

OLIVE TREE CANCER SUPPORT GROUP

England & Wales · Charity number 1157386

Details

Status Registered

Legal form CIO

Registered 2014-06-09

Register [View on the Charity Commission register](#)

Contact

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Crawley Hospital
West Green Drive
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Website www.olivetrecancersupport.org.uk

Activities

Objects: TO RELIEVE THE PHYSICAL OR MENTAL DISTRESS OF PERSONS WITH CANCER, AND THE PARTNERS, FAMILIES, FRIENDS AND CARERS OF SUCH PERSONS THROUGH THE PROVISION OF SERVICES

Activities: Olive Tree Cancer Support Group is an independent charity providing support to cancer patients, their carers and families. Complementing the services provided by NHS, we provide information, emotional support and complementary therapy with an ever-expanding offer of additional services including counselling, coaching, hypnotherapy, scar therapy, lymphatic drainage massage and other workshops.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives
- **Who:** Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Surrey
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£206,375	£180,450	-	-
2023-08-31	£104,435	£186,056	-	-
2022-08-31	£184,226	£107,385	-	-
2021-08-31	£114,935	£97,693	-	-
2020-08-31	£168,343	£130,845	-	-

Trustees

Name	Role	Appointed
Trevor Christmas	Chair	2018-10-10
Ian Lineham		2024-02-07
Sai Yeung Ng		2024-03-06
Siobhan Hogan		2024-03-06

Accounts



OLIVE TREE CANCER SUPPORT GROUP

Annual report and accounts for the year ended
31 August 2024

Registered charity No. 1157386

The Olive Tree Cancer Support Centre, Crawley Hospital,
West Green Drive, Crawley, West Sussex RH11 7DH



Social media

www.olivetrecancersupport.org.uk/



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Chair's statement



Trevor Christmas
Chair and Treasurer

The financial year 2023/24 has been a year of progress for Olive Tree Cancer Support Group (also known as Olive Tree), with 375 new service users, up from 322 in 2022/23. However, despite this increase, there remains a considerable waiting list for some of our services.

Fortunately, there has been an upturn in income this year, but there have also been a number of challenges.

Olive Tree has seen a recovery in income to £206,375 from £104,435 in the prior year, although this is partly due to delayed receipts resulting from prior year activities received in the current year. The financial reserves of the Charity have been strengthened, but this level needs to be at least maintained given the volatile nature of the organisation's income streams and the long-term nature of the services provided.

The Charity relies almost entirely on new grants, donations and bequests to fund its activities. We are fortunate to benefit from an annual grant from The National Lottery Community Fund - RC London and South East Region

for £20,000 per year, but this covers less than 10% of our budgeted expenditure. The vast majority has to be raised from scratch every year.

Olive Tree provides a range of services in Crawley and Horsham to people affected by cancer. Easy access is key to our approach. Following a simple, personalised registration process, members can access one to one counselling; individual complementary therapy; lymphatic drainage massage, group yoga classes; social drop-in sessions; specialist support groups; a sharing circle and a variety of workshops. The Charity also offers a wig service which allows members experiencing or anticipating hair loss to choose several wigs and/or head coverings free of charge in a discreet environment.

Olive Tree demonstrates its inclusivity of minority groups through its active participation in various community events. Whether taking part in cultural celebrations, such as joining the Hindu community at BAPs and the LGBTQ+ community at Pride, or hosting information stands at GP practices, shopping malls and community centres, or enjoying purely social occasions such as those at RAM sports, the charity's presence signals that it values the inclusion of all communities and welcomes all to use its services.

Engaging with males is an ongoing priority, with around 25% of current service users being male. We seek opportunities to be present at events where men congregate, such as at Crawley Town Football Club and Horsham Football Club's home matches, which we attended to raise funds. Sponsorship of a Charity Golf Day in aid of Olive Tree by Ifield Golf Club and various events hosted by Ram Sports Club has ensured those communities and their networks are aware of our services, and we have been present at family events such as Horsham Funday and the Hawth Theatre's Pantomime.

