

Annual Report and Accounts for the year ending 31 December 2021

Inform	Award-winning information and educational resources
Support	Outstanding support services
Connect	An established lymphoma community

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Welcome

Welcome to this year's report on our achievements in 2021, our 35 year anniversary.

2021 was dominated by news on the COVID-19 vaccine rollout. Though positive, the vaccine response presented challenges for us and our beneficiaries, and changing restrictions brought with them feelings of uncertainty and anxiety. Throughout, we continued to provide vital information and support.



The second half of the year saw the first inklings of normality although we still could not resume face-to-face activities. The gains made in our digital strategy allowed us to remain responsive, which led to more people using our services, visiting our website, and joining our online meetings.

Though COVID-19 continued to affect our activities in 2021, we achieved our objectives for the year, surpassed our income targets (in large part through an unexpected and generous legacy) and increased our impact for people affected by lymphoma.

As a result, we were delighted to be awarded the Karen Van Rassel Leadership Award from the Lymphoma Coalition (a Global Coalition of over 80 charities), in recognition of our work supporting people affected by lymphoma throughout the pandemic.

As part of our public benefit, we recognise our wider environmental, social and governance responsibilities. In 2021 we made good progress on a number of fronts, from starting work on our 'Environmental Statement of Intent' to evaluating our governance and undertaking health inequalities research (an action under our Diversity and Inclusion Framework). Our Board are committed to further improving the way in which our Charity operates so that we can fulfil our wider public obligations.

Whilst I've decided to step down as Chair in 2022, after 11 years as a trustee and 9 as Chair, I know that the Charity is in a strong position with a bright future ahead. It is served by a very committed Senior Management Team (including our new Director of Services who joined in 2021) and Board of Trustees from which our next Chair will be selected. It has been a great privilege to be part of such a wonderful charity that has stayed true to its purpose.

Finally, I would like to thank our volunteers and staff members for continuing to deliver a high level of support despite the difficulties of another year impacted by COVID-19. I would also like to thank our dedicated lymphoma community for their generosity in 2021, without whom none of this would be possible.

Gordon Johns
Chair of the Board of Trustees
Lymphoma Action

Who we are and what we do

Lymphoma Action was established in 1986, and is the only UK national charity dedicated to lymphoma – the fifth most common cancer in the UK. It provides high quality information, advice and support to people affected by lymphoma, and their family, friends and healthcare professionals.

Our vision

Everyone affected by lymphoma will receive the best possible support, treatment and care.

Our mission

Through information, education, support and influence, we will make sure no one has to face lymphoma alone.

Our values

- **Focused** – we are dedicated to the needs of those affected by lymphoma
- **Empowering** – we build confidence to make change happen
- **Trusted** – we use our expertise to deliver quality services
- **Innovative** – we look to a better future for people affected by lymphoma
- **Collaborative** – we are inclusive and value our partnerships

Our goals

- Create the highest quality information so that people can understand their lymphoma
- Ensure that people affected by lymphoma can access the treatment and care that they need
- Ensure that people feel supported with and beyond lymphoma by others who understand what they are going through
- Be a voice for people affected by lymphoma to influence the decisions that affect them and raise awareness of lymphoma
- Have the most effective resources so that we are sustainable and can deliver impactful services



2021 - our year in numbers

Information

Information books and sheets printed or sent:

31,394



COVID-19 & lymphoma online page views:

168,000

Lymphoma Matters magazine sent:

76,411

Website users:

2,134,365



Lymphoma TrialsLink page views:

16,491



Support & volunteering

Helpline service interactions:

1,755



Active volunteers:

338



Buddy links:

46



Online support meeting attendees:

1,715



Members in closed Facebook support group:

2,491

Online support meetings:

280

Education & training

1,398 listens across our **8** podcast episodes

467 healthcare professionals attended **3** online educational events

14 virtual Live Your Life events attended by **109** people

9 live webinars viewed by a total of **802** people



Social media

611,200

YouTube views



37,219

Facebook followers



9,675

Twitter followers



4,414

Instagram followers



Income



Total income:

£3,493,925

Challenge events:

£466,969



Legacies:

£1,680,221

Our objectives and achievements

In 2021 we delivered our services in a way that responded to the impact of COVID-19. Here we summarise our progress against our five main goals.

1. Create the highest quality information so that people can understand their lymphoma

2021 objective	Key achievements in 2021
Develop information about lymphoma to cover more of what people need, and provide ongoing COVID-19 support	<ul style="list-style-type: none">• Produced three editions of <i>Lymphoma Matters</i> magazine, sent free of charge to over 76,000 people.• Reviewed and printed three booklets, with total book distribution increasing by 10% on 2020 figures.• Provided up-to-date COVID-19 information on our website with over 168,000 page views.
Extend our reach and identify areas where we can increase our impact	<ul style="list-style-type: none">• Recruited our <i>Time to Shine</i> Accessible Information Co-ordinator.• Completed our health inequalities research project to understand how we can better develop services. We received 745 responses and carried out 21 in-depth interviews.• Looked at unmet needs within blood cancer as part of the Blood Cancer Alliance (BCA).
Strengthen and build our channels to share information, using technology to increase our impact	<ul style="list-style-type: none">• Revised 45 web pages with 2,134,365 information page views on our website.• Published 103 news blogs related to lymphoma.• Delivered nine live webinars and eight new podcasts.• Produced 21 information videos across the year with 7,801 views.

I'd like to thank your charity for the incredible support and information I received throughout this last challenging year.

2. Ensure that people affected by lymphoma can access the treatment and care that they need

2021 objective	Key achievements in 2021
Help people affected by lymphoma communicate better with their healthcare professionals	<ul style="list-style-type: none">• Average of 58 trials listed on our TrialsLink database throughout 2021.• Provided healthcare professionals with regular information and support around COVID-19 and lymphoma related information needs.
Deliver an education programme for healthcare professionals	<ul style="list-style-type: none">• 322 attended our Lymphoma Management Course.• Delivered the UK Lymphoma Radiotherapy Group annual meeting for 84 participants.• 61 attended our Lymphoma Education for Nurses event.• Delivered a joint webinar on lymphoma and myeloma through Gateway C with a total of 193 participants.
Help identify those treatment priorities and quality of life issues which would make the biggest difference in terms of better access to treatment and care	<ul style="list-style-type: none">• 17 Health Technology Assessments (HTA) completed with National Institute for Health and Care Excellence (NICE), six with the Scottish Medicines Consortium (SMC) and one with NHS England (NHSE).• Endorsed an open letter to the public as part of <i>One Cancer Voice</i> and a National Voices letter to the Prime Minister on the lifting of restrictions/end of shielding.• Worked with the BCA on advocacy relating to COVID-19 antibody testing and therapies.• Joint signatory on BCA letter to Sajid Javid asking for a government lead for the needs of the immunosuppressed.• Inputted to and endorsed submissions from Cancer52 and the BCA in relation to the NICE Methods Review.



I absolutely relied on Lymphoma Action for all the facts, figures and details when it came to my cancer. Without Lymphoma Action, 'the big unknown' - when I was waiting for the diagnosis and having all the scans and tests - would've been even more excruciating.

