

CLIC Sargent Cancer Care for Children
trading as

Young Lives vs Cancer
Annual Report and Accounts
2023/2024



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

WHY WE EXIST

When a child or young person is diagnosed with cancer, their whole world can feel like it's falling apart. Independence is taken and confidence is stolen. Stability no longer exists. The future suddenly feels uncertain.

The impact of cancer on young lives is more than medical. And that impact can be felt by entire family. That's why we exist.

Our specialist social workers and accommodation service help children and young people with cancer and their families navigate the emotional and practical impact of cancer. We remove barriers, solve problems and prioritise wellbeing. And we stop at nothing to make their voices heard and their unique needs understood, so they can get the right care and support at the right time.

OUR VISION

We're working to build a future where children and young people with cancer and their families have everything they need from the beginning of their cancer journey, for as long as they need it. A future where there are no gaps in support and no barriers to access. Throughout every step of their journey, they feel like their wellbeing is recognised as a priority and they can trust that everyone around them is dedicated to making sure it's the best it can be.

CHAIR'S INTRODUCTION

It has been yet another tough year for children and young people with cancer and their families. As we move further away from the pandemic, the impact of COVID-19 is still being felt by the young people we support and we're seeing their unique needs continue to evolve as a result. So, we've focused on being agile; evolving our services and changing our own ways of working to meet their needs and to ensure we are fully equipped to provide the tailored support they need. But we can't do it alone and again in 2023/24 the unique needs of children and young people with cancer were not recognised by the systems and policies that surround them. And the effects have been desperately felt. We've faced another year of navigating barriers, facing unnecessary challenges and trying to overcome inequity, for children and young people with cancer.

Over the last year, our social care teams reported increased levels of case complexity; with more time being dedicated to each case. They saw a rise in cases of poor or inadequate housing, additional financial hardship and less resilience impacting on the mental health of parents and young people.

For young people and families facing cancer, the cost-of-living crisis, coupled with the uncontrollable costs that come with a diagnosis, continued to make life hard to navigate. Many families depended on our grant schemes throughout 2023/24. We took the decision to extend our crisis grant further, so that we could support more young people and families who desperately needed financial help. Our grant support is vital and we're proud to see the difference it makes to the lives of children and young people with cancer and their families during the toughest of times.

The evolving needs of children and young people with cancer and their families also had an impact on our accommodation services in 2023/24. We were seeing a significant increase in the number of young people and families staying, or requesting to stay, at our Homes from Home. We launched a programme of work to review our service and better understand how our current provision is, and isn't, meeting needs. We've since implemented changes and improvements based on our research and we're proud to be the first charity in the UK to lead this work in accessible and safe accommodation practice post-COVID-19. It will mean more children and young people with cancer, and their families, can access high-quality, accessible accommodation, close to treatment centres - accommodation which has been tailored to fully meet their needs.

When it comes to fundraising and income generation, our focus throughout 2023/24 has been on Building Back Stronger. Our aim is to not only repair the damage caused by the pandemic, but to go beyond where we were before – learning from the challenges we've overcome and evolving into a more powerful force.

During 2023/24, we achieved a total income of £23.1m compared to £23.8m in 2022/23. As we continued to navigate the cost-of-living crisis, our income fluctuated, and so our focus was on our balanced and diverse fundraising portfolio. We tactically combined long-standing activities, such as face-to-face fundraising and sporting events, with new and ambitious initiatives which had a strong digital focus, suitable for our evolving environment, as well as some more traditional techniques to reach new potential supporters.

Throughout the year we were committed to our mission to work in partnership with others, including those with lived experience of cancer, to shape the system and decrease the barriers to care that children and young people with cancer and their families face. Our Voice Board

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was integral to us achieving this and we worked hard to embed 12 new Voice Board members into the organisation and to ensure that their views and opinions are not only heard but used to shape our work. This is only the beginning. I look forward to seeing how the Voice Board continues to develop and expand and the new voice opportunities that arise in the year ahead for children, young people and their families.

In 2023/24 we also amplified the voices of children and young people with cancer externally, to influence policy change and engage decision makers. We worked alongside our sector partners to raise the profile of the barriers that young cancer patients face, such as travel costs and benefits. As well as addressing accessibility, we raised awareness of equity too. We worked with charity coalitions to influence on the key issues affecting the experiences of children and young people with cancer that impact their access to equitable services.

We know that the systems and policies that surround children and young people with cancer just aren't good enough. And as we step into 2024/25 we are ready to make change happen. Over the past two years, we have been working with Dartington Service Design Lab and Edge Hill University, in collaboration with our charity partners, to carry out extensive research into the needs of children and young people with cancer and their families, and to better understand the barriers they face. I'm thrilled that we are now ready to build on this foundation of evidence and insight and collectively construct a better future for children and young people with cancer.

From our solid foundation we now have the North Star vision – a future where children and young people with cancer have their unique needs understood, they feel empowered by the systems and organisations around them, and they know that their wellbeing is a priority. Forged alongside young cancer patients, their families, and the organisations around them championing their needs, it is bold and ambitious. And it seeks to remove barriers, bridge gaps in support and transform the future for children and young people with cancer. To make it a reality, all of the organisations surrounding children and young people with cancer need to play their part. We have our own unique role to play in reaching the North Star, so the Young Lives vs Cancer Strategy for 2024 - 2027 sets us on the path to achieving it. Pivotal transformation and ground-breaking change lie ahead.

2023/24 was a year of innovative thinking and vital impact in the face of instability and change. We couldn't have achieved any of it without the unwavering commitment of the thousands of incredibly talented and dedicated people who make up Team Young Lives. By working together, I have no doubt we will make great steps towards our North Star over the course of the next year.

We cannot thank you enough.

A handwritten signature in black ink, appearing to read 'D. Haslam', with a stylized flourish at the end.

Sir David Haslam CBE, Chair

OUR APPROACH TO SAFEGUARDING

2023-24 has been another challenging year for the children, young people and families we support and we have seen a further rise in people experiencing safeguarding issues. We have consistently been innovating, challenging practices and working in collaboration with other specialists, to ensure our approach to safeguarding continues to be of the highest standard and to meet the evolving demands created by the current environment.

The cost-of-living crisis has continued, with patients and their families struggling to make ends meet. There has been a shortage of local resources, particularly in relation to mental health services. This has led to an increase in the number of safeguarding concerns being reported and recorded by our social care teams, particularly relating to domestic abuse, neglect and suicidal concerns.

Our aim as an organisation is to ensure safeguarding is embedded in the work we do and is at the forefront of everyone's mind, regardless of their role. Social care staff and non-social care staff, including volunteers and trustees, have been attending safeguarding workshops to ensure they are equipped and have the knowledge and understanding to fulfil their roles and responsibilities. We've also continued with our commissioned external training around domestic abuse, suicide concerns and bereavement work.

The importance of Diversity, Equity, Inclusion and Belonging (DEIB) within the context of safeguarding remains to be a focus for us and we continue to ensure our DEIB principles are embedded within all referrals we work with. We know there's always more to learn, so we're working on developing and understanding more about safeguarding within online and digital spaces, and what that means for us as an organisation.

Overall, we continue to improve and raise awareness around safeguarding, wherever we encounter it in our work, and learn from the work of others across the third sector.

OUR APPROACH TO FUNDRAISING

Young Lives vs Cancer is registered with the UK Fundraising Regulator. The charity complies with the Code of Fundraising Practice and staff regularly refer to the Code to guide their work. We had no compliance issues with a scheme or fundraising standard.



In 2023/24, we continued to implement our strategic plan for income and communications - Building Back Stronger. The plan is focused on more than recovering from the impact of COVID-19 on our income generation, it's also about growing stronger than we were before. Our key to our ambitious strategic plan is relationship fundraising, so throughout the year we focused on providing excellent supporter experience and engagement across all our fundraising opportunities and used a strong and compelling voice to increase ongoing support. We also made pivotal organisational changes in line with our strategic plan, moving from an Income and Engagement directorate to an Income Generation directorate. This allows us to focus solely on income generation. We also welcomed a new Director of Income Generation at the start of 2024.

The Young Lives vs Cancer name continued to embed this year and once again appeared in the top 10 most improved brands, at number six. We've continued to refresh our brand positioning and communications throughout the year, and we're planning new integrated campaigns for 2024/25, while also continuing to optimise and enhance our existing activity.

We continued to navigate the cost-of-living crisis in 2023/24 and saw it impact our income generation portfolio in various ways. The ongoing uncertain and volatile external environment meant our income fluctuated, so our balanced and diverse approach to our fundraising portfolio helped to mitigate risk. Long-standing mass-market activities, such as face-to-face fundraising acquisition and sporting events, continue to be core components to our portfolio and we regularly review and develop these to ensure we're responding to the changing environment. We also continued to innovate and test in various ways, testing our approach to growing our digital activity through Facebook challenges, email appeals and direct response television. In line with our testing approach, we engaged with a new group of supporters by investing in our first cold winter appeal for many years. These activities were delivered by a mixture of in-house and external agency teams and the performance of these activities is reviewed both during and after each activity, with learnings being taken onto the next project.

As part of regularly reviewing our performance, we were also able to identify when income generation activity was becoming less profitable and should be stopped. We made the decision to close our small chain of retail shops in 2023 and the process will be complete in 2024.

Individual giving – gaining new supporters

To recruit new supporters, we work closely with street, door-to-door, venue and telephone fundraising agencies, ensuring there's a focus on high standards of professionalism, supporter experience and compliance at all times. Agencies use their own staff, as well as marketing agencies, to on-board professional fundraisers. All agencies we work with are required to ensure all fundraising activity is in accordance with all applicable legal and Code of Fundraising Practice requirements, Young Lives vs Cancer's ethical fundraising policy and the relevant binding codes of practice issued by the Fundraising Regulator.

Professional fundraising agencies must have clear, transparent and up to-date policies in place to protect vulnerable people and other members of the public from unreasonable behaviour. All fundraising activities delivered by our contracted fundraising agencies are monitored closely through regular meetings, mystery shopping by agency staff and external bodies, and regulatory mystery shopping carried out by the Chartered Institute of Fundraising (CIOF) and close complaint analysis. Regular training is also provided to the fundraisers working on our campaigns by the agency and ourselves. We listen to a selection of call recordings made in each of our outbound and inbound campaigns – we monitor calls using a telephone marketing compliance checklist to ensure quality meets what is required as detailed in the Code of Fundraising Practice. We provide feedback on call monitoring to our agencies. Due to reduced capacity in the team this has not been as frequent as we would normally like, however with additional volunteer resource we are building this back up again. All complaints are dealt with promptly and logged with the agency and ourselves.

Individual giving – the supporter experience

We work with a number of agencies and suppliers to deliver campaigns through a range of channels, while always ensuring there is a focus on supporter experience, high standards of professionalism and compliance. Agencies are contractually required to ensure all fundraising activity is in accordance with all applicable legal and Code of Fundraising Practice requirements, as well as Young Lives vs Cancer's ethical fundraising policy and the relevant binding codes of practice issued by the Fundraising Regulator.

We undertake telemarketing upgrade, reactivation and conversion with two external agencies. We use legitimate interest for telemarketing and where outbound calling is undertaken and we do not hold a specific opt-in to marketing calls, we suppress supporter data against the telephone preference system before any campaign starts. Where a supporter requests to opt out of telephone marketing, we honour this request and update the record on our supporter database. We regularly listen to a selection of call recordings from our outbound campaigns and monitor them using a telephone marketing compliance checklist to ensure the quality meets what is required as detailed in the Code of Fundraising Practice. We provide regular feedback on call monitoring to our agencies. For outbound SMS, we only contact those who have explicitly opted in to receive communication through this channel in line with PECR.