Certain services, such as hypnotherapy, seem to particularly appeal to our male users, with an equal number of male and female users accessing the service and we will continue to explore how we can effectively encourage males to contact us and develop our services to ensure our provision is relevant and accessible, including, for example, delivering some services, such as our Prostate Support Group, in the early evening to accommodate workers.

All of this is delivered on-site at our centres in central Crawley and Horsham, and there are additional services online, such as coaching, where this is not possible face to face, and offsite, delivered by organisations which support us.

The success of Olive Tree is due, in no small part, to the support of its many partners - individuals, organisations, businesses and community groups in the local area. They support our work, not only with fundraising, but also raising awareness of our services in the many and varied communities which we serve. Olive Tree depends heavily on their generosity and hard work for its survival, for which we are immensely grateful.

Olive Tree continues to provide an effective referral pathway from the regional hospitals, Macmillan centres, local GPs and other health professionals (including West Sussex Talking Therapies). We have extended our reach further into West Sussex and continue to see referrals from across the county and beyond, demonstrating the demand for services in this part of the country.

The Charity couldn't function without its staff, volunteers and supporters. I, on behalf of The Board, would like to thank them for their hard work and dedication, which have been integral to our continued success, broadening the awareness of the charities work while continuing to meet consistently high standards of service delivery in these challenging times.

Olive Tree is managed on a daily basis by a small team comprising the centre managers and other office roles, but it relies entirely on the volunteers to deliver the services, including counsellors and therapists, and some administrative roles such as front desk. We had hoped to further expand our services, with the recruitment of further volunteers, but the current economic environment has put considerable pressure on both personal and business finances. This has resulted in the loss of some volunteers, who needed to focus on their businesses and personal situations, and has also affected recruitment, with the number of volunteers, excluding trustees, falling slightly to 52 from 53 last year. Further volunteers are continuously sought to expand service delivery.

The Board is under similar pressures, reducing to five members from eight in the prior year for a variety of reasons. Our previous Chair Graham Nicoll sadly passed away following a long battle with cancer, Raj Limbachia resigned to take up a role as an ambassador for the Charity and Louise Cheung resigned due to other commitments. Consequently, The Board is actively seeking new trustees.

All changes to staffing and The Board are detailed in section 3. How we operate.

Graham Nicoll - previous Chair



Graham Nicoll
Chair 2018 - 2022

I would like to pay tribute to Olive Tree's previous chair, Graham Nicoll, who sadly passed away on 1st September 2024. Graham dedicated so much of his time to Olive Tree while fighting his own battle with cancer.

Graham first joined Olive Tree in May 2017 as a service user, having been diagnosed with stage 4 lung cancer in the previous month. At the time, Graham was given a life expectancy of just 18 months. A year later, in May 2018, Graham joined The Board of trustees of Olive Tree and in September of that year became the Chair. Remarkably, Graham continued to be a trustee until his passing in September 2024.

Graham worked tirelessly as Chair, seeing the Charity grow significantly from its base in Crawley hospital, culminating in the Charity being awarded the Queens Award for Voluntary Service in 2021, the highest award given to UK volunteer groups, recognizing exceptional work done in their communities, and the equivalent of an MBE. This was followed in 2022 by the opening of a second centre in Horsham, offering therapies, counselling and other support services.

Graham's contribution to the world of cancer treatment went well beyond Olive Tree. He was engaged in several patient groups and undertook a number of clinical trials, providing a considerable amount of invaluable data for the development of new cancer treatments. While they undoubtedly gave him extra years, the journey as his cancer progressed was far from easy. Despite this and the considerable side effects of the trials, Graham continued to have an active role at Olive Tree for many years.

Those who worked with him described him as caring, generous with his time and even a hero, but what is clear is that he was a man who never gave up.

Graham will be greatly missed by all who knew him, and many more should be immensely grateful for all that he did.