3. Ensure that people feel supported with and beyond lymphoma by others who understand what they are going through

2021 objective	Key achievements in 2021
Continue to build our lymphoma community to support each other in person and/or through digital means	<ul style="list-style-type: none">• Delivered 280 online support meetings with 1,715 attendees, including people attending our new Young People and Carers groups.• Made 46 successful Buddy links.• Delivered Check-in & Chat to those who needed support but could not attend online meetings.• Increased our closed Facebook support group to 2,491, helping people to feel more informed, supported and connected.
Increase the impact of our helpline and educational services	<ul style="list-style-type: none">• Carried out 1,755 interactions with our Helpline Service via phone, email and Live Chat.• Delivered 14 <i>Live your Life</i> workshops with 109 attendees.• Launched the <i>Live Your Life</i> mini course.• Held the Lymphoma Focus Day with five pre-recorded videos and opportunities to join 13 'chat sessions'.
Build a large volunteering community that increases the reach and breadth of our work	<ul style="list-style-type: none">• Supported by 338 volunteers at the end of 2021, who provided a total of 3,598 volunteering hours, up 53% on 2020.• Volunteers supported 3,318 people affected by lymphoma.• Celebrated International Volunteers' Day and launched an engagement survey for volunteers to help us engage more in 2022.



I'd like to thank your charity for the incredible support. The Facebook group and support groups are the biggest support in coping with diagnosis. Being able to talk to others that are in a similar situation helps massively.

4. Be a voice for people affected by lymphoma in order to influence the decisions that affect them and raise awareness of lymphoma

2021 objective	Key achievements in 2021
Collaborate with our partners to amplify the voice of people affected by lymphoma	<ul style="list-style-type: none"> • Joined <i>One Cancer Voice</i> in writing to the government on the Comprehensive Spending Review. • Took part in a roundtable discussion with NICE and NHS around the Innovative Medicines Fund. • Supported academic and other research projects including research into patient experiences of diffuse large B-cell lymphoma. • Supported two healthcare professional/ pharmaceutical initiatives/events around cutaneous (skin) T-cell lymphoma and CAR T-cell therapy; and inputted into the Radioligand Therapy readiness assessment project.
Strengthen the voice of people affected by lymphoma on a national policy platform	<ul style="list-style-type: none"> • Worked with Cancer52 and the BCA to press on policy issues around COVID-19 and restoration of cancer services. • Drafted a submission to the Health and Social Care Select Committee inquiry on delivering services during the pandemic and beyond, as part of the BCA. • Represented people affected by lymphoma through the Lymphoma Coalition Community Advisory Board, at the All-Party Parliamentary Groups on shielding, and at Industry Partners meetings.
Develop communications and campaigns to deliver our message to a wide and diverse audience	<ul style="list-style-type: none"> • Implemented our 35 year anniversary plans, focusing on mental wellbeing and raising awareness through increased press around lymphoma and our anniversary activities. • Had 124,526 engagements on social media and 346 press mentions.



At the start of my treatment, I found your website and printed materials a HUGE help in terms of coming to understand a cancer which I simply hadn't even heard of before my diagnosis.

5. Have the most effective resources so that we are sustainable and can deliver impactful services

2021 objective	Key achievements in 2021
Implement our People Strategy	<ul style="list-style-type: none"> • Focused on providing an effective hybrid working environment, COVID-19 safe office working and a responsive approach to changing restrictions. • Implemented a new Employee Assistance Programme and continued to provide mental health first aid resources to staff. • Undertook a staff engagement survey which was overwhelmingly positive and drew up recommendations to address any areas of concern.
Be financially strong and strategically resilient for longer-term sustainability	<ul style="list-style-type: none"> • Surpassed our annual income targets by strengthening our relationships and stewardship, growing our individual giving income and further developing our digital fundraising. • Provided opportunities for supporters to get involved, from 35 year anniversary activities to a variety of events (2021 also saw our largest ever contingent in the London Marathon). • Invested in health inequalities research, peer support review, and began strategic work to further develop our services.
Develop our infrastructure, ICT and digital capabilities aligned to our goals	<ul style="list-style-type: none"> • Successfully implemented our digital and ICT strategy to improve our digital services and events and develop online peer support. • Implemented a new CRM database, completed a website upgrade and conducted a web accessibility audit.

Lymphoma Action is a wonderful charity and all the staff I've had contact with genuinely care, it's lovely. Their empathy and kindness radiate from every communication you have with them which means the world to people like me.

Thank you to our fundraisers

Thanks to our wonderful supporters, we have been able to raise the income we needed to safeguard our services.

Our 35 year anniversary celebrations had a special focus on 'positive mental wellbeing'. We created some extra special fundraising events, including our *Marvellous Makeathon*, *Gaming Challenge*, *Make Every Mile Count* cycling challenge and our *Anniversary Tea Party*.



Despite COVID-19 restrictions, people came up with truly innovative ways to fundraise on our behalf. From raising circa **£20k** through head shaves, donating via Facebook birthday fundraisers or in memory of loved ones, our community rallied together to support us. Supporters raised over **£523k** through one-off donations, regular gifts and in response to appeals and the Big Give Christmas Challenge.

Once the UK restrictions began to ease, supporters raised funds through a wide variety of events, from pancake sales to golf days, and many also took part in our *27 in 27* Campaign which raised over **£16k**.

As the London Marathon took place both in person and virtually for 2021, our 83 runners raised an amazing **£162k**. Combined with the income from all those who ran, cycled, or walked, we raised nearly **£467k** in Challenge Event income alone in 2021.

We were delighted by the circa **£400k** given to us by trusts, foundations, and our corporate partners. Several companies match-funded their employees taking part in our events and our pharmaceutical supporters continued to fund a range of projects, including providing sponsorship for Healthcare Professional events.

We were incredibly grateful to receive a large legacy of **£1.3m** from a long-time supporter, a gift which we have designated to develop the areas of our work needing greater investment over the coming years.

Lymphoma Action would like to thank every person who has supported us and continues to support us.

Without our supporters we could not deliver our services and make the difference we do to those affected by lymphoma.

Thank you.



Reflections and lessons learnt

Despite the challenges and COVID-19 restrictions, 2021 was a strong year for us, and we are so grateful for the support from our dedicated lymphoma community. Reminding ourselves of why we exist, and that people come to us as a trusted source of information, helped us to respond to what people needed.

These are just some of the learnings from 2021:

- Our staff embraced hybrid working, supported by the digital infrastructure that is in place, including our new ThankQ CRM system, introduced in early 2021. Our teams have continued to work effectively despite needing to balance increased workloads and being affected by the pandemic themselves.
- Whilst we focused on supporting staff mental wellbeing and morale, we will need to do more in 2022 to address the challenges impacting on our teams, especially as we want to develop our services which inevitably puts additional strain across the organisation. We will need to increase both capacity and capability if we are to continue being as effective as we have been.
- Gains made through our digital and ICT strategy helped to build consistency and frequency into new activities, allowing us to share podcasts and webinars with our community and provide additional support services. On the other hand, projects like our health inequalities research project, showed just how much more there is to do to reach all people equally, and that sustained investment will be needed to do much of the work around accessibility, inclusion and equality.
- Collaboration remained key in the face of overcoming challenges, and we worked jointly with some great organisations to strengthen the voice of people affected by lymphoma, including Cancer52, the One Cancer Voice coalition and the Blood Cancer Alliance. Collaboration doesn't always work, but where it does it can be highly beneficial as shown by our joint webinars with charities like Leukaemia Care.
- Our lymphoma community was keen to get involved and raise funds on our behalf. This led to a strong financial performance which allowed us to consider opportunities to develop services in 2022. There are many priorities for the Charity with many NHS developments coming, that will change what it means to have a lymphoma diagnosis. In this environment it is important for us to plan very wisely for what could be an exciting next phase for the Charity, coinciding with COVID-19 moving from a pandemic to an endemic phase.

