries.

During the year the charity made payments to employees of £40k (2021: £266k) in relation to redundancy and termination payments, of which nil (2021: nil) was unpaid at year-end.

Higher paid employees:

Group and charity	2022	2021
Employees receiving annual gross salaries in the following range:	**No.**	*No.*
£60,000 to £70,000	**5**	*4*
£70,001 to £80,000	**1**	*1*
£80,001 to £90,000	**2**	*2*
£90,001 to £100,000	**2**	*1*
£100,001 to £110,000	**-**	-
£110,001 to £120,000	**-**	-
£120,001 to £130,000	**-**	*1*
£130,001 to £140,000	**1**	

The Chief Executive received a salary of £132,000 (2021: £123,200) 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	2022	2021
Key management personnel costs for the charity and group consist of:	**£'000**	*£'000*
Wages and salaries	**543**	*508*
Social security costs	**63**	*63*
Pension costs	**42**	*36*
	648	*607*

Trustees' remuneration and expenses

None of the members of the Board of Trustees received any remuneration. During the year, one Trustee received reimbursements of travel and subsistence expenditure totalling £109 (2021: nil).

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 2022 is as follows:

	2022	2021
	£'000	£'000
Turnover	1,442	1,482
Cost of sales	(46)	(59)
Gross profit	1,396	1,423
Administration expenses	(367)	(491)
Gift Aid donation to the charity	(1,029)	(932)
Operating profit/(loss) for the financial year	-	-
Other income	-	-
Profit/(loss) for the year	-	-
Balance brought forward at beginning of year	-	-
Balance carried forward at end of year	-	-
Total assets	1,613	1,638
Total liabilities	(1,513)	(1,538)
Net assets at 31 March 2022	100	100

A summary of CLIC Sargent Developments Limited's trading results for the year ended 31 March 2022 is as follows:

	2022	2021
	£'000	£'000
Turnover	1,461	279
Cost of sales	(1,433)	(274)
Gross profit	28	5
Administration expenses	(8)	(7)
Gift Aid donation to the charity	(16)	-
Operating profit/(loss) for the financial year	4	(2)
Other income	-	-
Profit / (loss) for the year	4	(2)
Balance brought forward at beginning of year	(4)	- 2.00
Balance carried forward at end of year	-	(4)
Total assets	377	244
Total liabilities	(377)	(248)
Net assets/ (liabilities) at 31 March 2022	-	(4)

9. Subsidiary companies (continued)

A summary of CLIC Sargent Lottery Limited's trading results for the year ended 31 March 2022 is as follows:

	2022	2021
	£'000	£'000
Turnover	148	1,443
Cost of sales	-	-
Gross profit	148	1,443
Administration expenses	(22)	(25)
Gift Aid donation to the charity	(126)	(1,418)
Operating profit/(loss) for the financial year	-	-
Other income	-	-
Profit/(loss) for the year	-	-
Balance brought forward at beginning of year	-	-
Balance carried forward at end of year	-	-
Total assets	191	174
Total liabilities	(191)	(174)
Net assets at 31 March 2022	-	-

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 2022 (continued)

10. Tangible and Intangible Fixed assets

Group	Intangibles	Land	Freehold property	Assets under construction	Fixtures and fittings	Motor vehicles	Total
		£'000	£'000	£'000	£'000	£'000	**£'000**
Cost or valuation							
At 31 March 2021	663	3,113	10,916	1,637	2,135	13	**18,477**
Additions	133	-	7	1,584	90	-	**1,814**
Disposals	-	-	-	-	(1,306)	-	**(1,306)**
Transfer between classes	-	-	-	-	-	-	-
At 31 March 2022	**796**	**3,113**	**10,923**	**3,221**	**919**	**13**	**18,985**
Depreciation							
At 31 March 2021	503	-	1,648	-	1,715	13	**3,879**
Charge for year	92	-	219	-	139	-	**450**
Disposals	-	-	-	-	(1,306)	0	**(1,306)**
At 31 March 2022	**595**	**-**	**1,867**	**-**	**548**	**13**	**3,023**
Net book value							
At 31 March 2022	**201**	**3,113**	**9,056**	**3,221**	**371**	**-**	**15,962**
At 31 March 2021	160	3,113	9,268	1,637	420	-	**14,598**

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. £26,144 (2021: £37,499) 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 £26k (2021: £38k) less than the group total above, giving a total of £15,936k (2021: £14,560k).