We undertake digital advertising on Meta and Google to engage new financial and non-financial supporters. We design some of our digital advertising campaigns internally; primarily our Facebook fundraising challenges and when advertising third-party events. We also use an external digital agency to plan and manage some of our campaigns.

We use audience interest and demographic data to target specific audiences on Meta with our adverts. We upload supporter email addresses to Meta to create custom 'look alike' audiences, which we target with our adverts; although we do not directly serve adverts to the supporters we upload. We use Facebook forms to collect and download supporter data, from there we send supporters, who have opted into receiving emails from us, on email journeys. We use legitimate interest to call supporters, firstly suppressing them against the telephone preference system. We use Google advertising to target informational and educational searches from cold audiences through the Grants account (Google's in-kind advertising budget) which in turn helps build brand credibility and awareness and establishes the organisation as an expert in specialist cancer support for children and young people. Using the Grants account in this way then allows our paid account to play the role of driving donations through high-intent campaigns. We use the paid account to strategically utilise conversion data to help further target users who are likely to donate.

Working with commercial partners

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

Volunteer-led fundraising

Any of our registered volunteers can fundraise on behalf of the charity. For example, we have 69 volunteers across our fundraising groups. We have a risk-assessment and sign off process, which is followed by the relevant fundraising engagement manager prior to these events taking place, to ensure that the fundraising event activity can be covered by our insurance. Our fundraising staff discuss all fundraising events with the volunteers, to ensure that they are events and activities that follow our guidelines and are a good fit for our brand, as well as being safe. There is also an on-call system in place for these events, so that the volunteers have an avenue to escalate issues out of hours.

We also have a number of supporters who choose to put on events in aid of our organisation, for example bake sales or quizzes. These supporters often have a connection to our cause and know a family we support. These supporters are not covered by our insurance, so our Regional Fundraising team offer advice to them to make sure the event they put on in our name is meeting fundraising regulation standards. For example, they offer advice on licences needed for their events, insurance and how to perform risk assessments.

Fundraising feedback

In 2023/24, Young Lives vs Cancer received 53 complaints about its fundraising (2022/23: 106) all of which are now closed. Of that number, we received 38 complaints about face-to-face fundraising, accounting for 0.47% of sign-ups achieved through the activity, and a much smaller proportion of the number of people actually engaged by our face-to-face agencies. In line with regulation requirements, the number of complaints and type of fundraising generating the complaints are submitted to the Fundraising Regulator each year.

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

Young Lives vs Cancer are dedicated to fundraising in an honest and transparent manner, ensuring that our supporters are valued and respected. We are in the process of updating our Supporter Promise, to ensure our intent to actively uphold the highest standards to all those that support us is available to all.

OUR ACHIEVEMENTS AND PERFORMANCE

When a child or young person is diagnosed with cancer, their whole world can feel like it's falling apart. Their anxieties are deep. Their education, mental health and social lives suffer. Their futures feel very uncertain. At Young Lives vs Cancer, we stop at nothing to make sure children, young people and their families get the right care and support at the right time.

Throughout 2023/24 we shaped all the work we do around three clear strategic goals, to help keep our work impactful and focused and make sure children and young people with cancer and their families get the care and support they need. We will use these goals to report our achievements against.

These are:

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

Looking ahead – our commitment to building a better future

As we move into 2024/25, we have our sights set on a new and ambitious vision, built in collaboration with our charity partners. Together, we're working to build a future where children and young people with cancer have everything they need from the beginning of their cancer journey, for as long as they need it. With that comes a new Young Lives vs Cancer strategy and new strategic goals, which will set us on a path to achieving our overall long-term vision.

Our new strategy, which was published on 17 September 2024, outlines what you can expect to see in the year ahead and includes our new strategic objectives. You can read more about our North Star vision on page 18.

Public benefit

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

Trustees do this through consideration and approval of a corporate strategy including strategic objectives, and a corporate plan and key performance measures defining how those objectives will be met and measured.

REACHING MORE OF THE PEOPLE WHO NEED US

Our aim for 2023/24

To reach more of the people that need us; making sure they can easily access consistent, good quality, tailored support from our services.

We said we'd do this by:

- Better understanding the future accommodation needs of children and young people with cancer and their families in ambulatory care, and how best to support them through influencing and challenging current systems and services.
- Commissioning national research into ambulatory care, alongside Children's Cancer & Leukaemia Group.
- Ensuring children, young people and their families receive adequate grants.
- Diversifying partnerships and improving accessibility to our services and our partners services; working together to improve pathways to our services and ensure holistic support.
- Continuing to deliver digital services across the UK and explore new digital platforms.
- Providing the information that children, young people and their families are searching for and making it easy to find, by improving accessibility on our website.
- Implementing a content plan which includes the topic areas we know are being searched frequently by children, young people and families with cancer.
- Measuring data to better understand cancer incidence, projected trends and gaps in our provision.
- Improving the understanding of the work we do and building confidence to communicate our full-service offer effectively.

What we achieved in 2023/24

2023/24 continued to be a challenging climate for children, young people with cancer and their families. Access to services was a crucial focus, as was increasing our awareness and understanding of the complexities our service users are experiencing.

Our social work teams provided support to 6,849 children and young people with cancer and their families. While this figure is slightly less than the previous year's figure (7,068), our social work teams are reporting increased levels of case complexity. This is largely caused by the financial crisis, poor or inadequate housing, and less resilience impacting on mental health of parents and young people; all of which families have to face on top of their cancer diagnosis.

The landscape in which we work has changed dramatically since the pandemic. We've seen a decrease in the number of public and charitable services available that can meet the needs of children and young people with cancer and their families. This makes it more challenging to best support young people and families with cancer. Navigating problems and providing solutions has become more difficult, with less referral options available.

The Central Support and Social Care team continues to provide vital digital access to our services. In 2023/24 we supported over 2000 people through our inbound email, telephone and live chat. This is an increase of over 300 on the previous year's figure (1,732).

Our partnership with Macmillan resulted in over 200 signposting referrals, increasing our ability to support more children, young people and their families.

Our focus was on strengthening our internal systems and processes, alongside collaborating with stakeholders and aligned organisations. We strengthened pathways and built new ways of working together, which increased our impact and effectiveness both locally and nationwide.

Service delivery remained our primary focus, including how we talk about our organisation and the work we do for children and young people with cancer and their families, and how we influence others in the work we do.

Accommodation service

Eighteen months ago, we commenced a programme of work to review our accommodation service. We wanted to better understand the evolving needs of children and young people with cancer and their families; and how our current accommodation provision is meeting those needs. Our skilled accommodation service teams identified the changes needed to our support services in response to the evolving needs and were crucial in implementing these.

We were seeing a significant increase in the number of young cancer patients staying at our homes, as well as a greater complexity of family's needs because of the financial crisis. They often live long distances from treating hospitals and have less resilience due to being so far from their own communities. All of this impacts the mental health of parents and young people. In particular, the need for accommodation increased from patients having ambulatory care, outpatient treatments and, at our Southampton Home from Home, patients travelling a long distance to access a clinical trial.

We responded to this need by expanding our service to accommodate more children and young people who were receiving treatment. Through a pilot, we tested new processes and procedures designed to keep children and young people, their families, and our staff colleagues safe and well within a communal accommodation facility.

Our pilot concluded in September 2023. Through it, we developed expertise in how to accommodate children and young people receiving cancer treatment, and their families, safely. We're proud to be the first charity to do so in the UK. This means more children and young people with cancer, and their families can access high-quality, welcoming and supportive accommodation close to the cancer hospital where they're having treatment. The impact of this on young people and families is significant. It reduces the impact that daily long-distance travel has on finances and wellbeing, and enables them to enjoy a safe, family space away from the hospital environment. It provides independence and autonomy; all while supporting the NHS to deliver cancer treatment.

We are proud to have supported children's access to a phase one clinical trial for the diagnosis of neuroblastoma, which was led by the NHS in Southampton. Throughout the trial we accommodated young patients and their families from across the UK.

Through the introduction of new policies and procedures, there has also been an increase in the availability of accommodation for young cancer patients across the UK. We also contributed to research being undertaken by the NHS, commissioned by CCLG, for ambulatory care.

In Oxford, we took the difficult decision to close our Home from Home, CLIC Court. Since the pandemic there is now an understandable preference for en-suites or single-use bathrooms. Because of this, we could only usually accommodate up to three families at any one time. As there was alternative nearby accommodation available, offered by an alternative service provider, we closed CLIC Court in February 2024. Our staff have been welcomed into new roles and we have reinvested the running costs of CLIC Court into our accommodation service.

We shared the expertise and procedures of how to accommodate young patients safely with the NHS and the alternative accommodation provider, to ensure continued safe access to accommodation was available for the children and young people with cancer and their families. We also provided grants to families to support accommodation during the transition period.

We welcomed a new accommodation service manager, who will continue to provide structure and oversight to our homes and consider our future need and resource provision. Having a deeper understanding of the changed and differing accommodation needs of children and young people with cancer, and their families, and the provision of accommodation in the UK, has enabled us to incorporate this into our future service plan.

We welcomed 633 families to our homes throughout the year, some of which stayed at more than one home. Therefore, 594 individual families utilised our accommodation service; for a total of 23,892 nights. This equates to 1,432 stays in our 11 homes and is an increase compared with 487 families who had 1,166 stays in 2022/23. For the service as a whole, it equates to a 70% occupancy (this data was impacted by the closure of CLIC Court in February 2024 and the six-month closure of CLIC House in Bristol for significant building improvements). All together, we helped families save around £1.9m in accommodation costs throughout the year.

Our grants

Our grants service continues to be much needed by young people with cancer and their families. In 2023/24 we provided 5,057 grants to children and young people with cancer and their families; spending £840,879, compared to the previous year's figure of £1,188,000.

In 2023/24, we extended our crisis grant so that the remaining £100,000 could be given to children and young people with cancer and their families. This enabled us to provide an additional 370 grants from April to June 2023, to ensure families could meet the rising costs that come with caring for a child or young person with cancer.

Our financial hardship grant remains a consistent offer to cancer patients and their families with the greatest financial need. A total of 1,443 grants were given to families, totalling £376,781.

In 2023/24, the Smile of Arran Trust provided us with a vital provision of over £7,000 to support children and young people with brain cancer, in their name.

We pride ourselves on our knowledge of other sources of funding and our ability to effectively signpost those we support has resulted in young cancer patients and families receiving an additional £511,000 from other organisations.

Our Benefits and Welfare Rights Service gave advice to 2,212 enquiries, across a range of social issues, such as benefits, debt, housing and immigration. We continue to offer online tools, including a benefits calculator and online grant search, to enable young cancer patients and their families to understand and access financial support. It's estimated that this service has enabled young people with cancer and families to save over £1m.

Search engine optimisation

We continued to improve our website content to help more people find us through search engines. We worked with a specialist to help improve our website content; to make it more accessible and relevant to our audiences. We added new information resources to help answer common questions which we knew high numbers of people were searching for. We

added these in a format that search engines can understand, to help make sure our content appeared at the top of search results. This work has now concluded, and any further search optimisation work will sit with experts within our in-house digital experience team.

UK-wide service: digital group work

The digital group work service supports children and young people with cancer and their families manage the impact of cancer diagnosis and treatment on their lives through a varied programme of online workshops and events. In 2023/24 the service has grown its offer, including launching new programmes for bereaved parents and carers, and recently diagnosed young people. We also explored delivery through new platforms, including Instagram and webinars.