Our plans for the future

Whilst we expect 2022 to continue to be impacted by COVID-19, our mission and long-term strategy remains the same.

Our strategic aims for 2022 and beyond

1. Create the highest quality information so that people can understand their lymphoma

- Produce/review specialist lymphoma content for the website, printed books, news blogs, *Lymphoma Matters* magazine and create additional information/resources.
- Provide up-to-date guidance and information which supports people through the ongoing challenges of COVID-19.
- Increase awareness and improve accessibility of information for more diverse communities using animation, video, personal storytelling and culturally sensitive or translated materials.
- Be insight-led and consider the practical barriers to service access.

2. Ensure that people affected by lymphoma can access the right treatment and care that they need

- Explore digitally based information and self-management tools to empower people affected by lymphoma to engage and better communicate with their healthcare professionals.
- Support people with lymphoma in accessing clinical trials through delivering our Trialslink service and providing supporting information and guidance.
- Deliver our educational healthcare professional events programme along with education and training resources and tools.
- Support government/healthcare professional and sector initiatives to aid the recovery of cancer treatments during and after COVID-19.
- Make submissions to Health Technology Assessments and other NHS consultations.

3. Ensure that people feel supported with and beyond lymphoma by others who understand what they are going through

- Develop opportunities (supported by volunteer roles) to engage with and support people who are unable to access digital technology.
- Continue to provide our *Live your Life* survivorship programme.
- Provide phone, email, and live chat throughout opening hours to reach 2000 interactions.

- Scope additional needs identified in unmet need and health inequality reports and prioritise areas for development.
- Develop and implement a volunteering strategy which supports service delivery and quality and provides opportunities to grow peer support services.

4. Be a voice for people affected by lymphoma to influence the decisions that affect them and raise awareness of lymphoma

- Collaborate with other blood cancer charities in advocating for prompt and better diagnosis, addressing unmet needs and the barriers to accessing treatment and care.
- Understand and support developments in the health service which will improve diagnosis and care of people affected by lymphoma.
- Continue to develop and grow communications/awareness or fundraising campaigns which amplify messaging around lymphoma to reach a wider audience.
- Raise awareness of lymphoma and of our work by developing and implementing our communications and social media strategies.

5. Have the most effective resources so that we are sustainable and can deliver impactful services

- Continue to implement the People Strategy, Staff Engagement plan and strengthen and deliver the Diversity and Inclusion framework.
- Move to new premises, ensuring that staff have the right systems, processes and working environment.
- Raise £1,676,100 to achieve a net surplus against budget.
- Use our designated funds strategically to develop and improve our services.
- Improve digital experience across the whole organisation, ensuring that staff have the right tools, capability and resources to build on our digital delivery.



Inform



Support



Connect



Governance, structure and management

Constitution

Lymphoma Action is incorporated as a charitable company limited by guarantee and is a registered charity in England, Wales and Scotland. It is governed by its Memorandum and Articles of Association, and the work, management, finances and strategy of the Charity is overseen by a Board of Trustees, who are also the Company Directors. The Trustees who held office during the financial year 2021 and at the date of the report are set out on page 48.

A minimum of four Trustees and a maximum of 11 Trustees in office at any one time are required by the Articles of Association. At every Annual General Meeting (AGM) four Trustees retire by rotation but are eligible for re-election. There is no restriction on the term of tenure as a Trustee. Trustees do not receive remuneration for their duties.

Purpose

The Charity's purposes are set out in its Memorandum of Association:

- The relief of suffering of persons affected by lymphoma and other blood cancers by providing information, psychological support and treatment.
- The promotion, funding and publication of research into lymphomas and other blood cancers, including the causes, the treatments and treatment outcomes.
- Activities to raise the awareness of lymphoma and other blood cancers, to encourage the allocation of resources to their treatment and research and to allow more people to access Lymphoma Action's services.

Public benefit

We **inform** people by providing the information and literature they need to understand the complexities of their type of cancer and the different treatment options.

We **support** anyone affected with our confidential phone and LiveChat support line, and education/training events.

We **connect** people to the best resources available and to others who understand what they are going through, including through our Buddy Service and support meetings.

A diagnosis of lymphoma changes lives, whether a person is diagnosed themselves or caring for a loved one. We are often the first point of contact and continue to be there for people throughout their experience of lymphoma. Despite being the fifth most common cancer, many people know little about lymphoma. Therefore, as well as providing information and support services, we represent the interests and voice of people affected by lymphoma in areas of policy and raise awareness of lymphoma as a blood cancer.

The Trustees review the aims, objectives and activities of the Charity each year. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the Charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

Board and management operations and structure

Board of Trustees

The Board of Trustees meets four times a year to review the organisation's work, finances and services, and to agree the strategic goals for the Charity. The Chief Executive and Senior Management Team attend all meetings. The Board also reviews its own operation, effectiveness and governance on an annual basis and every year there is a Trustee/Senior Management Team Away Day.

A Finance Committee, comprising three Trustees, including the Chair of the Board and the Treasurer, has specific responsibility for overseeing and reviewing the organisation's financial operation. It usually meets four times a year, with the Chief Executive, the Director of Finance and the Director of Fundraising and Communications in attendance. However, due to the impact of the pandemic, the Finance Committee continued to meet monthly for the early half of 2021.

In addition, a Remuneration Committee, comprising three Trustees, including the Chair of the Board, the Treasurer and one other Trustee (preferably with HR expertise), meets once a year to make recommendations on setting pay awards, salary levels and to review the Chief Executive's salary.

Recruitment and appointment of new Trustees

An annual review of the recruitment needs of the Board of Trustees is conducted under the leadership of the Chair, including a skills audit of the current knowledge, experience, skills and abilities and how they will be affected by any Trustee departures in the future. We advertise any Trustee vacancies nationally and via relevant professional and organisational networks, depending upon the expertise and specialisms required.

Applicants are shortlisted against the criteria in the person specification for the role of Trustee, including any specific qualities highlighted during the above audit. Shortlisted applicants are invited for interview by at least two Trustees, one of whom will be the Chair. Shortlisted applicants are only appointed where they have the necessary skills and qualities to contribute effectively to the Charity's management and development.

The Charity aims to have the following represented on the Board of Trustees in terms of personal knowledge or experience: lymphoma (directly or indirectly); medical or clinical practice; financial management or investment (with preferably a recognised accountancy or auditing qualification); legal and governance; fundraising; strategic planning, human resources; public relations; media and communications; lobbying and campaigning; sales or marketing; NHS and/or cancer policy; change management; digital/information technology; monitoring and evaluating performance.