Looking forward

The trustees continue to pursue the strategic plan developed in 2023, with quarterly meetings of the trustees and management to monitor progress and goals, and revise as appropriate.

The primary focuses for the current year are

- fundraising, with the structure and approach under continual review and adaptation;
- recruitment of new volunteers, including trustees;
- increasing awareness of the Charity and its services to both potential service users and supporters; and
- Diversification of income streams to reduce volatility.

It is expected that success in these areas will allow increased service delivery, both in terms of volume and breadth of the therapies, counselling and other services Olive Tree provides.

Further details can be found in section 1.2 - Looking Forward Statement.

A handwritten signature in blue ink, appearing to read 'T. Christmas', with a stylized flourish at the end.

Trevor Christmas
Chair

1. Who we are and what we do

1.1 Background and a summary of Charity activities in 2023/2024

Charitable object

The charitable object of Olive Tree Cancer Support Group (“the Charity”), as registered with the Charity Commission, is to relieve the physical or emotional distress of persons with cancer and their partners, families, friends and carers through the provision of services.

Olive Tree operates from its support centres in Crawley and Horsham. Olive Tree is open to everyone who is affected by cancer irrespective of whether newly diagnosed or a longer-term patient as well as their families. There continues to be a marked increase in demand for our services. In 2023/24, our Centres welcomed 375 new users, compared with 322 in 2022/23, continuing the growth seen in past years.

Demand for our services will continue to increase. Current estimates suggest that about half of the UK population will be diagnosed with cancer during their lifetime. Also, due to advances in medical care, more people are being successfully treated and surviving longer, which means we will support our patients, their family members, carers and friends for longer.

The Olive Tree is a welcoming and trusted ‘safe place’ for its cancer patient community and for their loved ones, offering reassurance and relaxation at times of most need. Its empathetic and supportive team provides valued services, help and key understandings that enable and empower patients to meet challenges throughout their cancer journey.

Our services are not restricted to those living within the two town boundaries. Our users come from many local areas including Horley, Burgess Hill, East Grinstead, Haywards Heath and Billingshurst. The closest other cancer support centres to Crawley and Horsham are in Chichester, Guildford, Redhill and Brighton, demonstrating the unique position of Olive Tree to meet the demand for services from an extended region of local communities. As such, it is estimated that we are potentially accessible by a total population approaching 500,000 people.

Support services

The aim of Olive Tree is to provide therapeutic care to cancer patients and those supporting them, enabling them to cope better with their disease and treatment. We are a self-funded charity, and our therapies and services complement the medical support that is given to cancer patients by the NHS. We do not offer any medical treatments or advice.

Olive Tree provides many different types of services to its users. We had 3,341 user visits to our Centres in 2023/2024 (up by 9% on the previous year, at 3,066 visits, reflecting the increasing demand for our services, with an average of 278 per month (2022/23: 256). Complementary therapy continues to be the most popular reason for a visit with 2,002 sessions, followed by counselling with 724.

We ran a series of workshops throughout the year at both centres, including mindfulness, nutritional therapy, skincare and fashion, and art projects. We regularly conduct sessions with Headwrappers, a hair loss advisory service, and with Nicola Jane, which provides a lingerie fitting and retail service for breast surgery patients.

Information support	Library of books, magazines, local and national information, and Macmillan brochures.		
Complementary therapies	Complementary therapies are offered to anyone who visits the Centres, both those with cancer and their supporters. These therapies complement orthodox cancer treatments and improve quality of life by relieving stress and tension. They are based on the holistic principle that healing works on all levels: spiritual, mental, emotional and physical.		
	Acupuncture	Lymphatic Drainage Massage	Reflexology
	Aromatherapy	Massage/Oncology Massage	Reiki
	Hypnotherapy	Meditation and relaxation	Scar Therapy
	Indian Head Massage	NADA protocol ear acupuncture	Thai Head Massage & Crystal Therapy
Counselling & Coaching	Counselling and Coaching offers members alternative approaches to find their own solutions to difficulties, and a way through a crisis and beyond.		
Support groups	Breast cancer group, Secondaries club, Prostate cancer group, Sharing Circle		
Workshops	Various topics - e.g. Mindfulness, Card Making, Headwrappers		
Exercises classes	Yoga		
CAB Welfare/ Benefits	Signposting to bespoke confidential benefits advice		
Drop in	Social afternoons		
Wig service	Selection of wigs, hats, scarves and bandanas with a fitting service		

We continue to receive excellent feedback from our users and volunteers with their testimonials included throughout the report.