The programmes and workshops included:

- An 'after' programme: preparing young people for life after treatment.
- Programmes for recently diagnosed young cancer patients, and their parents and carers.
- New programme for bereaved parents and carers.
- Workshops on several key topics including sexual health and fertility, mental health, personal appearance and education.

In 2023/24, we held 33 digital workshop sessions, with an average of seven participants in each one. Four children and young people with cancer, and their families accessed our digital groups, including some who had not previously been supported by the charity.

We have continued to engage with charity partners to support in the development and delivery of groupwork, including collaborations with Look Good Feel Better, and OUTPatients.

Our Facebook groups continue to be an accessible platform for peer support, connection and information sharing. Our parents and carers group has increased to 2482 members (as of March 2024) and our Mind the Chaps group has increased to 514 members (as of March 2024). We are currently reviewing the groups to understand where improvements could be made in our digital peer support offer.

In 2024/25 we will continue to deliver and refine our digital services across the UK and broaden our influence, to expand our reach and improve equity.

Partnering with other services

In 2023/24 we not only continued to work closely with our partners, we also committed to diversifying our portfolio; building relationships with relevant organisations to expand the breadth of our offer and increase accessibility to vital services. This includes developing strong collaborative working relationships with OUTPatients, Muslim Bereavement Support Service and Black Women Rising.

Our work with partners has produced some key tangible results over the course of the year. This includes the delivery of '*Your Cancer Diagnosis*' - a guidebook for newly diagnosed young people, delivered in collaboration with Teenage Cancer Trust. Young Lives vs Cancer information is now also included in Macmillan Cancer Support's Electronic Health Needs Assessment, further expanding our reach to young adults.

Our strategic partnership with Macmillan Cancer Support is focused on, but not limited to, developing signposting pathways. This has enabled us to increase the accessibility of support available to children and young people with cancer and their families.

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Reach and data

To drive service improvement, we committed to measuring our reach and benchmarking it against data from external sources to try and identify and close gaps in our provision. Our focus continued to be on a systemic approach to engaging partners, to strengthen our ability to reach children and young people with cancer and their families. We recognise and acknowledge that service user needs are often high and complex and that in turn, we will need to be innovative and collaborative in the future to bridge the gaps that have been identified and meet these needs fully. We value and understand the importance of our relationships with the NHS, and we're aware that maintaining our shared knowledge will contribute to influence positive system change.

To further increase accessibility to our services, we introduced functionality across our website to improve accessibility for neurodivergent individuals, or those who have a visual impairment. This additional function also enables the web content to be translated into over 100 languages. In addition to this, a range of key materials we use with young cancer patients and their families was translated into six key languages, with plans to expand this further in 2024/25.

PROVIDING AN EQUITABLE SERVICE

Our aim for 2023/24

To work in partnership with others, including those with lived experience of cancer, to shape the system and decrease the barriers to care that children and young people with cancer and their families face.

We said we'd do this by:

Voice

- Ensuring the voices of those with lived experience of cancer remain central to decision making at all levels, from shaping our services to policymaking
- Promoting the voice of social work both within Young Lives vs Cancer and externally, by illustrating the complex and professional standards of our services.
- Ensuring we use the voices of service users to drive continuous improvement across our social-work service, including Home from Home and delivery of our grant programmes.
- Making sure the Voice Board views have an impact on decisions made by Trustees.
- Working with our partners to amplify the voices of children and young people with cancer.

Services

- Extending the scope of services, informed by evidenced-based research and delivery of our strategic plans.
- Developing and producing a DEIB action plan for services.
- Ensuring that volunteers are an integral part of service resourcing and increasing the number of volunteers within the services directorate.
- Continuing to work with existing partnerships and explore new opportunities, monitoring service and accessibility.
- Developing professional social-work practice, which is trauma informed, with the introduction of a reflective practice manager, alongside continuous professional development for staff.

Policy and influencing

- Working with sector colleagues to influence positive policy change.

What we achieved in 2023/24

Amplifying voices

The voices of children, young people and families are crucial to shaping what we do. In 2023/24 we designed our approach to voice – to ensure that we have a clear pathway for children, young people and parents to have the opportunity to influence the work of Young Lives vs Cancer and the system around them.

Developing a Voice Board

The Voice Board was embedded as part of our approach to governance in early 2023. The board is made up of 12 members – six young people (aged 16 to 24) and six parents and carers from across the UK. They meet every quarter and attend the Board of Trustees meetings to feed into key strategic decisions, such as our organisational strategy, and the wider sector vision for young cancer patients and their families.

“A significant strength of the Voice Board is the diversity of experiences and members. I have been able to learn from others, but also share my experiences to highlight where there are gaps in support. My favourite part of my role on the Voice Board has been the opportunity to actively contribute in discussions to help shape the strategic direction of Young Lives vs Cancer. I feel like my voice is truly valued and it is great to work with a charity who are so invested in identifying innovative ways to support young people and their families.”

Emma, Voice Board member

Influencing positive policy change

In 2023/24 we worked alongside our sector partners to influence policy change and engage decision makers. We raised the profile of the key barriers standing between young cancer patients and cancer services, in particular travel costs. As well as addressing accessibility, we also raised awareness of equity too. We worked with a number of charity coalitions to influence on the key issues affecting the experiences of children and young people with cancer that impact their access to equitable services.

We engaged with policy and programme teams in each UK nation and across government departments on specific policy issues, such as travel, welfare, benefits and patient experience.

Working in collaboration to close gaps in support was a driving force for change in 2023/24. We supported a number of policy change campaigns spearheaded by other charities to improve quality of life for children and young people with cancer and their families. This included campaigns for better housing conditions and sick pay. Meanwhile, we have been talking to decision makers and sector colleagues about our Children and Young People's Cancer plan, developed in collaboration with CCLG. The plan sets out the blueprint for better cancer care in England and together, we're committed to gaining more movement on this in 2024/25.

SECURING SUSTAINABLE GROWTH FOR THE FUTURE

Our incredible supporters make a life-changing difference to children and young people with cancer. They make everything we do possible. By engaging our supporters, and creating great experiences for them, they will stay longer and do even more to help make sure we can continue to be there for every child, young person and family that needs our support.

Our aim for 2023/24

To continue to work towards growth through:

- Developing our audience experience.
- Increasing brand awareness, engagement and loyalty.
- Ensuring our ways of working are aligned for growth.

What we achieved in 2023/24

With a new organisational and income generation strategy on the horizon, we recognised that our approach and structure as a directorate could be improved to help us reach our aims for 2023/24 and beyond.

While maintaining our focus on relationship fundraising and providing excellent supporter experience and engagement across all our fundraising opportunities, we made organisational changes; moving from an Income and Engagement directorate to an Income Generation directorate. We also welcomed a new director of income generation.

We spent time resetting our intentions around improving audience experience and engagement, while maximising the financial impact of our income generation activity. We repurposed resources into areas that deliver a strong return on investment, alongside activities that underpin our income generation success. This saw investment in philanthropy and partnerships and legacies, alongside brand, communications and engagement work. In doing this we are now able to plan and align activities across teams and maximise use of data.

Investment into the Philanthropy and Partnerships team will enable income growth, as well as increase our capacity so that we can develop and embark upon new funding streams and engage new partners in our work. This investment will create new and additional frontline fundraising roles. These are key roles which will drive further prospecting and new business across national and regional fundraising and enable us to further enhance our business development and outstanding stewardship across the team.

We also increased investment during the year in areas that were performing well, such as our virtual challenges, which delivered over £0.8m in 2023/24, and sport and challenges, which generated over £1.2m in 2023/24. These strategic investments will support further growth in 2024/25.

OUR FUTURE PLANS

Our future plans are ambitious, because children and young people with cancer and their families need them to be.

In 2023/24 we launched a piece of foundational research, alongside Children's Cancer and Leukaemia Group, the Ellen MacArthur Cancer Trust and the Teenage Cancer Trust, with the support of social research charity Dartington Research Design Lab. The aim of the research was to build an evidence base on the psychosocial needs of children and young people with cancer and their families and to help us identify how to improve their wellbeing. Together with a group of young people and parents, we developed a survey that captures the experiences of people, aged 14 and over, who have been affected by cancer at any age between 0 and 24. It also included their parents, carers and siblings, and invited responses from people up to ten years after the end of their cancer treatment.

The survey reached an incredible 1500 people and gave us a detailed understanding of the long-term impact of cancer on wellbeing and quality of life, of children and young people and their families. It also gave insight into needs across different populations, at differing stages of their cancer experience.

Working with our three charity partners, we have together identified the significant needs of children and young people with cancer and their families and have collectively committed to building a better future for young people with cancer. This is our North Star vision.

Our North Star is a future where every child and young person facing cancer receives care that's tailored to them. They feel informed and in control and along with their families, they're able to make knowledgeable decisions about their care and their future. They feel empowered every step of the way. There are no gaps in support and no barriers to access. They have everything they need from the beginning of their cancer experience, for as long as they need it.

Achieving this vision requires us to continue to deliver our vital services, alongside finding new ways to address the gaps in support and ensure needs are fully met. This will drive our work and starting in 2024 Young Lives vs Cancer will:

Deliver services

Our services are unique, and we'll continue to invest in providing vital psychosocial support throughout cancer treatment, end-of-life, and bereavement. We remain dedicated as a service provider to supporting the needs of children, young people, and their families throughout their treatment, because we know this is when they need support the most.

Our services will continue to integrate with and influence NHS models of care on the ground. We'll consistently scrutinise them so that they remain relevant and an efficient use of resources. We're ambitious, and we will make innovative changes. But we know where to focus our time and investment. We won't expand our existing service delivery model to fill gaps that we're not best placed to, but we'll take a lead role in influencing the provision of care in these spaces, and we'll encourage a collaborative approach across the system to address the need and gaps.

Shape the system

We'll bring people together to enhance the web of services and networks that surround children and young people with cancer, so that we can transform their journey. We'll lead and ignite shifts within the system and put pressure on governments, to directly improve the core issues impacting young cancer patients and dismantle the barriers they face. We'll develop how we influence locally too, within the localised NHS delivery models and other charity care models where we play a key role. We can only shape the system if we harness the power of innovation; our Young Lives Lab will be integral to our work and helping us achieve change. The role of the lab is to combine innovation with the voices of children and young people with cancer, to effectively guide our work and decision making.

Harness the power of information

We'll use data and evidence to expand our knowledge of the current landscape and highlight where the gaps are. We'll delve even further to fully understand what young cancer patients and their families go through and we'll use this knowledge to strengthen our evidence base and transform services, policies and systems, funding access and relationships. We won't just cultivate partnerships, we'll forge innovative collaborations. And together, we'll embrace the power of emerging technology.

Increase resources

We'll raise the voices of children and young people with cancer and highlight their experiences to hold decision makers accountable, increase funding and create more capacity in the system. To make this happen, we'll need to think creatively and innovate to create and seize opportunities. We'll be focused on coming up with new and innovative ways of increasing our income too. We'll set our sights on not just meeting but exceeding the fundraising income targets we set for ourselves.

This is a journey, and in the first three years, 2024-27, we will start to build the foundations. We will bring people together, share our evidence base, innovate and test what works, so that we can transform the future for those impacted by cancer in children and young people. To do this, we will be looking at how we work and we'll be committed to building an environment where:

- We believe in the power to make change, and are proactive in our roles.
- We champion diversity, equity, inclusion and belonging – continuing our journey of being brave, and not perfect.
- We ask good questions, and we feel confident in doing so, no matter our role.
- We prioritise community and collaboration over egos, expanding our concept of One Team.
- We make confident decisions, which prioritise value and impact.
- We're driven by the transformative power of evidence, and robust research and data. This is the source of our integrity.