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

We removed the legal charge for an overdraft facility in June 2021 (Year End 2021: £2 million) which was previously secured over Paul's House, Huntley Street, London. Paul's House has a net book value of £4.03 million.

11. Investments

(a) Fixed Asset Investments

		Group		Charity	
		2022	*2021*	**2022**	*2021*
		£'000	*£'000*	**£'000**	*£'000*
Charity investment in subsidiaries		**-**	-	**100**	*100*
Investment properties	Note 10	**-**	-	**26**	*37*
		-	-	**126**	137

The charity has a £100,001 investment in the subsidiaries CLIC Promotions (£100,000) and CLIC Developments (£1). This is unchanged from Year End 2021.

(b) Current Asset Investments

Group and charity	Listed investments	Total
	£'000	£'000
Market value at 1 April 2021 and at 31 March 2022	14	**14**
Historical cost	24	**24**

It is the intention to sell shares in commercial investments in the future, once conditions are favourable. 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

12. Stock

	Group		Charity	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Shop inventories	**27**	*40*	**-**	-

13. Debtors

	Group		Charity	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Other debtors	**432**	*643*	**299**	*184*
Amounts owed by group undertakings	**-**	-	**1,496**	*1,508*
Prepayments and accrued income	**5,241**	*4,527*	**5,231**	*4,288*
	5,673	*5,170*	**7,026**	*5,980*

14. Creditors: amounts falling due within one year

	Group		Charity	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Trade creditors	**405**	*649*	**367**	*490*
Taxation and social security	**258**	*272*	**258**	*272*
Other creditors	**118**	*115*	**118**	*115*
Accruals	**1,477**	*1,326*	**1,150**	*1,234*
Deferred income*	**540**	*730*	**473**	*730*
	2,798	*3,092*	**2,366**	*2,841*

* Deferred income relates to income received in advance of events occurring in future periods. £540k (2021: £730k) will be treated as income in next year's accounts.

15. Creditors: amounts falling due after one year

	Group		Charity	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Dilapidation provision	**1,051**	-	**1,051**	-
Unfunded pension obligation	**23**	*36*	***23***	36
	1,074	*36*	**1,074**	*36*

16. Analysis of net assets between funds

Fund balances at 31 March 2022 are represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	**£'000**
Tangible fixed assets	15,963	- *1*	**15,962**
Net current assets	12,885	2,464	**15,349**
Long-term liabilities	(1,074)	-	**(1,074)**
Net assets	27,774	2,463	**30,237**

Fund balances at 31 March 2021 were represented by:

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

17. Restricted funds

Restricted funds at 31 March 2022 are represented by:

Group and charity	Balance 01 April 2021	Income	Expenditure	Transfers between funds	**Balance 31 March 2022**
	£'000	£'000	£'000	£'000	**£'000**
London Home from Home	52	-	(4)	-	**48**
Newcastle Home From Home	881	8	-	-	**889**
Manchester Home from Home	2,519	-	(26)	(1,735)	**758**
Other Homes from Home	-	453	(135)	-	**318**
Care teams	247	444	(426)	-	**265**
Grants	40	37	(48)	-	**29**
Thrive Not Just Survive	-	39	(39)	-	**-**
Projects	3	190	(38)	-	**155**
Programmes	16	449	(464)	-	**1**
Regional	13	75	(88)	-	**-**
	3,771	1,695	(1,268)	(1,735)	**2,463**

Restricted funds at 31 March 2021 were represented by:

Group and charity	Balance *01 April 2020*	Income	Expenditure	Transfers *between funds*	**Balance *31 March 2021***
	£'000	*£'000*	*£'000*	*£'000*	***£'000***
London Home from Home	(3)	75	(20)	0	**52**
Newcastle Home From Home	881	2	-	(2)	**881**
Manchester Home from Home	2,726	89	0	(296)	**2,519**
Other Homes from Home	-	78	(78)	-	**0**
Care teams	126	292	(171)	0	**247**
Grants	1	82	(43)	0	**40**
Thrive Not Just Survive	9	369	(378)	-	**0**
Projects	3	150	(150)	-	**3**
Programmes	71	718	(773)	-	**16**
Regional	6	23	(16)	0	**13**
	3,820	1,878	(1,629)	(298)	**3,771**

Notes to the accounts
For the year ending 31 March 2022 (continued)

17. Restricted funds (continued)

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

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

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

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

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

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

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

Projects represents funding secured for other specific projects.