Peter - Service User

The Olive Tree was recommended by the Urology team after my shock diagnosis of a further primary cancer. It has had a major impact on my health and recovery. The staff are wonderful, universally friendly and empathetic, and actually very knowledgeable about my condition. I know that when I arrive for treatments, I will be in a safe place where I can just let my feelings go. I can do this in a way that I can't in front of other people, where I feel more guarded to protect their feelings as much as anything. Sometimes we pretend that everything is fine, when it really isn't, and I feel that the complementary therapies and interaction with other staff and patients at the Centre is an essential part of my road back to health. I am so glad I took the advice of Crawley Hospital to use the Centre when I really was at a low ebb.

Michelle - Service User

“The Olive Tree has been an incredible source of support for myself and my husband throughout this horrible journey. We were offered counselling to help us cope with my diagnosis, and I have been lucky enough to be offered Acupuncture which is really helping me to recover from Chemo.

Everybody is so welcoming and reassuring, The Olive Tree really is an invaluable service and safe space for people like myself going through the hardest time of their lives.

Thank you everyone, you make a huge difference.”

Nicholas - Volunteer Therapist

“I feel very privileged to volunteer at the Olive Tree. I get to meet and treat amazing people who inspire me with their courage and resilience. I am truly humbled.



Dawn - Service User

“I live in Southwater, and I would just like to say thank you to the Olive Tree for the support and treatments you offer to cancer patients, I really don't know what I would have done without the counselling and hypnotherapy I was offered; it helped so much. It's nice to be with others that you know are going through the same thing as you are, so thank you again.



Ann - front desk volunteer

“I was looking for something I could manage following a stroke, to help the local community. I was delighted to be accepted as a volunteer at the Olive Tree having had a family member with cancer. The Olive Tree is so welcoming and friendly!

1.2 Looking forward statement

Our ambition remains to become a well-recognised, inclusive local charity supporting everyone who needs it, as they or their loved ones are undergoing cancer treatment or living with cancer. The increased levels of awareness of cancer and improvements to screening mean that we are seeing a high volume of patients needing support. The pressure on local support services is such that there is a high demand for holistic care, not just for people living with cancer, but also for their families and friends.

In addition, Macmillan Cancer Support are currently undergoing a review of the services they offer, and we are already seeing demand for our counselling services increase as a result.

Consequently, it is inevitable that the demands for our services will continue to increase at a pace.

To meet the increased demand, we have needed to focus on recruitment of further volunteers. It is important that they have the right skills, are motivated and have suitable personalities, in order to maintain our current high standards of delivery and care. We will continue to measure our performance using appropriate assessments, such as user feedback, to ensure that this is the case.

Our established presence in Horsham will hopefully enable new local business partnerships to be formed, and offers a broader audience from which individual supporters and fundraisers can be sought and engaged.

Whilst we have developed a longer-term strategy during the course of the year (further details follow in the next section), as a first priority it is our duty to 'balance our books' and must be sure that we can fully fund what we currently deliver for the foreseeable future. We are very aware that this is a tough ask, but believe that it is achievable, in particular, given the long-term commitment and generosity of our supporters.



Head Wrappers session

2. Our Long-Term Strategy

2.1 Our Charity Strategy to 2030

According to a Macmillan analysis as of September 2021, an estimated 3 million people were living with cancer in the UK. This number is predicted to rise to nearly 3.5 million by 2025, 4 million by 2030, and 5.3 million by 2040. This increase is partly due to the UK's growing and ageing population, but also due to improvements in survival/prolonged lifetime through better cancer diagnosis and treatments. We welcome the development of the 10-year cancer plan by the government for England by 2032. It will support further innovation and improvements to care that should result in 75% of cancer cases by 2028 to be of early-stage diagnosis.