[See our strategy for more information.](#)

HOW WE DO THINGS MATTERS

Environmental sustainability

Last year we published a Statement of Intent, describing our belief that we have a responsibility to the future of children and young people with cancer. With that comes a duty to measure, control and reduce our environmental impact, working alongside others to build a more sustainable future. While we work towards becoming net zero in the future, we are committed to becoming environmentally responsible now. We'll look at our practices in relation to offices, technology, procurement and more. This continues to drive us in 2024/25.

[See our Statement of Intent for more information.](#)

Navigating progress: diversity, equity, inclusion and belonging (DEIB)

Our DEIB strategy 'Brave Not Perfect' is the manifestation of our commitment to change, and over the last two years, we have focused on laying the groundwork and establishing a strong foundation for that change.

Over the past year, we've taken significant steps in advancing DEIB within our organisation; 2023 was marked by meaningful initiatives, transformative conversations and has been a demonstration of our steadfast commitment to creating an environment where everyone feels valued and included.

Some key highlights, milestones and reflections on the year gone by are below:

Anti-oppressive recruitment project

In line with our Brave Not Perfect strategy, a primary focus is establishing a workforce that authentically mirrors the diversity of the people and communities we serve. Collaborating with the Social Justice Collective, we conducted a comprehensive review of our recruitment process and we disseminated the report's findings to stakeholders - hosting a Knowledge Hour session to ensure widespread awareness within our workforce. Currently, we are actively implementing recommendations from the report, including the development of a new recruitment policy. Our narrative on recruitment has evolved, shifting from inclusive recruitment to anti-oppressive recruitment. This change better aligns with our ambition to go beyond simply incorporating diversity, aiming instead to actively dismantle and prevent systems of oppression. In practice it involves acknowledging and challenging power dynamics and biases that create the inequality.

Pride

Last year marked a milestone as we organised our most extensive array of activities for Pride to date. From hosting a powerful Pride internal event where our service users shared their stories, to launching Pride badges and participating in Pride parades in Bristol and Leeds, the success of these initiatives was anchored in our Pride working group. Comprising of staff with lived experience and those in key roles, this cross-departmental stakeholder group was pivotal to our achievements.

The insights gained from this experience significantly influenced our approach to Black History Month, where we've embraced the same working group model with aspirations for similar success. As we look ahead, we've also taken a critical look at the predominantly celebratory nature of our Pride activities. While acknowledging their importance, we are mindful of how important it is to confront more challenging aspects, addressing hard truths and realities.

Colleague networks

Last year, two crucial staff diversity networks have emerged: the LGBTQIA+ network and the Race Equity Network. Both networks grew organically from listening sessions that the DEIB team held with individuals from minoritised groups in 2022. These sessions made it clear that there was a real enthusiasm to have spaces for people to drive inclusive action within our organisation, express solidarity with one another, and inspire a feeling of belonging.

Diversity monitoring in research and surveys

To enhance our understanding of children and young people's experiences with cancer, diversity monitoring was made a key component in the research commissioned with Dartington Service Design Lab. This approach allowed systematic gathering and analysis of demographic data, including age, gender, ethnicity, socioeconomic background, and more among young cancer patients. This comprehensive method provided a holistic understanding of their unique experiences and will enable us to develop a strategy that better meets the needs of all children and young people with cancer.

'Recite Me' accessibility and translation tools

In May 2023, the digital change team announced the launch of the Recite Me tool. The tool works with our websites to implement an accessibility toolbar with a range of features and functionality to adapt content and support those with accessibility needs. These features are designed to make it easier for those with who are visually impaired, neurodivergent or prefer to view content in a language other than English. We know this tool is not perfect, but it's a step forward in making our content available to a wider audience and addressing any issues people might have had accessing information about either our services or how to support us.

DEIB in partnerships

Our commitment to diversifying partnerships and cultivating relationships with organisations dedicated to supporting individuals from minoritised communities remains steadfast. Our service partnerships team has successfully forged connections with community organisations that support minoritised communities, such as OUTpatients (formerly Live through This). These partnerships extend beyond mere association, as we actively engaged with OUTpatients and Black Women Rising, within the framework of our internal DEIB Confidential Programme also. These collaborative efforts signify our dedication to fostering meaningful connections that amplify impact and strengthen our collective commitment to a stronger and more inclusive sector.

Listening sessions

In the past year, we've consistently conducted targeted listening sessions for staff from minoritized communities, focusing on Black staff, disabled staff, and staff from East and South East Asian communities. These sessions, complemented by insights from diversity monitoring in our workforce survey, have deepened our understanding of their experiences, facilitating more targeted actions. Notably, these listening sessions played a pivotal role in establishing the LGBTQIA+ Staff Network and Race Equity Network, exemplifying our commitment to creating spaces that reflect and address the diverse needs within our workforce.

We continue on our DEIB journey as Team Young Lives; with progress and bravery as our goal and our method. From here on, in this ever-changing world marked by growing diversity and inequality, we must be bolder and more innovative to really ensure that all children and young people with cancer have access to support and care that's tailored to them.

RISKS AND UNCERTAINTIES

Our Board of Trustees and Executive Team together identify and review how we are managing risk as we pursue our strategic objectives. They look at risks to our impact, financial sustainability, good governance and compliance, reputation and safeguarding, and they determine our appetite for risk.

The Board regularly reviews a register of strategic risk; the management of our risks is underpinned by our Controls and Assurance Framework.

The significant strategic risks in our work gravitate around a number of interconnected areas. These key risks, and our approach to minimising impact, are detailed below:

Risk: People's need for support continues to increase in the current environment. Our research published in June 2024 demonstrated the extent of need and the impact it has on people's wellbeing and quality of life. The research showed that wellbeing is at its lowest during cancer treatment, where we focus most of our support.

How we minimise impact: Our new strategy, focused around the North Star, addresses this risk directly, and aims to identify the transformative change that is needed across the whole system of care and support, so that people's needs are met into the future.

As part of this strategy, we continue to have a major focus on service delivery. Our tiered service model is designed to ensure the most intensive services are focused on the greatest needs and we continue to work very closely with the NHS and other charities to give people the best support we can in this very difficult environment. To ensure the sustainability of these vital services, we have a robust financial plan which continues to be regularly tested against planning scenarios we have developed that take account of the current pressures on the cost of living and the ways in which this may impact fundraising and costs.

Risk: More families are facing struggles before cancer is diagnosed and these are then being exacerbated by a cancer diagnosis. As a result, families have fewer sources of support during cancer and beyond. This means more people need support, their needs are more complex, and continue after the end of treatment.

How we minimise impact: Our new strategy responds to this risk, emphasising our intention to work with a wider range of networks and funders to ensure that more resources and new approaches are dedicated to supporting the growing and vital needs of children and young people with cancer.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

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

Despite the current economic climate and cost of living crisis presenting challenges in fundraising to the Charity, fundraising held up well with the income earned representing a solid year for the Charity. Whilst fundraising income declined £0.9m in the year ended 31 March 2024 compared to the year ended 31 March 2023, on an 'underlying' basis, and excluding an exceptional £1.0m one-off legacy donation received in the prior year, income was +£0.1m up.

The 'underlying' basis reflects the decision to exit, on a phased basis over two calendar years, from our retail shops, which was announced in May 2023, and the ending of the tail of income relating to the Morrisons partnership which ended in February 2022. The decision to exit retail shops was taken given the level of investment which would have been required to maintain and restore the shops to an attractive and appropriate environment for customers, employees and volunteers. The decision resulted in a year-on-year reduction in income of £0.3m. The impact of ending of Morrisons income was £0.2m.

As noted above, the underlying growth of +£0.1m represents a solid year. Income grew in our Regional Engagement +£0.1m, Virtual Challenges +£0.2m, JD Wetherspools +£0.1m and Trusts +£0.4m channels. We were also successful in securing an additional +£0.1m from People's Postcode Lottery. Excluding the £1.0m one-off in the prior year, Legacy income increased +£0.1m. JD Wetherspools confirmed in the year an extension to the partnership until 2029.

The increased income from the channels listed above was offset by a (£0.3m) reduction in income from Philanthropy Events, a (£0.2m) reduction in Corporate Partnerships income and a (£0.1m) reduction in income from Sports Challenges. The Philanthropy Events reduction reflects the decision to end two long running events given the decreasing return from those events and to focus on leveraging our relationships with our major donors with more, smaller events being held in the names of the donors. This has taken longer to establish than expected. Despite the reductions, we expect income from these channels to increase in the year ahead.

The decision was also taken during the year to repurpose some of our annual investment into the Individual Giving channel into other channels, such as Regional Engagement and philanthropy, where it is anticipated greater, and quicker, returns will be made. This resulted in income from Individual Giving remaining flat year on year.

Total expenditure increased +£0.6m in the financial year to £26.1m. Excluding £0.1m of one-off costs, including redundancies, costs increased £0.5m reflecting continued investment in our infrastructure, our strategy and research into innovative ways to increase income in the future. Fundraising costs remain unchanged at £11.8m in both 2022/23 and 2023/24.

The group's cash position has reduced by £2m to £8.8m, reflecting the operating deficit in the financial year as we invested in the areas referred to above.

CLIC Sargent Promotions Limited performs trading activity and receives cause-related marketing income on behalf of the charity. The company had a turnover of £0.3m (2022/23: £0.2m) and net profit of £0.2m (2022/23: £0.1m), all of which will be donated to the charity.

The increase in income is due to a cause-related marketing agreement with Tesco and R&R Ice Cream. This has been offset by a reduction in sales from shops.

CLIC Sargent Developments Limited manages the design and build of new Homes from Home. During 2023/24, no new homes were developed and this is reflected in no income earned in the year (2022/23: £0.0m). The company made a small loss of £16k in the year, meaning the company did not donate anything to the charity in the current or prior year (2022/23: loss of £11k).

CLIC Sargent Lottery Limited holds lotteries and raffles on behalf of the charity. The company had turnover of £33k (2022/23: £70k) and net profit of £26k (2022/23: £49k), all of which was donated to the charity.

Reserves

Free Reserves comprise the total reserves available to the charity less those reserves which are restricted or designated for specific purposes.

Each year the Trustees review the policy for maintaining Free Reserves, taking into consideration the major risks faced by the charity, the potential impact of these risks on income and expenditure and any risk mitigations identified, with the aim to ensure the Free Reserves policy remains appropriate for the charity in the current environment and amending as appropriate.

As a result of the review in 2023/24, the Trustees decided to retain the aim to hold Free Reserves within the range £5.0m and £8.0m. The policy retains the risk premium of £1.5m to cover short-to-medium-term risks to income and expenditure as a result of the prevailing economic climate.

As a result, we will be seeking to hold a minimum of £6.5m Free Reserves. This risk premium will be reassessed annually and removed as risks crystallise or are mitigated. Funds held between £6.5m and £8.0m will be used to invest in services, income generation and infrastructure.

Total funds at 31 March 2024 amounted to £25.5m (2022/23: £28.5m), of which £2.0m (2022/23: £1.8m) was restricted to specific purposes and £17.4m (2022/23: £18.4m) was designated, with £1.7m (2022/23: £2.3m) set aside for specific future projects (further detail in Note 19), and the remainder representing fixed assets.

Free Reserves at 31 March 2024 amounted to £6.1m (2022/23: £8.3m) which is £1.1m greater than the lower limit of our Free Reserves policy.