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

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

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

Notes to the accounts

For the year ending 31 March 2022 (continued)

18. Restricted fund contributions

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

	2022	
	£'000	
City Bridge Trust		
The funding arm of the City of London Corporation's charity, Bridge House Estates (Charity no. 1035628)	51	Helping young cancer patients from London, and their families, to cope with the costs of cancer.
BBC Children in Need	58	Supporting children with cancer and their families in South West England over 3 years 2019 - 22.

Big Lottery Fund

	Balance 1 April 2021	Income	Expenditure	**Balance 31 March 2022**
	£'000	£'000	£'000	**£'000**
Big Lottery Fund - Northern Ireland (Together We Thrive Project)	163	118	(158)	**123**
Total	163	118	(158)	**123**

19. Unrestricted funds

Free and Designated funds at 31 March 2022 are represented by:

Charity	Balance 1 April 2021	Income	Expenditure	Transfers between funds	**Balance 31 March 2022**
	£'000	£'000	£'000	£'000	**£'000**
Free reserves	7,895	21,453	(19,077)	(1,627)	**8,644**
Designated funds:					
Fixed asset reserve	14,598	-	(450)	1,815	**15,963**
Morrisons	-	3,175	(3,175)	-	**-**
New Finance & HR System	800	-	-	-	**800**
New Customer Relationship Management System	500	-	(40)	(1)	**459**
New Services Operating Model	170	-	(89)	(81)	**-**
Future services Investment Fund	-	-	(1)	790	**789**
Carryover Fundraising Investment Fund	-	-		525	**525**
Technology Infrastructure Investment Fund	-	-	-	264	**264**
Other	344	-	(64)	50	**330**
	16,412	3,175	(3,819)	3,362	**19,130**
Total	24,307	24,628	(22,896)	1,735	**27,774**

19. Unrestricted funds (continued)

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

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

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.

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

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

New Customer Relationship Management System - A fund has been designated equivalent to the implementation balance and running costs relating to the new system up to and including March 2024.

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

Future services Investment Fund - This fund comprises of a number of elements of future planned spend to develop impact for our beneficiaries. It will be utilised for foundational research on future needs and upweighting the capability in our Policy & Influencing team to maxmise the impact of this research and our wider campaining capacity over the next three years.

Carryover Fundraising Investment Fund - This re-times expenditure into 2022/23, originally planned and budgeted for in 2021/22 for the acquisition of regular giving supporters. This represents the balance that had been delayed due to restrictions during the financial year. This fund will be spent in Q1 2022/23.

Technology Infrastructure Investment Fund - To secure two fixed term specialist Technology roles to underpin our technology capability & infrastructure required to deliver our Fundraising & Services strategy.

Other - A legacy was received in 2019/20 and 2020/21 totalling £264k which has currently been classed as designated funding - this remains unspent at year end. A further £80k was added in 2020/21 to support management & project management training which was fully spent in 2021/22. A further £66k was added from free reserves in 2021/22 to fund hardware replacement, which will be spent in 2022/23.

Transfers between funds: The £1,815k transfer to the fixed asset reserve represents fixed asset additions including restricted capital costs for the Manchester Home from Home (£1,585k), CRM project (£126k), New Services Operating Model (£74k), Investment Funds (£3k) and other unrestricted additions (£27k).

Funds totalling £1,778k (2021: £1,550k) have been designated this year, £125k added to the CRM Fund, £66k to create a new designated fund for hardware replacement and £1,587k to create three new Investment Funds for Future Services, Carry-over Fundraising and Technology Infrastructure.

20. Commitments

As at 31 March 2022 there were future minimum lease payments under non-cancellable operating leases for each of the following periods:

Group and charity	2022 Land and buildings	2022 Other	2021 *Land and buildings*	2021 *Other*
	£'000	**£'000**	*£'000*	*£'000*
Total commitments due:				
Within one year	**785**	**-**	*840*	-
Within two to five years	**595**	**-**	*1,351*	-
After five years	**25**	**-**	*55*	-
	1,405	**-**	*2,246*	-

The value of capital commitments at 31 March 2022 was £391k (2021: £1,125k). This relates to amounts owed under the construction contract to the main contractor for Jack's House, the new Manchester Home from Home, which was purchased during the 2019/20 year, and also includes contractual amounts due to the systems supplier Pythagoras for implementing the new CRM system.

Five of the charity's operating leases totalling £145k were determined to be onerous at year end 2022 (2021: £72k), and we have included a provision to recognise all irrecoverable costs immediately in respect of these.

21. Grants

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

With regard to grants made to organisations, £112k (2021: £32k) was paid to Children's Cancer and Leukaemia Group in relation to funding for the Chief Nurse, an Early Diagnosis Project and for Research.