Our long-term strategy demonstrates our determination to reach as many people as possible in our local communities. We shall continue to provide a wide range of supportive services that meet the ever-evolving needs of our users. We pride ourselves in living our values in everything that we do.

Our Values

The Olive Tree **C.A.R.E.S.**

Compassion

Approachability

Reassurance

Empathy

Support

Our Vision

Our long-term aim is to be a well-recognised charity that provides free, accessible, personalised, innovative care and support to those affected by cancer in all local communities in Crawley, Horsham and surrounding areas.

Our strategic goals and objectives

1. Engage with more people affected by cancer in our local communities	2. Optimise range of services with focus on personalised care	3. Increase awareness of what we do	4. Collaborate with other local health and cancer care providers	5. Achieve sustainable financial resources to deliver on our strategy
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During the past year, the trustees, supported by senior personnel from the Charity, have continued to develop our strategy, but have been cautious in short to medium term ambitions given current pressures on our financial income and limited number of personnel. As such, many of our resultant plans (i.e., elements which would require additional funding and/or significant human resources) must understandably now be delayed until a point when there is confidence in a suitably robust ongoing financial foundation on which to build further on. However, we will progress with our goal to improve the awareness and relevance of Olive Tree, initially with the aim to increase our understanding of the patient journey. So, we are now administering a questionnaire to Centre visitors for this purpose and also adding a similar battery of questions for all new Olive Tree members to monitor our progress in this respect.

We will continue to reach out specifically to those within ethnic minority groups and to those in socially deprived areas within the Crawley/Horsham and surrounding area. Through raising awareness of how we can support them, we anticipate a greater adoption of our services going forward. Likewise, we will endeavour to increase the awareness of Olive Tree, and how we support, among males, with the ultimate aim of greater numbers attending our centres, benefitting from the support we offer.

3. How we operate

3.1 Charity information, structure and governance

Charity registration

Olive Tree Cancer Support Group is a Charitable Incorporated Organisation (“CIO”) registered on 9 June 2014. Olive Tree is governed by its CIO Constitution dated 29 May 2014, which sets out the Charity’s powers and authorities. The constitution was amended by the trustees and approved by the members at the Annual General Meeting (AGM) held on 24 February 2021 to facilitate AGMs being held virtually in addition to in-person meetings.

It is regulated by the Charity Commission of England and Wales. Registration number 1157386.

Address: Wentworth House, Crawley Hospital, West Green Drive, Crawley, West Sussex RH11 7DH

Trustee information

The Board provides independent control and has legal responsibility for the management and administration of the Charity. The Board is also responsible for the strategic direction of the Charity and the authority delegated to Management. The trustees are elected by the members of the Charity at the AGM and, subject to re-election or early retirement, serve for a maximum of three, three-year terms, after which they must stand down for at least twelve months.

Volunteers, employees, professionals, cancer patients, their carers and others are entitled to become members of Olive Tree and are entitled to attend its AGM and vote on important decisions affecting the Charity.

The Board now consists of five trustees (ethnicity ratio - Asian 20%, White 80%). They all give their time to Olive Tree on a voluntary basis and receive no remuneration. We are currently fortunate to have a team of trustees that cover skills and experience from a broad range of backgrounds (industries, functions and cultures), including business leadership, accountancy, marketing, fundraising, volunteer and relationship management and consultancy.



Trevor Christmas^{1,6}



Yulia Baynham⁷



Ian Lineham⁵



Raj
Limbachia^{1,4}



Siobhan Hogan⁵



Ricky Ng⁵
(Sai Yeung Ng)



Graham Nicoll²



Louise Cheung³

When assessing potential new trustee applicants, any relevant or distinct skills and experience are considered in our selection. Where pertinent, for any area where our experience and/or knowledge are less strong, input is sought from relevant contacts in each of our networks. Trustees are encouraged to directly experience Olive Tree in action and to engage staff, volunteer and patient feedback, as appropriate, in decision-making processes.