This is due to delays in expenditure on projects in the year. We are forecasting a deficit in the next financial year as we aim to deploy designated funds and as we use restricted funds. The forecast impact on Free Reserves is a reduction of £0.1m, leaving us within our Free Reserves range at the end of the next financial year.

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

Going concern

The charity's financial position and performance has been outlined in the financial review above. The Trustees have assessed projected future income, expenditure and cash flows over the period ending 12 months from the date of signing the accounts and analysed the charity's reserves position, liquid assets and its ability to withstand a material decline in income. Consideration has been given to the stability, predictability and diversity of various income streams in making this assessment.

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

The long-term financial position of the charity is monitored on a monthly basis, being incorporated into a rolling forecast process, and reviewed by the Finance Committee, in detail, and then the wider Board of Trustees on a quarterly basis. Our current year forecast, along with a further two-year outlook, considers the impact of our projections on both our Free Reserves and cash position.

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

Financial instruments

The Finance Committee is responsible for overseeing the overall investment strategy and for the oversight of its implementation. The Trustees have continued to adopt a conservative investment policy that seeks first to protect the reserves of the charity and second to achieve an appropriate return.

During 2023/24, the charity started to place money on short term bank deposit in order to take advantage of the higher interest rates. This approach is expected to be maintained.

Streamlined Energy and Carbon Reporting (SECR)

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

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

We have not included usage for offices where we have service agreements and/or we are not charged for energy usage as a tenant as we do not have access to this usage data. In line with SECR guidelines we have not included emissions related to the use of public transport. GHG emissions have been calculated using 2023 UK Defra carbon conversion factors, emissions are presented in CO₂e. For our buildings we have used an energy intensity metric of kWh/kg per m², using data from our energy bills.

We do not keep records of the size of or fuel type of our employees' personal vehicles. Therefore, where they have used their vehicles for work and claimed mileage, we based on the measurements for an average personal vehicle and unknown fuel type from the Defra dataset. We do not have mileage data for our fuel cards and have arrived at usage figures using RAC data for average fuel costs in 2023/24 and the metric Defra for CO₂e per litre of diesel.

Due to issues including a faulty meter, the data in our 2022/23 reporting was incorrect for this year. The faulty data related to two of our Homes from Home, Sam's House and Jack's House. To allow for like-for-like comparisons, we have removed these two properties in the reporting below and separately presented the impact of these two properties in 2023/24 (due to a change in suppliers in November 2023, it is not possible to obtain accurate historic data for these properties for 2022/23).

Our energy usage in 2022/23*	Our energy usage in 2023/24
Gas usage: 134,571.20 kg CO ₂ e	Gas usage: 132,631.12 kg CO ₂ e
Gas use intensity: 201.71 kwh/m ² /y	Gas use intensity: 199.83 kwh/m ² /y
37.02 kg CO ₂ e /m ² /y	36.48 CO ₂ e /m ² /y
Electricity use: 118,914.07 kg CO ₂ e	Electricity use: 67,726.34 kg CO ₂ e
Electricity use intensity: 80.42 kwh/m ² /y	Electricity use intensity: 62.93 kwh/m ² /y
20.55 CO ₂ e /m ² /y	13.03 CO ₂ e /m ² /y
Travel data: 52,680.30 kg CO ₂ e	Travel data: 52,860.11 kg CO ₂ e

Our energy usage in 2023/24 (Sam's House and Jack's House)
Gas Usage: 39,124.98 kg CO ₂ e
Gas use intensity: 165.61 kwh/m ² /y
30.23 kg CO ₂ e /m ² /y
Electricity use: 15,450.25 kg CO ₂ e
Electricity use intensity: 57.65 kwh/m ² /y
11.94 CO ₂ e /m ² /y
Travel data: n/a

STRUCTURE, GOVERNANCE AND MANAGEMENT

Young Lives vs Cancer is a working name of CLIC Sargent Cancer Care for Children, a registered charity in England and Wales (No. 1107328) and in Scotland (SC039857) and a company (No. 05273638) limited by member guarantee and is governed by revised Articles of Association adopted in June 2023.

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

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

The Board

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

The Board reviews itself against the Charity Governance Code and undertakes proactive development in diversity, equity, inclusion and belonging (DEIB) and safeguarding. In 2023, the Board has commissioned an external review of its effectiveness as a Board. This provided very strong assurance of our governance against the Charity Governance Code, and recommendations for improvement are being taken forward.

The Governance Committee is responsible for the selection and recruitment of new Trustees, using a transparent recruitment process with input from young people who have or have had cancer, and their families. All appointments are approved by the full Board. A skills audit is used to identify the skills, experience, characteristics and backgrounds that are needed to provide high-quality, effective and inclusive governance. During 2023/24, two Trustees stepped down from their roles.

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

Trustees also attend conferences such as the Trustee Exchange and a Trustee workshop is held each year, part of which is focused on Trustee development and Board effectiveness. Trustees are also provided with regular briefings and information about relevant events.

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

Strategic management

The Board is responsible for setting an appropriate strategy for the charity. It also ensures that relevant performance measures are in place. The Trustee Board has delegated consideration of specific issues to four subcommittees, which then make recommendations to the Board.

The Board receives regular reports on all aspects of the charity's work. The terms of reference for the four committees are summarised below.

Safeguarding Committee

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

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

Finance Committee

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

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

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

Audit Committee

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

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

Governance and People Committee

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

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

Chief Executive

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

Remuneration policy for key management personnel

The Executive Team are considered to be the key management personnel for the charity. Remuneration of our Executive Team is benchmarked against the external market every two years, using the leading charity and voluntary sector salary survey.

The review involves consideration of salary survey data at the median along with economic indicators, affordability, competitiveness and retention of those in key roles.

Options for Executive Team pay are then considered and agreed by our Governance and People Committee. In the case of the Chief Executive, this is agreed by the Board of Trustees.

EMPLOYEES AND VOLUNTEERS

Our workforce at Team Young Lives, which includes both our paid and volunteer colleagues, has delivered outstanding work in the last 12 months. Not only delivering against our previous strategy objectives, but also contributing to the development and creation of our 2024/2027 strategy, through the largest workforce engagement and strategy development process we have ever had.

Workforce engagement was top of the agenda in 2023/24.

Colleagues across Young Lives vs Cancer had a variety of opportunities to share and shape the workforce experience this year, including participating in face-to-face strategy engagement workshops throughout spring and summer 2023. These workshops were about capturing the unique knowledge, insight and expertise from our workforce around the challenges experienced by children, young people and families facing cancer. There was also a focus on understanding where we are with our culture, how we work and how we feel when we're at work. This insight, plus our annual workforce engagement survey, has formed a clear picture of what our organisational culture is like in 2023/24, and this is being used to inform our strategy.

Our 2023 workforce survey results demonstrate sustained high levels of engagement from our people, and that investments in management training and wellbeing interventions continue to make a difference to how Team Young Lives experience working life. 74% of staff completed the survey, which is designed and analysed in-house, and more than 90% of colleagues are proud to work for Young Lives vs Cancer.

Our employees

In line with developing best practice and our DEIB strategy, we are monitoring and reporting pay gaps for all diversity metrics: gender, ethnicity, sexual orientation, disability, faith and belief, and age.

Our mean gender pay gap reduced from 7.9% to 7.5%, and the median - from 2.2% to 1.3%.

We report the ethnicity pay gap for separate ethnicity groups – Asian, Black and Mixed compared to White. Our mean pay gaps are 0.6%, -7.9%, and -9.3% respectively. Our median pay gaps are: -3.7%, 2.3% and -10.5% respectively.

Pay gaps for other diversity metrics as well as our results from previous years can be found [here](#).

Following an in-depth review of our pay and benefits last year, and the set of recommendations that resulted from it, work to align salaries to the market median was carried out, giving us confidence that our salaries are competitive across the organisation. In addition, we carried out a review of our pension scheme and made the decision to move to a new provider. We operate a qualifying auto-enrolment, defined contribution pension scheme for our paid employees.

We have a further programme of work planned for 2024/25 which includes developing a compensation philosophy to support our organisational goals and cultural ambitions, providing more clarity and transparency to ensure that the workforce understand how pay decisions are made and reviewing our benefits package to understand how well its performing.

Work to implement the recommendations that resulted from the anti-oppressive recruitment review that was undertaken in the previous year are well underway, with improvements made to our application process, a new recruitment policy and updated guidance and templates developed, as well as a comprehensive review of our current approach to recruitment advertising. We are now focusing on exploring new advertising options to ensure that we are expanding our reach as widely as possible and are soon due to launch our interview/assessment preparation guide for candidates.

Following a review of our retail shops it was decided to propose their closure and our exit from retail. This was an incredibly challenging period for both paid colleagues and volunteers, who have given so much passion and commitment to the shops. Following a period of consultation, the decision was made to close the shops and unfortunately this has meant some redundancies for paid colleagues and the end of some volunteering opportunities for our volunteers. These started this year and will continue into next year. We have been supporting the 305 volunteers in our shops who are affected, focusing on recognising and celebrating their huge contribution and, where viable, offering alternative volunteering opportunities.

We have also begun carrying out a comprehensive review of all our employment policies developing new policies as required as well as updating and developing existing ones. This work will continue into next year ensuring we remain in line with best practice.

We have also begun to look at the whole, end-to-end, workforce experience; assessing ourselves against each element including (but not limited to) how we recruit, retain, induct, develop, manage, reward, recognise, support DEIB and colleague wellbeing. This work will also continue into next year.

Our volunteers

Following the volunteering summit of 2022 and subsequent roadmap, we have continued to develop a strong culture of volunteering.

The workforce survey was also completed by our volunteer workforce and while the return rate was lower than hoped (though normal for the sector), the insight drawn from the data supported anecdotal evidence and feedback. We know that volunteers enjoy their volunteering role but there is a need to make some improvements in strengthening the connection between volunteers and the wider charity.

In November 2023, we launched our new volunteer communication and engagement offer, which includes regular newsletters and more frequent bespoke messaging, with the aim that volunteers will feel connected to our cause through consistent and engaging communications, which are inclusive, representational, and accessible to all.

We successfully launched our micro volunteering offer via the Funraisin platform during CCAM in September. These opportunities are short term, low commitment, easy to access and complete. Since the launch, we have recruited 337 volunteers, across 117 different types of micro volunteering opportunities. Early evidence suggests that micro volunteering attracts a younger demographic (25 to 34-year-olds) than roles that are more traditional. We continue to grow in this area, focusing on creating a broad range of opportunities and a positive experience that promotes a more sustained relationship with volunteers by way of repeat micro activities or progression into a more regular role.