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

Group and charity	2022 £'000	2022 No. of grants	2021 *£'000*	2021 *No. of grants*
Registration	**269**	**2,690**	466	2,979
Financial Hardship	**355**	**1,270**	372	1,495
Compassionate	**33**	**110**	87	296
Winter Emergency Grant	**290**	**881**	0	0
Thrive Not Just Survive	**-**	**-**	103	108
Other	**20**	**125**	8	54
	967	**5,076**	*1,036*	*4,932*

Of the grants awarded £9k was unpaid at 31 March 2022 (2021: £8k).
The Winter Emergency Grant was introduced in 2021/22 to support children, young people and their families with increasing winter costs.

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

Group	2022	2021
	£'000	£'000
Net income for the year	2,159	1,084
Adjustments for:		
Depreciation charges	450	450
Interest received	(2)	(6)
Profit on the disposal of fixed assets	0	0
Increase in stock	13	6
Increase in debtors	(503)	1,075
Increase in creditors	744	363
Net cash provided by operating activities	2,861	2,972

23. Analysis of cash and cash equivalents

Group	At 1 April 2021	Cash flows	At 31 March 2022
	£'000	£'000	£'000
Notice deposits (less than 3 months)	-	-	-
Cash at bank and in hand	11,384	1,049	12,433
	11,384	1,049	12,433

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 2021/22 CLIC Sargent paid the Trust £845 (2021: £1,755).

The charity paid Kaleidoscope Health and Care £1,291 (2021: nil) for our share of the Improving Outcomes work commissioned by a group of specialist cancer charities. The Chair of the Board of Trustees is a Senior Advisor to Kaleidoscope Health and Care.

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 2021/22 CLIC Sargent paid Sayer Vincent £3,006 (2021: £2,805).

Trustees paid a total of £1,660 (2021: £6,721) 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: £372,685 (2021: £499,294) from CLIC Sargent Promotions Limited, £5,195 (2021: £1,069) from CLIC Sargent Developments Limited and £18,854 from CLIC Sargent Lottery Limited (2021: £19,348).

VAT paid by the charity on behalf of CLIC Sargent Promotions Limited: £278,464 (2021: £307,701). Design and Build costs incurred by CLIC Sargent Developments Limited and recharged to the charity: £1,460,640 (2021: £278,758).

Profits in the subsidiaries to be donated to the charity: £1,029,016 (2021: £931,945) from CLIC Sargent Promotions Limited, £126,134 (2021: £1,418,088) from CLIC Sargent Lottery Limited and £16,171 from CLIC Sargent Developments Limited (2021: £nil).

Balances repayable at the year end: £1,460,296 (2021: £1,535,852) to the charity from CLIC Sargent Promotions Limited; £152,293 (2021: £200,520) from the charity to CLIC Sargent Developments Limited and £188,574 (2021: £172,387) from CLIC Sargent Lottery Limited to the charity.

25. Financial assets and liabilities

Group		**2022**	*2021*
		£'000	*£'000*
Financial assets measured at fair value through profit or loss:			
Investments in liquid equity instruments	Note 11b	**14**	*14*
Financial assets measured at amortised cost:			
Accrued income and other debtors	Note 13	**4,189**	*3,538*
Cash at bank and in hand	Note 23	**12,433**	*11,384*
Financial liabilities measured at amortised cost:			
Trade creditors and accruals due in less than one year	Note 14	**1,882**	*1,975*
Financial liabilities measured at net present value:			
Unfunded pension obligation due in more than one year	*Note 15*	**23**	*36*

Reference and administrative details

Registered name of the charity	CLIC Sargent Cancer Care for Children
Trading as	Young Lives vs Cancer
Charity number	1107328
OSCR number	SC039857
Company number	05273638

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

Reference and administrative details (continued)

Executive officers

Chief Executive
Rachel Kirby-Rider
Director of Corporate Services
Tony Dowrick
Director of Income and Engagement
Luke Mallett
Director of Services
Helen McShane
Director of People and Learning
Roger Smith (Resigned June 2021)
David Evans (Appointed November 2021)
Director of Strategy and Governance, Company Secretary
Jenny Turner

Founders

Sylvia Darley OBE - Sargent Cancer Care for Children
Bob Woodward - CLIC – Cancer and Leukaemia in Childhood

Honorary Presidents

Gordon Morrison

Vice Presidents

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

Ambassadors

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

Reference and administrative details (continued)

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Statutory Auditor
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Principal and Registered office

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