In accordance with section 13 of the CIO Constitution

- 1 Raj Limbachia and Trevor Christmas retired by rotation at the Annual General Meeting held on 4th September 2024 (the “AGM”) and were re-elected for a further 3-year term.
- 2 Graham Nicoll left The Board following his death on 1 September 2024.
- 3 Louise Cheung retired at the AGM and did not seek re-election.
- 4 Raj Limbachia resigned as a trustee on 8 January 2025 and was subsequently appointed as an ambassador. He will be representing the Charity in the community.
- 5 Ian Lineham, Ricky Ng and Siobhan Hogan were elected as trustees at the AGM following their appointment by the trustees since the prior AGM.
- 6 The Charity trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. At the date of this report, Trevor Christmas was the appointed Chair.
- 7 The trustees created the new post of Vice Chair of Strategy and Yulia Baynham was appointed.

The trustees would like to thank Graham, Louise and Raj for their support and dedication to Olive Tree since joining The Board, and pass on their condolences to Graham’s family.

Governance

Trustee meetings take place monthly, every first Wednesday, in person or remotely. The Olive Tree centre managers, fundraising and other staff, as appropriate, also attend the meetings to report on their activities. The objective of the sessions is to ensure good governance, provide oversight of Charity management and fundraising, ensure robust financial control and identify any improvements to user experience. All meetings have agenda, papers and reports, and minutes are prepared and reviewed.

Trustees undergo regular training from external organisations. Most recent training covered governance, GDPR, safeguarding, fundraising, impact assessment, fraud policy, digital operations, social media and annual reporting.

In addition to mandatory training courses, workshops designed to improve knowledge, skills and behaviours on topics such as safeguarding, EDI, reporting and governance are attended as appropriate.

The trustees, in exercising their powers and authorities, confirm that they complied with their duty under the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing this report and accounts the trustees have complied with the requirements, set out in the guidance, to report on the significant activities and achievements of the Charity in 2023-2024.

The Charity has taken out an insurance policy that provides professional indemnity insurance cover for the trustees.

3.2 Charity operations and risk management

Our employees and volunteers are an essential part of Olive Tree Cancer Support Group and without them we could not operate.

Management and Staff

The Charity currently has a staff of five, all of whom are directly employed by Olive Tree Cancer Support Group.



Terrie Stephens
Crawley Centre
Manager



Sheri Werner
Horsham Centre
Manager
May 2023 - April 2025



Sophia Rapley
Head of Fundraising
and Communications
April - October 2024



Kerry Cameron
Administrator
(Crawley)



Wendy Vane
Administrator
(Crawley)



Tjoe Bosman
Administrator
(Horsham)



Charlotte Hawkins
Communications
Administrator

Jackie Nunn left Olive Tree in April 2024, and was replaced by Wendy Vane, who joined in May. Following the increase of activity at the Horsham centre, Tjoe Bosman joined as Administrator, based in Horsham in September 2024.

The trustees would like to thank Terrie, Charlotte, Kerry, Wendy and Tjoe for their hard work and commitment in running the day-to-day operations of the Centres, while at the same time giving empathy, compassion and support to everyone who visits Olive Tree.

The trustees would also like to thank Sheri, who left Olive Tree in April 2025, for the amazing work she has done. Not only did she further develop the Horsham Centre, but also took on the management of fundraising and social media activities.

We also said farewell to Sophia, who left Olive Tree in October 2024, and thank her for her achievements while she was with Olive Tree.

The Charity has now adopted a new approach to fundraising, with individuals specialising in specific areas including trusts and foundations, corporate partnerships and community, and reporting to the centre managers. It is expected that this will produce a more targeted approach.

The trustees would also like to thank Jackie for her dedication to Olive Tree for more than seven years, having joined in January 2017.