Volunteering in our services directorate is a key area of strategic growth for 2024/25. Some key volunteering roles within our service delivery teams are well established and we are piloting in other areas including developing volunteering opportunities in the new vision for accommodation.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

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

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the Executive Team and the Board of Trustees. The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

These include:

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

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

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

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



Sir David Haslam (Chair)

25 September 2024

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

Opinion

We have audited the financial statements of Young Lives vs Cancer ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34 to 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005

together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

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

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

Use of our report

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



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 09 October 2024

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ending 31 March 2024

	Notes	Unrestricted funds	Restricted funds	2024	Restated 2023
		£'000	£'000	£'000	£'000
Income from:					
Donations and legacies					
Donations and other voluntary income	2	15,103	1,768	16,871	16,576
Legacies	2	2,127	70	2,197	2,922
Other trading activities					
Retail trading	2	1,188	-	1,188	1,518
Fundraising trading	2	2,533	18	2,551	2,610
Lottery income	2,3	34	-	34	70
Investments		136	-	136	37
Other	4	92	-	92	94
Total income		21,213	1,856	23,069	23,827
Expenditure on:					
Raising funds					
Donations and legacies	2	9,489	-	9,489	9,175
Retail trading	2	1,177	-	1,177	1,376
Fundraising trading	2	1,181	-	1,181	1,288
		11,847	-	11,847	11,839
Net income available for charitable activities		9,366	1,856	11,222	11,988
Charitable activities:					
Mental health impact of cancer		1,830	220	2,050	1,844
Being away from home		4,255	651	4,906	4,685
Future fears		1,821	321	2,142	1,927
Financial fears		3,455	337	3,792	4,080
When a child dies		1,246	100	1,346	1,162
Total direct charitable expenditure	6	12,607	1,629	14,236	13,698
Total expenditure	6	24,454	1,629	26,083	25,537
Net (expenditure)/income	5	(3,241)	227	(3,014)	(1,710)
Transfers between funds	17,19	2	(2)	-	-
Net movement between funds		(3,239)	225	(3,014)	(1,710)
Total funds brought forward	17,19	26,738	1,789	28,527	30,237
Total funds carried forward		23,499	2,014	25,513	28,527

Fund comparatives are provided in last year's Consolidated Statement of Financial Activities on the next page.
Notes 1 to 26 on the following pages form part of these financial statements.

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ending 31 March 2023

	Notes	Unrestricted funds	Restricted funds	2023	Restated 2022
		£'000	£'000	£'000	£'000
Income from:					
Donations and legacies					
Donations and other voluntary income	2	14,953	1,623	16,576	17,647
Legacies	2	2,877	45	2,922	3,339
Other trading activities					
Retail trading	2	1,518	-	1,518	1,360
Fundraising trading	2	2,609	1	2,610	3,778
Lottery income	2,3	70	-	70	148
Investments		37	-	37	2
Other	4	94	-	94	49
Total income		22,158	1,669	23,827	26,323
Expenditure on:					
Raising funds					
Donations and legacies	2	9,313	-	9,313	9,015
Retail trading	2	1,377	-	1,377	2,457
Fundraising trading	2	1,301	-	1,301	1,229
		11,991	-	11,991	12,701
Net income available for charitable activities		10,167	1,669	11,836	13,622
Charitable activities:					
Mental health impact of cancer		1,662	164	1,826	1,548
Being away from home		3,544	1,086	4,630	3,990
Future fears		1,615	296	1,911	1,613
Financial fears		3,398	639	4,037	3,372
When a child dies		1,051	91	1,142	940
Total direct charitable expenditure	6	11,270	2,276	13,546	11,463
Total expenditure	6	23,261	2,276	25,537	24,164
Net income/(expenditure)	5	(1,103)	(607)	(1,710)	2,159
Transfers between funds	17,19	67	(67)	-	-
Net movement between funds		(1,036)	(674)	(1,710)	2,159
Total funds brought forward	17,19	27,774	2,463	30,237	28,078
Total funds carried forward		26,738	1,789	28,527	30,237

All amounts shown above relate to continuing operations.

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

Balance sheets

As at 31 March 2024

Company number: 05273638

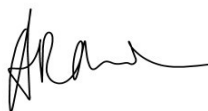
	Notes	Group		Charity	
		2024	2023	2024	2023
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	10	15,658	16,077	15,639	16,056
Investments	11a	125	-	244	121
		15,783	16,077	15,883	16,177
Current assets					
Investments	11b	14	14	14	14
Stock	12	-	26	-	-
Debtors	13	3,997	4,785	4,352	4,859
Cash at bank and in hand	23	8,248	10,772	7,745	10,470
Cash held on long term deposit	23	502	-	502	0
		12,761	15,597	12,613	15,343
Creditors					
Amounts falling due within one year	14	(2,970)	(2,653)	(2,905)	(2,490)
Net current assets		9,791	12,944	9,708	12,853
Creditors					
Amounts falling due after one year	15	(61)	(494)	(61)	(494)
Net assets	16	25,513	28,527	25,530	28,536
The funds of the Group/Charity					
Restricted income funds	16,17	2,014	1,789	2,014	1,789
Unrestricted funds					
Free reserves	19	6,121	8,335	6,138	8,344
Designated funds	19	17,378	18,403	17,378	18,403
Total Group/Charity funds		25,513	28,527	25,530	28,536

The parent Charity made a deficit in the year of £3,006k (2023: £1,689k).

These financial statements were approved by the Board of Trustees and authorised for issue on 25 September 2024.



David Haslam
Chair



Anna Hancock
Treasurer

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

Consolidated cash flow statement

For the year ending 31 March 2024

	Notes	2024		2023	
		£'000	£'000	£'000	£'000
Net cash (used in) operating activities	22		(2,062)		(1,089)
Cash flows from investing activities					
Interest received		136		37	
Net sales proceeds from the sale of fixed assets		60		31	
Purchase of property, plant and equipment	10	(156)		(640)	
Net cash provided by/(used in) investing activities			40		(572)
Change in cash and cash equivalents for the year	23		(2,022)		(1,661)
Cash and cash equivalents at the beginning of the year	23		10,772		12,433
Cash and cash equivalents at the end of the year	23		8,750		10,772

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

Notes to the accounts

For the year ending 31 March 2024

1. Accounting policies

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

(a) Basis of accounting and going concern

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

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

The charity's financial position and performance has been outlined in the Financial Review. The Trustees have assessed projected future income, expenditure and cash flows over the period ending 12 months from the date of signing the accounts and analysed the charity's reserves position, liquid assets and its ability to withstand a material decline in income. Consideration has been given to the stability, predictability and diversity of various income streams in making this assessment.

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

The long-term financial position of the charity is monitored on a monthly basis, being incorporated into a rolling forecast process, and reviewed by the Finance Committee, in detail, and then the wider Board of Trustees on a quarterly basis. Our current year forecast, along with a further two-year outlook, considers the impact of our projections on both our Free Reserves and cash position.

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

(b) Group financial statements

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

The charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006. The net result of the parent (the charity) is shown on the Balance Sheet.

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(c) Legal status

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

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

(d) Estimates and judgements

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

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

(e) Taxation

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

(f) Funds

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

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

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(g) Income and deferred income

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

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

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

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

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

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

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

Lottery income includes amounts raised from raffles and lotteries, including proceeds from the sale of scratchcards in Morrisons stores. Fees and expenses for scratchcards are determined by our External Lottery Manager, Rieves, and the Group receives proceeds net of costs, hence income is recognised on a net basis.

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

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(h) Donated services and facilities

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

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

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

(i) Expenditure recognition and irrecoverable VAT

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

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

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

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

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

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

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

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(j) Grants payable

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

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

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

(k) Expenditure Allocation including support costs

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

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

(l) Tangible and intangible assets

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

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

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

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

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

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(m) Investments

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

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

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

Investment Properties relate to shops owned by the Charity that are used in part by CLIC Sargent Promotions Limited to undertake trading activities via the sale of new merchandise. A percentage of trading income relative to total income is calculated for each shop and applied to the book value to calculate the value of investment properties for the charity balance sheet. Following FRS102 Triennial Review 2017 becoming effective, the Charity has taken advantage of the accounting policy choice to account for investment properties which are let to group companies at cost less accumulated depreciation, rather than fair value. As such, no restatement of comparative figures has been required. The Group has £125k of investment properties in the year ended 31 March 2024 which relate to properties left as part of a legacy which are being held for sale.

(n) Stock

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

(o) Cash at bank and in hand

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

(p) Debtors, creditors and provisions

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

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

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

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

(q) Dilapidations policy

A dilapidations liability assessment has been conducted on the full property portfolio as at 31 March 2024. A provision is included in the financial statements for those costs that the Charity estimates will be incurred upon vacating properties in the near future, based on the condition of the properties at the year end. Whilst some uncertainty exists regarding both the timing and amounts of the provisions, the amount represents the best estimate of the Trustees.

(r) Financial instruments

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

(s) Pension costs

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

The Charity also had an obligation to provide one unfunded pension. In the previous financial year this was included under creditors falling due in less than one year; the liability came to an end in the current financial year.

Notes to the accounts

For the year ending 31 March 2024 (continued)

(t) Finance and operating leases

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

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

2. Net fundraising income

During the year, donations and legacies decreased by £0.4 million (2023: decrease of £1.5 million).

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

	Unrestricted	Restricted	2024	Restated 2023
	£'000	£'000	£'000	£'000
Donations and legacies				
Donations	12,339	443	12,782	12,873
Grants	2,733	1,325	4,058	3,540
Gifts in Kind	31	-	31	163
Legacies	2,127	70	2,197	2,922
Total donations and legacies	17,230	1,838	19,068	19,498
Retail trading income	1,188	-	1,188	1,518
Lottery income	34	-	34	70
Fundraising trading income				
Major fundraising events	222	18	240	553
Challenge events	2,106	-	2,106	1,960
Other fundraising trading income	205	-	205	97
Total fundraising trading income	2,533	18	2,551	2,610
Total fundraising income	20,985	1,856	22,841	23,696
Less: donations and legacies' costs	(9,489)	-	(9,489)	(9,175)
Less: retail trading costs	(1,177)	-	(1,177)	(1,376)
Less: fundraising trading costs				
Major fundraising events	(169)	-	(169)	(313)
Challenge events	(995)	-	(995)	(964)
Other fundraising trading expenditure	(17)	-	(17)	(11)
Total fundraising trading costs	(1,181)	-	(1,181)	(1,288)
Total fundraising expenditure	(11,847)	-	(11,847)	(11,839)
Net fundraising income	9,138	1,856	10,994	11,857

Notes to the accounts

For the year ending 31 March 2024 (continued)

3. Lottery

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

	2024	2023
	£'000	£'000
Gross proceeds	168	350
Expenses	(80)	(134)
Prize fund	(54)	(146)
Net proceeds received by the Charity	34	70

4. Other income

	Unrestricted	Restricted	2024	2023
	£'000	£'000	£'000	£'000
Services income	92	-	92	94

5. Net (expenditure)/income

	2024	2023
	£'000	£'000
This is stated after (charging)/crediting:		
Depreciation and amortisation	(517)	(494)
Profit on the disposal of fixed assets	2	-
Payments under operating leases:		
Land and buildings	(528)	(785)
Auditor's remuneration	(40)	(37)

Notes to the accounts

For the year ending 31 March 2024 (continued)

6. Analysis of total expenditure

	Direct & Indirect Staff Costs (Note 8)	Direct Non- Staff Costs	Support costs (Note 7)	2024	Restated 2023
	£'000	£'000	£'000	£'000	£'000
Cost of generating funds:					
Donations and legacies	4,797	4,158	534	9,489	9,175
Retail trading	659	420	98	1,177	1,376
Fundraising trading	212	938	31	1,181	1,288
	5,668	5,516	663	11,847	11,839
Charitable expenditure:					
Mental health impact of cancer	1,698	178	174	2,050	1,844
Being away from home	3,346	1,143	417	4,906	4,685
Future fears	1,772	188	182	2,142	1,927
Financial fears	2,364	1,106	322	3,792	4,080
When a child dies	1,097	135	114	1,346	1,162
	10,277	2,750	1,209	14,236	13,698
Total expenditure	15,945	8,266	1,872	26,083	25,537

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

We have reviewed the way we allocate expenditure between Costs of generating funds and Charitable expenditure to ensure that it best represents how our costs are spent. We have restated the comparatives for 2023, under the new basis.