All new Trustees receive a comprehensive induction, which includes detailed information about the Charity, including its Memorandum and Articles, accounts, financial reports and minutes of previous Trustees' meetings. In addition, Trustees attend an induction process, where they are briefed by the Chief Executive and key staff members on all aspects of the Charity's operations, staffing and organisational management.

Under the Charity's Diversity and Inclusion Framework the Board of Trustees is committed to ensuring that the Charity's leadership better reflects the communities that we are here to serve. This manifests itself in a commitment to principles of equality, diversity and inclusion on the Board and an ongoing review of the Trustee recruitment process so that there is diversity of thought and experience reflected on the Charity's Board.

Management and organisation

Day-to-day operation of the Charity, and strategy implementation, is delegated by the Board to the Chief Executive, with the support of the Senior Management Team.

The Senior Management Team is comprised of:

Chief Executive	Ropinder Gill
Director of Services	Dallas Pounds
Director of Finance	Jim Howson
Director of Fundraising and Communications	Karen Rabjohn

Related parties

The only related parties are considered to be the Trustees and those connected with the Trustees including their close family, business and other charity interests. There have been no transactions with related parties, other than the reimbursement of any reasonable expenses for the purposes of attendance at Board meetings and other relevant organisational activities.

Remuneration policy

The Board of Trustees formally approved a remuneration policy in February 2016 which was reviewed and updated following a meeting on the 8 March 2021 and can be summarised as follows:

Lymphoma Action is committed to ensuring that we pay our staff fairly and in a way that ensures we attract and retain the right skills to have the greatest impact in delivering our charitable objectives. We also recognise that pay is part of a wider employment offer to staff, which includes, amongst others, satisfaction of working for a charity, personal development, good working practices and a range of other benefits.

To ensure we pay a fair salary that is competitive within the charitable sector, we monitor sector pay levels using a benchmarked market pay system. We also ensure that pay is proportionate to the complexity of each role, in line with our organisational objectives and without discrimination on grounds of protected characteristics as set out in the Equality Act 2010.

As set out in detail in the full policy, Lymphoma Action aims to provide remuneration which:

- Rewards staff with pay in line with the market rate for the charitable sector for the contribution they make.
- Is affordable and appropriate to the income, size and nature of Lymphoma Action as a charity.
- Takes account of the skills, knowledge and experience required of staff.
- Reflects the values of Lymphoma Action and its general needs and reputation.
- Considers the current strategic plans and business needs and/or future needs.
- Upholds a maximum remuneration ratio of 3:1 between its highest paid member of staff and the median salary level.
- Is fair and transparent.
- Always meets our statutory obligations on national minimum pay rates.

A review of salaries normally takes place annually in March/April to take effect from the January before and, if changes are to be made, staff will be advised in writing of the amount and the date from which it takes effect.

A salary review does not imply an increase and in making any pay award the review will be based on the organisation's financial health. The remuneration policy is reviewed annually and a Remuneration Committee oversees its application, providing advice to the full Board.

The Board of Trustees is committed to including the following information within its annual statutory accounts:

- A summary statement of the organisation's remuneration policy and approach to senior executive pay.
- Disclosure of the number of staff in receipt of more than £60,000 per annum (in bands of £10,000), and the collective total benefits (including pension payments) paid to 'key management personnel' (which we have defined as the Senior Management Team), in line with the accounting Statement of Recommended Practice 2015 for charities. Given the organisation's size, the Board of Trustees does not believe it is appropriate to disclose the actual/personal salary of any individual member of staff, including senior executives, to the public.
- Disclosure of pensions and other staff benefits.

Risk assessment and management

Lymphoma Action has an overall risk appetite statement for the Charity as well as risk appetite statements covering each of the seven Board level risks. These set out the context of the risk, looking at the risks we may or may not be willing to take. They also consider the upside of taking appropriate risks as well as the emerging issues that require escalation.

2021 was more positive in terms of overall risk not least because of the vaccine rollout, the easing of restrictions and a considerable improvement in finances. However, COVID-19 continued to impact each area of the risk register and HR issues, including vacancies and illness, increasing the people-related risk section of our risk register. As is our usual process resolving action plans were put in place to help us address the challenges.

We managed risk by continuing to be responsive, collaborating with others and supporting our staff in terms of their wellbeing and ability to work effectively. We mitigated the risks to our services and reputation by staying true to our purpose, agreeing messaging with experts and partners for consistency and focusing on further developing our digital strategies.

We managed the risk to our finances through close financial monitoring, monthly reforecasting and by putting in place new and varied fundraising activities. We were also able to build on the new digital educational activities which were successful in 2020 and which were associated with reduced expenditure costs than previous face-to-face activities.

Overall risk appetite statement

The Board of Trustees is responsible for setting and monitoring risk appetite, balancing our need to be sustainable with our desire to meet our strategic objectives. We understand that taking risks, when well assessed and managed, is healthy - often leading to innovation, improvement and growth and that, when taking risks, we must do so in an open and transparent way.

We also understand that risks fluctuate and it is important to monitor and report on risk in order to be the most effective that we can be. Lymphoma Action operates a dynamic approach to risk assessment with each of the seven Board level risks 'owned' by a senior manager and actively managed. A risk matrix, showing all the risks relative to each other, is regularly reviewed by the Board of Trustees so that they are satisfied that major risks have been accurately identified and that measures for managing those risks are in place. The Board of Trustees approach to, and appetite for risk, is summarised in the risk appetite statements relating to each of the Board level risks.

Top level risks and their measures and controls

Top-level risks	Measures and controls
Services strategy Lack of coherent and effective strategy around service delivery to drive impact and/or reduced quality of services	<ul style="list-style-type: none">• Long-term strategy in place with KPIs and business planning/strategy processes and cycles.• Groups to provide advice such as our Medical Advisory Panel, Insights Panel.• Effective Board decision making and governance processes.• Annual impact and digital assessments.
Financial Significant drop in fundraised income of more than £50k in one or more major income streams/failure to meet income and expenditure targets, which affects net income, the Charity's reserves and ability to deliver strategic goals	<ul style="list-style-type: none">• Diversified income streams and income generating strategies, mapping risks and assumptions.• Robust reserves policy.• Internal and external monitoring mechanisms such as market trends, management accounts.• Robust budget setting process with finance committee in place.
People Failure to recruit or retain the required skills and talent to deliver our strategy; the negative impact of COVID-19 on the health and wellbeing of our staff; and a lack of diversity and inclusion, all of which impact on our ability to effectively deliver our strategy and services	<ul style="list-style-type: none">• Competitive pay and benefits for staff.• Staff and volunteer surveys.• Robust policies and procedures.• Remuneration Committee in place.• People strategy in place and a Diversity and Inclusion Framework.• Internal communications processes.• COVID-19 mitigation plans including focus on staff mental wellbeing.