Volunteers



The Centres have 52 volunteers (excluding trustees) including 12 counsellors, 29 therapists and 11 who help with general administrative duties (Front desk, Drop-in organisers).

Our aim is to have volunteers who are happy, engaged in shaping our services and eager to continually support Olive Tree.

Our engagement efforts are ongoing through volunteer lifecycle and we ensure consistent communication and recognition.

Training

Olive Tree believes that training is key to the effective and efficient delivery of high-quality support to all those who chose to take advantage of the wide range of support services available. Our aim is to have well-trained and well-informed employees and volunteers. The Olive Tree remains committed to providing all necessary support to enable employees and volunteers to complete the tasks required.

The centre managers adopt an organised and rigorous approach to the recruitment and training of volunteers to ensure that they are appropriate in terms of skills, qualifications and their alignment with Olive Tree values. Regular contact is maintained to ensure that the services that they deliver are of the appropriate standard, and they themselves have job satisfaction.

We encourage volunteers to attend training sessions that include Listening and Responding, First Aid, and Health and Safety. They are also urged to complete safeguarding and infection control courses available online. Volunteers can access training provided locally for free specifically to support their wellbeing. In addition to this, Olive Tree funds additional training in Oncology Massage and Lymphatic Drainage Reflexology.



First Aid Training

We have maintained our link to the “Reward Gateway”, a scheme that provides staff and volunteers with a range of discounts, well-being tools and a new improved method of Charity communication.

Risk Management

The Trustees of Olive Tree Cancer Support Group are responsible for the oversight and effective management of risks across the charity. Risk management is embedded into governance and



operations, with clear accountability at Board level and day-to-day risk management delegated to Centre Managers.

Risks are identified, monitored, and reviewed throughout the year, with mitigation plans developed to reduce their impact. Staff and volunteers are encouraged to escalate potential risks, ensuring a culture of transparency and continuous improvement. A full review and update of operational policies is underway to ensure continued alignment with legal, regulatory, and sector-specific best practice.

Trustees also oversee an annual planning and budgeting cycle, supported by regular monitoring of financial and performance indicators, with reporting at monthly Trustee meetings.

Key risks and mitigation strategies are summarised below:

Governance & Compliance Risks	Mitigation
Strategic and financial objectives not met due to governance and management oversight.	- Trustee skills audit completed to identify training needs. Ongoing upskilling to ensure full understanding of governance, legal and financial duties. - Trustee indemnity insurance maintained.
- Trustees do not keep up to date with changes to legislation and regulations, and policies fail to reflect Charity Commission reporting requirements and compliance with Charities Act. - Policies and procedures do not reflect current legislation or Charity Commission guidance.	Full review of operational policies, procedures and compliance requirements to be completed in 2025 to ensure up-to-date adherence to the Charities Act, GDPR, and reporting requirements.
People, Operations & Reputation	Mitigation
- Insufficient staff and volunteer levels adversely impact service quality, morale and management capability. - Reliance on small number of highly experienced staff.	Competitive remuneration, inclusive organisational culture, knowledge-sharing practices, documented processes, and robust staff/volunteer recruitment with DBS checks.
- Lack of awareness of Olive Tree amongst local health providers. - Failure to reach underserved communities.	Strengthened relationships with local healthcare providers. Ongoing community outreach strategy and annual patient journey surveys to enhance engagement and reach.
- Weak IT compliance and data security increases risk of cyber attacks and prospect of a data breach harming Olive Tree's integrity, operation and reputation. - IT system cannot support new record and appointment database.	- Review of IT infrastructure and cyber security protocols with plan to provide annual cyber security training for staff and volunteers. - Reviewing compliance with data protection and GDPR rules with training for Trustees, staff and volunteers. - Working towards National Cyber Security Centre Cyber Essentials Framework. - Developing a new, secure and GDPR compliant appointment and record database.