7. Analysis of support costs

Support costs	Office services	Corporate	Finance	IT	HR	Governance	2024	Restated 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost of generating funds:								
Donations and legacies	181	92	13	164	69	15	534	588
Retail trading	33	17	2	30	13	3	98	190
Fundraising trading	10	5	1	10	4	1	31	17
	224	114	16	204	86	19	663	795
Charitable expenditure:								
Mental health impact of cancer	59	30	4	53	23	5	174	202
Being away from home	141	72	10	128	54	12	417	510
Future fears	62	31	5	56	23	5	182	202
Financial fears	109	55	8	99	42	9	322	445
When a child dies	39	19	3	35	15	3	114	128
	410	207	30	371	157	34	1,209	1,487
Total support costs	634	321	46	575	243	53	1,872	2,282

Notes to the accounts

For the year ending 31 March 2024 (continued)

8. Employees

Group and Charity	Employed	Funded*	2024	2023
Staff costs consist of:	£'000	£'000	£'000	£'000
Wages and salaries	13,461	92	13,553	12,484
Social security costs	1,291	-	1,291	1,215
Pension costs	1,101	-	1,101	990
	15,853	92	15,945	14,689

Group and Charity	2024	2023
The average number of employees on full-time equivalent basis during the year was as follows:	No.	No.
Fundraising	81	70
Direct service provision – employed	172	161
Direct service provision – funded *	1	11
Corporate support services	85	100
Retail trading	14	22
	353	364

The average number of staff employed during the year was 409 (2023: 421).

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

Redundancy costs during the period totalled £282k (2023: £55k). At the year end, unpaid costs for redundancy totalled £128k (2023: £nil).

Higher paid employees:

Group and Charity	2024	2023
Employees receiving annual gross salaries in the following range:	No.	No.
£60,000 to £70,000	3	6
£70,001 to £80,000	1	2
£80,001 to £90,000	2	2
£90,001 to £100,000	4	3
£100,001 to £110,000	2	-
£110,001 to £120,000	-	-
£120,001 to £130,000	-	-
£130,001 to £140,000	-	1
£140,001 to £150,000	1	-

The Chief Executive received a salary of £142,000 (2023: £136,000) excluding employer pension and national insurance contributions.

Key Management Personnel:

We consider our Executive team to be the key management personnel for the Charity.

Group and Charity	2024	2023
Key management personnel costs for the charity and group consist of:	£'000	£'000
Wages and salaries	819	665
Social security costs	89	83
Pension costs	61	54
	969	802

Trustees' remuneration and expenses

None of the members of the Board of Trustees received any remuneration. During the year, two Trustees received reimbursements of travel and subsistence expenditure totalling £1,852 (2023: three Trustees received £940 reimbursements of travel and subsistence expenditure).

Notes to the accounts

For the year ending 31 March 2024 (continued)

9. Subsidiary companies

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

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

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

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

A summary of CLIC Sargent Promotions Limited's trading results for the year ended 31 March 2024 is as follows:

	2024	2023
	£'000	£'000
Turnover	316	237
Cost of sales	(33)	(20)
Gross profit	283	217
Administration expenses	(105)	(76)
Profit for the year	178	141
Balance brought forward at beginning of year	-	-
Gift Aid donation to the Charity	(178)	(141)
Balance carried forward at end of year	-	-
Total assets	415	267
Total liabilities	(315)	(167)
Net assets at 31 March 2024	100	100

A summary of CLIC Sargent Developments Limited's trading results for the year ended 31 March 2024 is as follows:

	2024	2023
	£'000	£'000
Turnover	(41)	(50)
Cost of sales	40	49
Gross loss	(1)	(1)
Administration expenses	(4)	(10)
Loss for the year	(5)	(11)
Balance brought forward at beginning of year	(11)	-
Gift Aid donation to the Charity	-	-
Balance carried forward at end of year	(16)	(11)
Total assets	53	91
Total liabilities	(69)	(102)
Net liabilities at 31 March 2024	(16)	(11)

Notes to the accounts

For the year ending 31 March 2024 (continued)

9. Subsidiary companies (continued)

A summary of CLIC Sargent Lottery Limited's trading results for the year ended 31 March 2024 is as follows:

	2024	2023
	£'000	£'000
Turnover	33	70
Cost of sales	-	-
Gross profit	33	70
Administration expenses	(7)	(21)
Profit for the year	26	49
Balance brought forward at beginning of year	-	-
Gift Aid donation to the Charity	(26)	(49)
Balance carried forward at end of year	-	-
Total assets	52	71
Total liabilities	(52)	(71)
Net assets at 31 March 2024	-	-

Sargent Cancer Care for Children (Charity number: 1085616, Company number: 04173873), CLIC – Cancer and Leukaemia in Childhood (Charity number: 802396, Company number: 02397331) and Child Cancer UK (Company number: 05877085) are Companies limited by guarantee. They are dormant 100% subsidiaries of CLIC Sargent.

The Charity is also trustee of the following three unincorporated dormant Charities:

Cancer and Leukaemia in Childhood Trust

CLIC UK

CLIC International

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

10. Tangible and Intangible Fixed assets

Group	Intangibles	Land	Freehold property	Fixtures and fittings	Motor vehicles	Total
		£'000	£'000	£'000	£'000	£'000
Cost or valuation						
At 31 March 2023	837	3,113	14,474	1,091	13	19,528
Additions	35	-	8	112	-	155
Disposals	(50)	(1)	(60)	(216)	(13)	(340)
At 31 March 2024	822	3,112	14,422	987	-	19,343
Depreciation and amortisation						
At 31 March 2023	649	-	2,151	637	13	3,450
Charge for year	60	-	288	169	-	517
Disposals	(50)	-	(3)	(216)	(13)	(282)
At 31 March 2024	659	-	2,436	590	-	3,685
Net book value						
At 31 March 2024	163	3,112	11,986	397	-	15,658
At 31 March 2023	188	3,113	12,323	454	-	16,078

Charity

The Charity owns all of the assets of the Group. However some of the shops owned by the Charity are partially occupied by CLIC Sargent Promotions Limited for the sale of new merchandise. £19,116 (2023: £20,942) of the net book value of the shops has been reclassified as investment property within the parent Charity on the basis of trading income as a percentage of total shops income (see Note 11a).

The net book value of the fixed assets of the Charity is £19k (2023: £21k) less than the Group total above, giving a total of £15,639k (2023: £16,056k).

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

A legal charge is in place which is secured over Paul's House; no borrowing was secured against this property in the year.

Notes to the accounts

For the year ending 31 March 2024 (continued)

11. Investments

(a) Fixed Asset Investments

		Group		Charity	
		2024	2023	2024	2023
		£'000	£'000	£'000	£'000
Charity investment in subsidiaries		-	-	100	100
Investment properties	Note 10	125	-	144	21
		125	-	244	121

The Charity has a £100,001 investment in the subsidiaries CLIC Promotions (£100,000) and CLIC Developments (£1). This is unchanged from 2023.

The Group has £125k of investment properties in the year ended 31 March 2024 which relate to properties left as part of a legacy which are being held for sale.

(b) Current Asset Investments

Group and Charity	Listed investments	Total
	£'000	£'000
Market value at 1 April 2023 and at 31 March 2024	14	14
Historical cost	24	24

It is the intention to sell shares in commercial investments in the future, once conditions are favourable. Sales proceeds will not be reinvested in new investments.

(c) Investments in subsidiaries (see Note 9)

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

Notes to the accounts

For the year ending 31 March 2024 (continued)

12. Stock

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Shop inventories	-	26	-	-

13. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Other debtors	565	599	563	569
Amounts owed by group undertakings	-	-	371	131
Prepayments and accrued income	3,432	4,186	3,418	4,159
	3,997	4,785	4,352	4,859

Included within Prepayments and accrued income is £368k (2023: £nil) of Trusts accrued income for the Improving Lives Project which is to be released in more than one year.

14. Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade creditors	481	387	481	372
Taxation and social security	431	328	378	277
Other creditors	142	182	142	182
Accruals	1,197	1,207	1,185	1,110
Deferred income*	719	540	719	540
Unfunded pension obligation	-	9	-	9
	2,970	2,653	2,905	2,490

* Deferred income relates to income received in advance of events occurring in future periods. £719k (2023: £540k) will be treated as income in next year's accounts.

Deferred income

	Group	Charity
Balance at 1 April 2023	540	540
Amount released in the year	(540)	(540)
Amount deferred in the year	719	719
Balance at 31 March 2024	719	719

15. Creditors: amounts falling due after one year

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Dilapidation provision	61	494	61	494

Notes to the accounts

For the year ending 31 March 2024 (continued)

16. Analysis of net assets between funds

Fund balances at 31 March 2024 are represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	15,658	-	15,658
Fixed asset investments	125	-	125
Net current assets	7,777	2,014	9,791
Long-term liabilities	(61)	-	(61)
Net assets	23,499	2,014	25,513

Fund balances at 31 March 2023 were represented by:

Group	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	16,078	(1)	16,077
Net current assets	11,154	1,790	12,944
Long-term liabilities	(494)	-	(494)
Net assets	26,738	1,789	28,527

17. Restricted funds

Restricted funds at 31 March 2024 are represented by:

Group and Charity	Balance 1 April 2023	Income	Expenditure	Transfers between funds	Balance 31 March 2024
	£'000	£'000	£'000	£'000	£'000
London Home from Home	32	-	(32)	-	-
Newcastle Home From Home	862	-	-	(2)	860
Manchester Home from Home	464	-	(95)	-	369
Other Homes from Home	101	35	(49)	-	87
Care teams	137	35	(147)	(25)	-
Grants	21	36	(29)	-	28
Projects	172	746	(297)	25	646
Programmes	-	629	(629)	-	-
Regional	-	375	(351)	-	24
	1,789	1,856	(1,629)	(2)	2,014

Restricted funds at 31 March 2023 were represented by:

Group and Charity	Balance 1 April 2022	Income	Expenditure	Transfers between funds	Balance 31 March 2023
	£'000	£'000	£'000	£'000	£'000
London Home from Home	48	-	(16)	-	32
Newcastle Home From Home	889	-	(27)	-	862
Manchester Home from Home	758	-	(288)	(6)	464
Other Homes from Home	318	187	(343)	(61)	101
Care teams	265	214	(342)	-	137
Grants	29	214	(222)	-	21
Thrive Not Just Survive - Society Generale	-	1	(1)	-	-
Projects	155	208	(191)	-	172
Programmes	1	593	(594)	-	-
Regional	-	252	(252)	-	-
	2,463	1,669	(2,276)	(67)	1,789

Notes to the accounts

For the year ending 31 March 2024 (continued)

17. Restricted funds (continued)

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

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

Manchester Home from Home Fund represents Morrisons funding over our original partnership total of £7.3m that will be put towards the running costs of the Home from Home in Manchester.

Other Homes from Home includes funds to be spent at specific Homes from Home.

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

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

Projects represents funding secured for other specific projects.

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

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

Transfer between Funds: The Newcastle Home from Home transfer relates to a removal of the restriction of funding received. These costs have been transferred to free reserves. The Care teams and Projects transfer relates to a change in the way we are analysing funding received.