<p>Reputation Reputational risk which impacts on financial sustainability and ability of the Charity to continue its services due to incidents or events which damage or negatively impact the Charity's reputation or operations (e.g. policy position, non-compliance, security, major incidents and catastrophes, inappropriate support or poor information provision)</p>	<ul style="list-style-type: none"> • Preventative policies and procedures, including conflicts of interest and whistleblowing. • Monitoring of feedback, complaints, incidents. • Mechanisms to detect, investigate, report and respond on issues. • Consensus building and support from experts such as our Medical Advisory Panel and new Insights Panel. • Public and professional liability insurance in place. • Member of the Fundraising Regulator. • Media training and crisis communications policy in place.
<p>Systems and facilities Inadequate, antiquated or prone to failure which will impact on our ability to provide services or raise income</p>	<ul style="list-style-type: none"> • ICT and Digital Strategy in place with external ICT support. • Office/lease management and maintenance plan. • Premises Strategy in place. • Emergency response policy and procedures in place.
<p>Data and Information Security Accidental or malicious loss of personal data or confidential information</p>	<ul style="list-style-type: none"> • Data protection officer and data protection policy in place. • Other associated policies, frameworks and guidance in place e.g. for working from home. • GDPR risk register, robust documents and procedures in place. • Training for staff and volunteers. • Two factor authentication and security measures across our IT systems. • Cyber Essentials security certificate.
<p>Governance Inadequate governance and/or financial controls (leading to possibility of fraud) or non-compliance to legislation or regulation, leading to unbudgeted losses, reputational loss, cashflow problems and/or lack of compliance with statutory requirements</p>	<ul style="list-style-type: none"> • Effective HR provision in place. • Policies and procedures including effective emergency response policy and procedures. • Reviews against financial regulations in place. • Quorate number of Trustees on the Board with varied experience and expertise. • Adhere to guidance from the Charity Commission. • Appropriate insurance cover and measures.

Our approach to fundraising



We uphold the highest standards in how we communicate with supporters and ensure that our fundraising practices meet the requirements of the recommended Codes of Practice. We are registered with the Fundraising Regulator, which maintains the standards for charitable fundraising and we ensure that our fundraising is respectful, open, honest and accountable to the public. Key aspects of our approach to fundraising:

- Our [fundraising promise](#) outlines our commitment to high standards and our fundraising approach is in keeping with the Charity's governing objectives.
- We have a complaints policy, which sets out the process and outlines our commitment to resolving fundraising complaints as promptly and amicably as possible. In 2021 we handled seven complaints across the organisation. All these complaints were dealt with in line with our complaints policy with Trustees updated on a quarterly basis on complaints. As per our policy, complaints will be reported and referred to the Fundraising Regulator if a resolution cannot be reached.
- We do *not* conduct any telephone, face-to-face or door-to-door fundraising.
- We do *not* use third party agencies to make fundraising asks, although we do use them for fulfilment purposes, such as processing direct debits or distribution of fundraising direct mail. In such situations, legal agreements are in place. In no other circumstance do we swap or share data and we never sell data.
- All fundraising activity complies with EU General Data Protection Regulation (GDPR) introduced in May 2018.
- Promotional goods sent out for fundraising purposes and use of our logo on external fundraising materials is subject to approval. Official stationery such as our letterhead is never sent out for external use.
- The Board of Trustees has a member with senior fundraising expertise who provides additional assistance, advice and reassurance on our fundraising delivery.
- We hold a full gambling licence issued by the Gambling Commission (Operating Licence Number: 000-052725-N-329568-001) and adhere to its rules and regulations, including membership to a third-party consumer dispute agency, ADRg Consumer Dispute Scheme which ensures Lymphoma Action is compliant with The Alternative Dispute Resolution for Consumer Disputes Regulations 2015.
- We have an *Ethical Policy on the Acceptance and Refusal of Donations* which states that we will do our utmost to solicit and accept funds with the presumption that supporters give donations in good faith and that refusal must be only on the strongest grounds. The policy sets out the clear parameters in which donations can and should be refused and how the Charity goes about making such decisions.
- We have a [policy for working with healthcare and pharmaceutical companies](#) – which states that no more than 20% of our income can come from these companies and there is a cap of £50k per company. Acceptance of donations does not mean that we endorse their products and under no circumstances can these companies influence our strategic direction, activities or the content of our information and support.
- In 2021 we received [funding from the following healthcare and pharmaceutical companies](#): Abbvie £12,000; AstraZeneca £40,000; Bristol Myers Squibb £21,000; Gilead £1,000; Incyte Biosciences UK Ltd £22,000; Janssen £8,000; Kyowa Kirin £16,800; Recordati Rare Diseases UK £5,800; Roche £22,000; Takeda £21,000.



Financial review

Financial overview and review

In 2021 our income was £3,493,925, up by 103% or £1,771,645 on the prior year's £1,722,280. This increase was considerably more than expected due to an unexpected legacy of £1.3M received towards the end of the year and a better-than-expected performance on underlying income streams.

A number of factors contributed to our financial performance: a conservative original budget for 2021; strong engagement and performance in individual giving which also contributed to better than expected Gift Aid income; persuasive grant applications focusing on the COVID-19 emergency at the beginning of the year; an improvement in Community income and Challenge events (which saw our largest ever London Marathon contingency); responsive communications and the unexpected legacy windfall in December.

This was a great achievement involving every member of the Lymphoma Action team and is testament to the hard work and cohesion across the organisation which enabled us to demonstrate our impact to funders.

Expenditure increased to £1,480,547, up by £87,810 from the prior year's £1,392,737 reflecting controlling of costs across a range of slowly expanding activities throughout the year. Whilst staff costs reduced due to vacancies and long-term sick leave, they were offset by increased agency fees. Fundraising expenditure also increased from a low base in 2020 and with the recognition of costs, and income, for two marathons (reflecting the rolled over places from the cancelled 2020 event).

Overall, expenditure on publications, information and raising awareness increased by nearly 5% on 2020 whereas expenditure on support services decreased by circa 9%. This reflected increased investment in information provision and website development during a full 12 months in which there was no face-to-face support activities.

At 31 December 2021 the net assets of the Charity were £3,209,495 (2020: £1,196,117), comprising £1,710,729 in uncommitted unrestricted funds (2020: £1,036,426) and £1,483,542 in designated unrestricted funds (2020: £116,920). We had an excess of income over expenditure of £2,013,378 allowing us to face the immediate future with a certain degree of confidence.

Our reserves policy

In 2019 we reviewed our Reserves Policy in line with best practice guidance to better build a resilience within the finances of the Charity. By developing an intelligent reserves policy (with a clear understanding of income and expenditure), we could more effectively consider financial risk. Our policy identifies three elements of reserve:

- Known liabilities and contingencies i.e. wind-down costs based on the costs of closing down the Charity.
- Provision to absorb setback i.e. predominantly related to income-based risk.
- A strategic development reserve, subject to funds being available which can be designated for development or to take advantage of emerging opportunities.

The reserves are reviewed in line with this policy annually at budget setting time and in time for the new financial year. Notwithstanding this, the reserves amount is calculable at any point of the year if required. Lymphoma Action will continue to express the reserves amount in 'months expenditure' for the purposes of external communications and will consider and recalculate the reserves level should it fall under what would be deemed three months of expenditure. At 31 December 2021 we held £1,710,729 as free reserves (2020: £1,036,426) representing 14 months of unrestricted annual expenditure not met from designated reserves. Our designated reserves, in particular the designation of the large legacy, reflect the Board of Trustees' commitment to the strategic development of the Charity's services, with funds set aside pending careful consideration of investment options.

Statement of Trustees' responsibilities

The format and content of the report and financial statements comply with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2019) issued October 2019, applicable accounting standards, the Charities Act 2011 and the Companies Act 2006.

Company law requires the Trustees, as Directors of the Charitable Company, to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the Charitable Company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial period. In preparing those financial statements, the Trustees follow best practice and:

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

The Trustees are responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the financial statements comply with the Charities Act 2011 and the Companies Act 2006.

The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to the Auditor

In accordance with company law, as the Company's Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the Company's Auditor is unaware.
- So far as we are aware, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Auditor is aware of that information.

Auditor

The Auditor, Sayer Vincent LLP, have signified their willingness to continue in office. A resolution to re-appoint them as Auditor will be proposed at the forthcoming annual general meeting.

Financial statements are published on Lymphoma Action's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions.

The maintenance and integrity of Lymphoma Action's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The Trustees have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Signed by Gordon Johns, chair, on behalf of the Trustees of Lymphoma Action

Gordon Johns

9 May 2022

Chair

Independent Auditor's report to the members of Lymphoma Action

Opinion

We have audited the financial statements of Lymphoma Action (the 'Charitable Company') for the year ended 31 December 2021 which comprise the statement of financial activities, balance sheet, 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 FRS 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 Charitable Company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as 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 Charitable Company 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 Lymphoma Action'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 other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. 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 course of 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 the audit:

- The information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual 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 (as amended) require us to report to you if, in our opinion:

- Adequate 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; or
- The Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities set out in the Trustees' Annual Report, 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 regulations made under those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the Charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance.
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud.
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the Charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the Charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and evaluated these against supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the Charitable Company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members 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, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

23 May 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Lymphoma Action

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	2,733,444	242,190	2,975,634	1,157,982	254,177	1,412,159
Charitable activities	3	24,090	–	24,090	27,535	–	27,535
Other trading activities	4	493,749	–	493,749	281,632	–	281,632
Investments	5	452	–	452	954	–	954
Total income		3,251,735	242,190	3,493,925	1,468,103	254,177	1,722,280
Expenditure on:							
Raising funds	6	536,531	–	536,531	427,721	–	427,721
Charitable activities							
Publication production & distribution, information and raising awareness	6	297,588	147,984	445,572	375,134	49,780	424,914
Support for people affected by lymphoma	6	311,585	76,753	388,338	290,470	137,879	428,349
Education and training	6	65,106	45,000	110,106	54,777	56,977	111,754
Total expenditure		1,210,810	269,737	1,480,547	1,148,103	244,636	1,392,739
Net income / (expenditure) before net gains / (losses) on investments		2,040,925	(27,547)	2,013,378	320,000	9,541	329,541
Net gains / (losses) on investments	13	–	–	–	–	–	–
Net movement in funds		2,040,925	(27,547)	2,013,378	320,000	9,541	329,541
Reconciliation of funds:							
Total funds brought forward		1,153,345	42,772	1,196,117	833,345	33,231	866,576
Total funds carried forward		3,194,270	15,225	3,209,495	1,153,345	42,772	1,196,117

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

Lymphoma Action

Balance sheet

Company no. 03518755

As at 31 December 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	12		14,798		28,471
Investments	13		–		–
			<u>14,798</u>		<u>28,471</u>
Current assets:					
Stock	13	9,687		6,814	
Debtors	14	112,936		135,099	
Cash at bank and in hand		3,173,242		1,179,167	
			<u>3,295,865</u>	<u>1,321,080</u>	
Liabilities:					
Creditors: amounts falling due within one year	15	(101,168)		(153,434)	
Net current assets			<u>3,194,697</u>		<u>1,167,646</u>
Net assets	17		<u>3,209,495</u>		<u>1,196,116</u>
The funds of the charity:	18				
Restricted income funds			15,224		42,771
Unrestricted income funds:					
Designated funds		1,483,542		116,920	
General funds		1,710,729		1,036,426	
			<u>3,194,271</u>	<u>1,153,346</u>	
Total unrestricted funds			<u>3,194,271</u>		<u>1,153,346</u>
Total charity funds			<u>3,209,495</u>		<u>1,196,117</u>

Approved by the trustees on 9 May 2022 and signed on their behalf by

Gordon Johns
Chairman

Lymphoma Action

Statement of cash flows

For the year ended 31 December 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		2,013,378		329,542	
Depreciation charges		13,672		14,327	
(Gains)/losses on investments		–		–	
Interest from investments		(452)		(954)	
(Increase) Decrease in stocks		(2,872)		1,565	
Decrease / (Increase) in debtors		22,163		(16,154)	
Increase/(decrease) in creditors		(52,266)		35,220	
Net cash (used in) operating activities			1,993,623		363,546
Cash flows from investing activities:					
Dividends, interest and rents from investments		452		954	
Purchase of fixed assets		–		(5,747)	
Proceeds from sale of investments		–		–	
Net cash provided by investing activities			452		(4,793)
Change in cash and cash equivalents in the year			1,994,075		358,753
Cash and cash equivalents at the beginning of the year			1,179,167		820,414
Cash and cash equivalents at the end of the year			3,173,242		1,179,167

1 Accounting policies

a) Statutory information

Lymphoma Action is a charitable company limited by guarantee and is incorporated in England, Wales, and Scotland.

The registered office address is 3 Cromwell Court, New Street, Aylesbury, HP20 2PB.

b) Basis of preparation

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) (March 2018) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. We have free reserves in excess of ten months of unrestricted expenditure which provides the capacity to respond to changing circumstances.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity 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.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a 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:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of publication production, information and raising awareness, support for people affected by lymphoma, and training and other educational activities undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on a per capita basis.

Governance costs, comprising the audit fee, trustees' expenses and indemnity insurance, and the cost of recruiting new trustees, are apportioned on a per capita basis.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|---------------------------|----------|
| ▪ Property improvements | 10 years |
| ▪ Computer systems | 3 years |
| ▪ Furniture and equipment | 5 years |

Notes to the financial statements

For the year ended 31 December 2021

1 Accounting policies (continued)

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

q) Creditors and provisions

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.

r) Financial instruments

The charity only 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.

s) Pensions

Contributions payable to the company's pension scheme are charged to the statement of financial activities in the period to which they relate.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Fundraising and individual giving	515,138	–	515,138	415,397	30,000	445,397
In memoriam	237,881	–	237,881	107,715	–	107,715
Trusts and companies	160,630	242,190	402,820	215,493	224,177	439,670
Big Lottery Fund	–	–	–	100,000	–	100,000
HMRC JRS Grant	769	–	769	35,017	–	35,017
Gift aid	138,805	–	138,805	108,246	–	108,246
Legacies	1,680,221	–	1,680,221	176,114	–	176,114
	<u>2,733,444</u>	<u>242,190</u>	<u>2,975,634</u>	<u>1,157,983</u>	<u>254,177</u>	<u>1,412,160</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Education and training	24,090	–	24,090	27,535	–	27,535
	<u>24,090</u>	<u>–</u>	<u>24,090</u>	<u>27,535</u>	<u>–</u>	<u>27,535</u>

4 Income from other trading activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Challenge events	466,969	–	466,969	256,846	–	256,846
Trading income	26,781	–	26,781	24,786	–	24,786
	<u>493,749</u>	<u>–</u>	<u>493,749</u>	<u>281,632</u>	<u>–</u>	<u>281,632</u>