Notes to the accounts

For the year ending 31 March 2024 (continued)

18. Restricted fund contributions

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

City Bridge Foundation

2024

£'000

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

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

The National Lottery Community Fund



	Balance 1 April 2023	Income	Expenditure	Balance 31 March 2024
	£'000	£'000	£'000	£'000
Northern Ireland (Together We Thrive Project)	80	-	(80)	-
Northern Ireland (Improving Lives Project)	-	486	-	486
Scotland (Empowering Young People 3 Project)	-	75	-	75
Total	80	561	(80)	561

19. Unrestricted funds

Free and Designated funds at 31 March 2024 are represented by:

Group	Balance 1 April 2023	Income	Expenditure	Transfers between funds	Balance 31 March 2024
	£'000	£'000	£'000	£'000	£'000
Free Reserves	8,335	21,213	(23,279)	(148)	6,121
Designated funds:					
Fixed Asset Reserve	16,078	-	(515)	95	15,658
New Finance & HR System	800	-	(57)	-	743
New Customer Relationship Management System	431	-	-	(4)	427
Future Services Investment Fund	542	-	(339)	-	203
Technology Infrastructure Investment Fund	264	-	-	-	264
Other	288	-	(264)	59	83
	18,403	-	(1,175)	150	17,378
Total	26,738	21,213	(24,454)	2	23,499

Notes to the accounts

For the year ending 31 March 2024 (continued)

19. Unrestricted funds (continued)

Free and Designated funds at 31 March 2023 were represented by:

Group	Balance 1 April 2022	Income	Expenditure	Transfers between funds	Balance 31 March 2023
	£'000	£'000	£'000	£'000	£'000
Free Reserves	8,644	21,922	(21,759)	(472)	8,335
Designated funds:					
Fixed Asset Reserve	15,963	-	(494)	609	16,078
Morrison's	-	236	(236)	-	-
New Finance & HR System	800	-	-	-	800
New Customer Relationship Management System	459	-	-	(28)	431
Future Services Investment Fund	789	-	(247)	-	542
Carryover Fundraising Investment Fund	525	-	(525)	-	-
Technology Infrastructure Investment Fund	264	-	-	-	264
Other	330	-	-	(42)	288
	19,130	236	(1,502)	539	18,403
Total	27,774	22,158	(23,261)	67	26,738

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

Morrison's - CLIC Sargent became Morrison's charity partner during 2017/2018. From 2020/21 Morrison's have agreed to fund the shortfall on the Manchester Home from Home project, with all other income being classed as unrestricted.

New Finance & HR system - A new system is required in order to drive efficiency and improve processes within the organisation. This project is planned to commence in 2024/25.

New Customer Relationship Management System - A fund has been designated to deliver enhanced CRM capability.

Future Services Investment Fund - This fund comprises of a number of elements of future planned spend to develop impact for our beneficiaries. It is being utilised for foundational research on future needs and upweighting the capability in our Policy Communication & Voice team to maximise the impact of this research and our wider campaigning capacity over the next two years.

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

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

Other - The £264k spend relates to service delivery in 2023/24 and the fund is now fully spent. The £59k transfers is made up of £135k added from Free Reserves in 2023/24 to fund hardware replacement, of which £94k was spent in 2023/24 and the remainder will be spent in 2024/25. £18k was also added from Free Reserves for internal audit purposes.

Transfers between funds: The £95k transfer to the fixed asset reserve represents fixed asset additions (£156k) including capital costs for the CLIC House Home from Home (£8k), CRM project (£4k) and hardware replacement project (£94k) and fixed asset disposals for retentions released (£58k).

Notes to the accounts

For the year ending 31 March 2024 (continued)

20. Commitments

As at 31 March 2024 there were future minimum lease payments under non-cancellable operating leases for each of the following periods:

Group and Charity	2024	2023
	Land and buildings	Land and buildings
	£'000	£'000
Total commitments due:		
Within one year	360	422
Within two to five years	1,052	198
	1,412	620

The value of capital commitments at 31 March 2024 was £nil (2023: £90k).

Two of the Charity's operating leases totalling £188k were determined to be onerous at year end 2024 (2023: £59k), and we have included a provision to recognise all irrecoverable costs immediately in respect of these.

21. Grants

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

No grants were made to organisations in the year (2023: no grants were made).

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

Group and Charity	2024		2023	
	£'000	No. of grants	£'000	No. of grants
Registration	285	2,860	283	2,842
Compassionate	33	110	28	93
Financial Hardship	377	1,443	372	1,333
Winter Emergency Grant	-	-	83	266
Crisis Grant	113	370	389	1,287
Other	33	274	33	267
	841	5,057	1,188	6,088

Of the grants awarded £13k was unpaid at 31 March 2024 (2023: £35k).

Notes to the accounts

For the year ending 31 March 2024 (continued)

22. Reconciliation of net expenditure to net cash flow from operating activities

Group	2024	2023
	£'000	£'000
Net expenditure for the year	(3,014)	(1,710)
Adjustments for:		
Depreciation charges	517	494
Interest received	(136)	(37)
(Profit) on the disposal of fixed assets	(2)	-
Donation of investment property	(125)	-
Decrease in stock	26	1
Decrease in debtors	788	888
(Decrease) in creditors	(116)	(725)
Net cash used in operating activities	(2,062)	(1,089)

23. Analysis of cash and cash equivalents

Group	At 1 April 2023	Cash flows	At 31 March 2024
	£'000	£'000	£'000
Cash at bank and in hand	10,772	(2,524)	8,248
Cash held on long term deposit	-	502	502
	10,772	(2,022)	8,750

Notes to the accounts

For the year ending 31 March 2024 (continued)

24. Related party transactions

Key Management Personnel

The Charity pays Coleid Limited for consultancy services. Trustee Kevin Smith is a Director of Coleid Limited. During the year CLIC Sargent paid Coleid Limited £14,400 (2023: £nil)

The Group pays Sayer Vincent for the compilation of the annual corporation tax returns. Trustee Farrah Kitabi is a Director at Sayer Vincent. During the year CLIC Sargent paid Sayer Vincent £3,708 (2023: £3,366).

Subsidiaries

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

Management fee payable to the Charity for staff and support services provided to the subsidiaries: £98,533 (2023: £70,612) from CLIC Sargent Promotions Limited, £1,047 (2023: £4,904) from CLIC Sargent Developments Limited and £3,770 (2023: £17,089) from CLIC Sargent Lottery Limited.

VAT paid by the Charity on behalf of CLIC Sargent Promotions Limited: £58,241 (2023: £30,252). Credit note of Design and Build costs previously incurred by CLIC Sargent Developments Limited and recharged to the Charity: £40,564 (2023: £49,558).

Profits in the subsidiaries to be donated to the Charity: £177,684 (2023: £141,371) from CLIC Sargent Promotions Limited: £26,092 (2023: £48,652) from CLIC Sargent Lottery Limited and £nil (2023: £nil) from CLIC Sargent Developments Limited.

Balances repayable at the year end: £258,351 (2023: £109,660) to the charity from CLIC Sargent Promotions Limited: £64,315 (2023: £45,549 from the Charity to CLIC Sargent Developments Limited) from CLIC Sargent Developments Limited to the Charity and £47,972 (2023: £66,761) from CLIC Sargent Lottery Limited to the Charity.

25. Financial assets and liabilities

Group		2024	2023
		£'000	£'000
Financial assets measured at fair value through profit or loss:			
Investments in liquid equity instruments	Note 11b	14	14
Financial assets measured at amortised cost:			
Accrued income and other debtors		2,477	3,381
Cash at bank and in hand	Note 23	8,248	10,772
Cash held on long term deposit	Note 23	502	-
Financial liabilities measured at amortised cost:			
Trade creditors and accruals due in less than one year	Note 14	1,678	1,594

26. Post balance sheet events

Our Fishponds shop was sold on 26 July 2024 for £162k and CLIC Court, our Home From Home in Oxford, was sold on 20 September 2024 for £1,150k. The net book values of these properties as at 31 March 2024 were £110k and £146k respectively.

Notes to the accounts

For the year ending 31 March 2024 (continued)

Reference and administrative details

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

The Trustees of CLIC Sargent are the Charity's Trustees under Charity law and the Directors of the Charitable Company.

Members of the Board

Sir David Haslam - Chair

Sheila Apps (Resigned 22 June 2023)
Sathya Bala
Sarah Blackmore
Karen Eccles
Daniel Farag
Stephen George
Anna Hancock - Treasurer
Rachel Hollis
Peter Houghton (Resigned 9 May 2023)
Farrah Kitabi
Niamh Lawlor
Kevin Smith

Finance Committee

Anna Hancock - Chair

Dominique Davis (Appointed January 2024)
Tony Dowrick
Stephen George
Sir David Haslam
Rachel Kirby-Rider
Niamh Lawlor
Kevin Smith (Appointed June 2023)
Richard Whiteside

Audit and Risk Committee

Farrah Kitabi - Chair

Sarah Blackmore (Appointed December 2023)
Daniel Farag (Appointed June 2023)
Rachel Hollis (Resigned March 2024)
Peter Houghton (Resigned May 2023)
Luke Vile

Governance and People Committee

Rachel Hollis - Chair

David Evans
Rachel Kirby-Rider
Anna Hancock
Sir David Haslam
Jenny Turner

Notes to the accounts

For the year ending 31 March 2024 (continued)

Reference and administrative details (continued)

Safeguarding Committee

Peter Houghton - Chair (Resigned May 2023)

Sarah Blackmore - Chair (Appointed May 2023)

Lynn Charlton

Dominique Davis (Appointed January 2024)

Karen Eccles

Greg Edwards

Shazia Ellahi (Appointed May 2023)

David Evans

Paul Gathercole (Resigned June 2023)

Sir David Haslam - Appointed Ex-officio March 2024

Rachel Hollis (Appointed March 2024)

Luke Mallett (Resigned July 2023)

Jenny Turner

Executive officers

Chief Executive

Rachel Kirby-Rider

Chief Innovation

Helen McShane

Director of Corporate Services

Tony Dowrick

Director of Income Generation (previously Director of Income and Engagement)

Luke Mallett (Resigned July 2023)

Dominique Davis (Appointed January 2024)

Director of Services

Lynn Charlton

Director of People and Learning

David Evans

Director of Strategy and Governance, Company Secretary

Jenny Turner

Director of Policy, Communications and Voice (previously Director of Policy, Influencing and Voice)

Helen Gravestock

Founders

Sylvia Darley OBE - Sargent Cancer Care for Children

Bob Woodward - CLIC – Cancer and Leukaemia in Childhood

Honorary Presidents

Gordon Morrison

Vice Presidents

Francesca and Andrea Brignone

Sara and Massimo Carello

Rachel Woodward Carrick

Laura and Johnny Greenall

Jake and Harriet Humphrey

Nicola and Jonathan Plumtree

Ambassadors

Phil Dunster

Portia Jett

Christine Lampard

Ore Oduba

Ryan Peniston

Gaby Roslin

Notes to the accounts

For the year ending 31 March 2024 (continued)

Reference and administrative details (continued)

Principal professional advisers

Solicitors

IBB Solicitors

Capital Court

30 Windsor Street

Uxbridge

Middlesex UB8 1AB

Bates Wells & Braithwaite London LLP

10 Queen Street Place

London

EC4R 1BE

Bankers

Barclays Bank

1 Churchill Place

London E14 5HP

Royal Bank of Scotland

29 Old Brompton Road

London SW7 3JE

Lloyds TSB Bank Plc

25 Gresham Street

London EC2V 7HN

External auditors

Crowe U.K. LLP

Statutory Auditor

4th Floor, St James House

St James' Square

Cheltenham

GL50 3PR

Internal auditors

MHA MacIntyre Hudson

30-34 New Bridge Street

London EC4V 6BJ

Principal and Registered office

4th Floor, Whitefriars

Lewins Mead

Bristol, BS1 2NT