5 Income from investments

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Bank interest	452	–	452	954	–	954
Investment income	–	–	–	–	–	–
	<u>452</u>	<u>–</u>	<u>452</u>	<u>954</u>	<u>–</u>	<u>954</u>

Lymphoma Action

Notes to the financial statements

For the year ended 31 December 2021

6a Analysis of expenditure (current year)

	Cost of raising funds		Charitable activities						
	Generating donation and legacies £	Costs of activities for generating funds £	Publication production & distribution, information and raising awareness £	Support for people affected by lymphoma £	Education and training £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 8)	199,499	26,563	233,976	248,604	73,006	32,005	119,057	932,710	961,920
Direct costs									
Generating donations and legacies	88,460	-	-	-	-	-	-	88,460	44,483
Challenge event fees	-	104,523	-	-	-	-	-	104,523	3,578
Merchandise and other costs	-	17,305	-	-	-	-	-	17,305	18,377
Publications	-	-	38,087	-	-	-	-	38,087	52,341
Raising awareness and website	-	-	70,077	-	-	-	-	70,077	51,697
Helpline and support services	-	-	-	31,201	-	-	-	31,201	35,024
Regional and international activities	-	-	-	2,541	-	-	-	2,541	3,199
Workshop, conference and events	-	-	-	-	7,923	-	-	7,923	11,620
	88,460	121,828	108,164	33,742	7,923	-	-	360,118	220,319
Support costs									
Finance, HR & IT	-	-	-	-	-	-	83,399	83,399	93,744
Premises	-	-	-	-	-	-	41,692	41,692	42,222
Stationery, post, phone, equipment and sundry	-	-	-	-	-	-	35,951	35,951	48,454
Depreciation	-	-	-	-	-	-	13,673	13,673	14,327
Governance	-	-	-	-	-	13,005	-	13,005	11,751
	287,959	148,391	342,140	282,346	80,929	45,010	293,771	1,480,547	1,392,737
Support costs	74,715	12,156	89,690	91,910	25,300	-	(293,771)	-	-
Governance costs	11,447	1,862	13,742	14,082	3,876	(45,010)	-	-	-
Total expenditure 2021	374,122	162,409	445,572	388,338	110,106	-	-	1,480,547	1,392,737

Lymphoma Action

Notes to the financial statements

For the year ended 31 December 2021

6b Analysis of expenditure (prior year)

	Cost of raising funds		Charitable activities					
	Generating donation and legacies £	Costs of activities for generating funds £	Publication production & distribution, information and raising awareness £	Support for people affected by lymphoma £	Education and training £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 8)	219,302	27,591	222,648	272,015	69,687	31,592	119,085	961,920
Direct costs								
Generating donations and legacies	44,483	-	-	-	-	-	-	44,483
Challenge event fees	-	3,578	-	-	-	-	-	3,578
Merchandise and other costs	-	18,377	-	-	-	-	-	18,377
Publications	-	-	52,341	-	-	-	-	52,341
Raising awareness and website	-	-	51,697	-	-	-	-	51,697
Helpline and support services	-	-	-	35,024	-	-	-	35,024
Regional and international activities	-	-	-	3,199	-	-	-	3,199
Workshop, conference and events	-	-	-	-	11,620	-	-	11,620
	44,483	21,955	104,038	38,223	11,620	-	-	220,319
Support costs								
Finance, HR & IT	-	-	-	-	-	-	93,744	93,744
Premises	-	-	-	-	-	-	42,222	42,222
Stationery, post, phone, equipment and sundry	-	-	-	-	-	-	48,454	48,454
Depreciation	-	-	-	-	-	-	14,327	14,327
	-	-	-	-	-	-	-	-
Governance	-	-	-	-	-	11,751	-	11,751
	263,786	49,546	326,686	310,238	81,307	43,343	317,832	1,392,739
Support costs	92,029	8,634	86,439	103,937	26,793	-	(317,832)	-
Governance costs	12,550	1,177	11,788	14,174	3,654	(43,343)	-	-
Total expenditure 2020	368,365	59,357	424,913	428,349	111,754	-	-	1,392,739

Notes to the financial statements

For the year ended 31 December 2021

7 Net income / (expenditure) for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	13,672	14,327
Operating lease rentals payable:		
Property	29,082	28,535
Other	4,382	4,383
Auditor's remuneration (excluding VAT):		
Audit	7,875	7,500
	<u>7,875</u>	<u>7,500</u>

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	813,067	828,403
Redundancy and termination costs	-	-
Social security costs	69,638	74,291
Employer's contribution to defined contribution pension schemes	46,661	47,605
Income protection and life assurance	3,344	11,621
	<u>932,710</u>	<u>961,920</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£70,000 – £79,999	<u>1</u>	<u>1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £214,027 (2020: £253,232) in relation to four key management posts.

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £0 (2020: £158) incurred by 0 (2020: 2) members relating to attendance at meetings of the trustees.

During the year trustee liability insurance was obtained for £3,198 (2020: £2,594).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 31 (2020: 31).

Staff are split across the activities of the charity as follows (head count basis):

	2021 No.	2020 No.
Raising funds	9	9
Charitable activities	17	17
Support staff	5	5
	<u>31</u>	<u>31</u>

10 Related party transactions

There are no related party transactions to disclose for 2020 (2019: none).

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

Cost	Property improvements £	Computer equipment £	Furniture & equipment £	Total £
At the start of the year	4,457	52,317	10,208	66,982
Disposals in year	–	–	(10,208)	(10,208)
Additions in year	–	–	–	–
At the end of the year	4,457	52,317	–	56,774
Depreciation				
At the start of the year	4,457	24,141	9,914	38,512
Disposed of in year	–	–	(10,208)	(10,208)
Charge for the year	–	13,378	294	13,672
At the end of the year	4,457	37,519	–	41,976
Net book value				
At the end of the year	–	14,798	–	14,798
At the start of the year	–	28,177	294	28,471

All of the above assets are used for charitable purposes.

13 Stock

	2021 £	2020 £
Goods for resale	9,686	6,814
	9,686	6,814

14 Debtors

	2021 £	2020 £
Income tax receivable	42,470	27,688
Prepayments	70,466	102,588
Accrued income	–	4,823
	112,936	135,099

15 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	52,979	45,663
Taxation and social security	18,028	14,024
Accruals	7,290	9,000
Deferred income (note 16)	22,870	84,747
	101,168	153,434

16 Deferred income

Deferred income comprises income received in advance for events, including entry deposits and sponsorships for individuals undertaking challenge events.

	2021 £	2020 £
Balance at the beginning of the year	84,748	39,533
Amount released to income in the year	(75,324)	(10,199)
Amount deferred in the year	13,446	55,413
Balance at the end of the year	22,870	84,748

17a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	14,798	–	14,798
Net current assets	1,710,729	1,468,744	15,224	3,194,697
Net assets at 31 December 2021	1,710,729	1,483,542	15,224	3,209,495

17b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	28,177	294	28,471
Net current assets	1,036,427	88,745	42,477	1,167,649
Net assets at 30 December 2020	1,036,427	116,922	42,771	1,196,120

18a Movements in funds (current year)

	At 1 January 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2021 £
Restricted funds:					
Information and publications					
Publications	–	147,690	(147,690)	–	–
Webinar equipment	294	–	(294)	–	–
Support for people affected by lymphoma					
Counselling/psychological support	3,200	–	–	–	3,200
Information & support, including helpline, buddy scheme & support groups	27,253	49,500	(76,753)	–	–
Research	12,024	–	–	–	12,024
Education and training					
Events and activities	–	45,000	(45,000)	–	–
Total restricted funds	42,771	242,190	(269,737)	–	15,224
Unrestricted funds:					
Designated funds:					
Investment Reserve	–	1,300,000	–	–	1,300,000
ICT replacement fund	–	50,000	–	–	50,000
Facebook settlement fund	8,745	–	–	–	8,745
Legacy fluctuation fund	30,000	20,000	–	–	50,000
Premises fund	50,000	10,000	–	–	60,000
Value of functional assets net of restricted funds	28,175	–	(13,378)	–	14,797
Total designated funds	116,920	1,380,000	(13,378)	–	1,483,542
General funds	1,036,426	1,871,735	(1,197,432)	–	1,710,729
Total unrestricted funds	1,153,346	3,251,735	(1,210,810)	–	3,194,271
Total funds	1,196,117	3,493,925	(1,480,547)	–	3,209,495

The narrative to explain the purpose of each fund is given at the foot of the note below.

18b Movements in funds (prior year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2020 £
Restricted funds:					
Information and publications					
Publications	–	49,300	(49,300)	–	–
Webinar equipment	774	–	(480)	–	294
Support for people affected by lymphoma					
Counselling/psychological support	3,200	–	–	–	3,200
Information & support, including helpline, buddy scheme & support groups	–	124,900	(97,647)	–	27,253
Live Your Life – Big Lottery Fund	17,232	–	(17,232)	–	–
Live Your Life – other	–	23,000	(23,000)	–	–
Research	12,024	–	–	–	12,024
Education and training					
Events and activities	–	56,977	(56,977)	–	–
Total restricted funds	33,231	254,177	(244,636)	–	42,771
Unrestricted funds:					
Designated funds:					
Facebook settlement fund	–	–	–	8,745	8,745
Legacy fluctuation fund	30,000	–	–	–	30,000
Premises fund	50,000	–	–	–	50,000
Value of functional assets net of restricted funds	36,276	–	(13,847)	5,746	28,175
Total designated funds	116,276	–	(13,847)	14,491	116,920
General funds	717,069	1,468,103	(1,134,255)	(14,491)	1,036,426
Total unrestricted funds	833,345	1,468,103	(1,148,102)	–	1,153,346
Total funds	866,576	1,722,280	(1,392,738)	–	1,196,117

The narrative to explain the purpose of each fund is given at the foot of the note below.

Purposes of restricted funds**Information and publications****Lymphoma nurse educational resource**

We have continued to develop a wide range of online resources including videos and webinars in conjunction with our education and training programme, and make these available to participants in our National Clinical Nurse Specialist training Programme. These resources are also available to a wider audience on our website, and this will continue in 2022.

Publications

Grants to fund information booklets from our award-winning range about lymphomas and their treatment.

Support for people affected by lymphoma

Counselling / psychological support

Grants towards a counselling psychological support service for people affected by lymphoma, helping them to come to terms with a diagnosis and deal with distress, anxiety and depression.

Information and support, including helpline, buddy scheme and support groups

Grants received towards our information and support services. These include our helpline (telephone, email and live chat enquiries from people worried about or needing information on lymphoma), buddy scheme (putting people in touch with others going through a similar experience) and a network of support groups across the UK (where patients, relatives and friends can meet on a regular basis to learn from each other and give mutual support).

Live Your Life – Big Lottery Fund

Funds received as part of a three-year grant totalling £318,000 from the Big Lottery Fund to launch an education and support programme for people returning to a 'new normal' after treatment has finished and for those on a 'watch and wait' regime.

Research

Funds received and carried over for research into lymphoma and the lives of those affected by lymphoma, work to scope activity has taken place in 2018, which we expect to launch in 2021.

Education and training

Education and training events and activities

Events for healthcare professionals are held throughout the year.

Purposes of designated funds

In December 2021 we received a legacy of £1.3 million which has been designated for development projects seeking to expand the range of our work and accounted for separately from other funds to prevent it masking any underperformance in mainline fundraising and services.

The ICT replacement fund is to replace ICT assets.

The Facebook settlement fund is a provision for possible over recovery of gift aid contingent on the resolution of issues between Facebook and HMRC.

The legacy fluctuation fund is set aside to offset any lower than expected legacy income.

The premises fund is created to cover potential costs of relocation and or refurbishment when the current lease expires.

19 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property 2021 £	2020 £	Equipment 2021 £	2020 £
Less than one year	47,377	29,311	4,382	4,382
One to five years	78,750	19,713	6,209	11,687
	126,127	49,024	10,591	16,069

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Reference and administrative details

Trustees	Gordon Johns (#,*)	Chair (and Chair of Remuneration Committee)
	Dr Cathy Burton	
	Tricia Cavell-Hill (#,*)	
	James Cray (*)	
	Mark Harrison	
	Nicola King	Retired February 2021
	Keith McLeod (#,*)	Treasurer (and Chair of Finance Committee)
	David McNeill	
	Sarah Wells	
	Shaf Mansour	Joined May 2021
# Member of Finance Committee		
* Member of Remuneration Committee		
Chief Executive	Ropinder Gill	
Key management personnel	Jim Howson	Director of Finance
	Dallas Pounds	Director of Services
	Karen Rabjohn	Director of Fundraising & Communications
Company secretary	Ropinder Gill	
President	Professor John Radford	
Patron	Lord Menzies Campbell of Pittenweem	
Charity number	England and Wales	1068395
	Scotland	SC045850
Company number	03518755	
Registered office	3 Cromwell Court	
	New Street	
	Aylesbury	
	Buckinghamshire	
	HP20 2PB	
Website	www.lymphoma-action.org.uk	
Bankers	CAF Bank Ltd	
	25 Kings Hill Avenue, West Malling, Kent ME19 4JQ	
	National Westminster Bank plc	
	22 Market Square, Aylesbury, Buckinghamshire HP20 1TR	

Auditor

Sayer Vincent LLP
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108-114 Golden Lane
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Medical Advisory Panel

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Charlotte Bloodworth
Dr Adrian Bloor
Professor Kristian Bowles
Dr Cathy Burton
Dr Graham Collins
Professor David Cunningham
Professor Stephen Devereux
Dr Shirley D'Sa
Professor Martin Dyer
Dr Paul Fields
Dr George Follows
Dr Christopher Fox
Dr Eve Gallop-Evans
Dr Georgina Hall
Professor Peter Hoskin
Professor Tim Illidge
Professor Peter Johnson
Dr Rod Johnson
Dr Nagesh Kalakonda
Dr Ben Kennedy
Dr Kim Linton
Dr Prem Mahendra
Dr Robert Marcus
Dr Pam McKay
Dr Andrew McMillan
Dr Christopher McNamara
Dr Wendy Osborne
Dr Shankara Paneesha
Dr Ruth Pettengell
Professor Andrew Pettitt
Professor John Radford (Chair)
Dr Ravi Ratnavel
Barbara Von Barsewisch
Sarah Wells
Dr Andy Wotherspoon