Financial	Responses
• Reliance on limited funding streams and non-recurring income. • Cost of living crisis, national economic policies and disaster appeals impact charitable giving. • Exposure to fraudulent use of charity funds and services.	• Updated fundraising strategy and reserves policy to diversify funding sources and build resilience to external financial pressures. • Revising funding priorities to target income opportunities and promote financial security. 5-year strategic plan in place. • Anti-fraud policy update and fraud awareness refresher training planned for staff and volunteers in 2025.

Financial control

Olive Tree operates a robust internal financial controls framework to ensure responsible and transparent financial management. Key controls include:

- Protection of charitable assets and maximising resource use.
- Trustee compliance with charity law and financial regulations appropriate to the size and income of the organisation.
- Transparent monthly and annual financial reporting.
- Procedures to prevent and manage conflict of interest, loss, bribery, theft, or fraud (being reviewed).
- Assurance that contractual and funder obligations are consistently met.

3.3 Fundraising activities

Key donations and grants received in 2023/2024

The provision of our services is primarily dependent upon funding made through charitable donations and grants.

Olive Tree's promise to the general public, our community and to our valued supporters, staff and volunteers, is that our fundraising is, in all its forms, legal, open, honest, and respectful. We take every reasonable step necessary to comply with the law and are fully responsible for our actions, ensuring that our fundraising is carried out in line with the Code of Fundraising Practice. We make sure that all of those who fundraise on our behalf do likewise and, as such, do not cause detriment to the Charity's reputation. We also verify that all such fundraising activities are in-line with both our ethical standards and legal requirements.



Sophia Rapley
Head of Fundraising
and Communications
(April - October 2024)

Olive Tree, in deciding whether to accept a donation or gift, considers the Charity's best overall interest, and will refuse donations from donors whose activities appear to be in direct conflict with any of our charitable aims or objectives.

Supporters who wish to donate to a specific area of Olive Tree's work can do so by providing written instruction to this effect with their donation. Olive Tree will always respect this. If Olive Tree is unable to accept such a request, then the donation is refused or refunded if the donor does not wish the money to be used for a suitable alternative purpose.

Fundraising Performance

Following the departure of Sophia Rapley in October 2024, the trustees have taken the opportunity to adopt a new fundraising approach by engaging two individuals to specialise in specific areas of fundraising including trusts and foundations, and corporate partnerships and community.

We are grateful for the work of Sophia Rapley and Helena Taylor during their time at Olive Tree and wish them both good luck in their future endeavours. We would like to thank The Henry Smith Charity for their continued support of the fundraising position again this year.

We greatly appreciate the efforts and generosity of all who have contributed to our funds over the past year. Our overall income in 2023/24 from all sources (excluding investment income) was £198,637 (2022/23: £99,239).

We were grateful to receive grants from The National Lottery Community Fund - RC London and South East, Gatwick Airport Community Trust, Longley Trust, Albert Hunt, The Hendy Foundation, Horsham District Council and Woodroffe Benton Foundation, the Louis Nicholas Residuary Trust, Ludlow Trust, and Stockwell Cliffe Charitable Trust. We would also like to thank Crawley Borough Council, The High Sheriff of West Sussex, Red River, Legal & General, RSA, Aspen Place Care Home, RSM, Southwater Parish and Marsh Charitable Trust for their financial support, and express our gratitude for the kind and generous donations in memory received in the year; in these toughest of times - every contribution we receive makes a significant difference. We would also like to thank The Coot, the Red Deer, Bohunt School, The Hawth Theatre, HSBC, RAM Club, Cottessmore Golf Club and Horsham and Three Bridges Football Clubs for their support.

Olive Tree in the Community

Many of our volunteers and supporters have continued to raise money through their own initiatives. We are extremely proud of them and sincerely grateful for their exceptional efforts.

Yard Games

Bluecoat Sports Health and Fitness Club, a long-standing supporter, held a unique challenge event during May to raise funds for Olive Tree. Sheri our Horsham centre manager attended to raise awareness about our Charity, and provided moral support for the event participants, faced with various strength, endurance and metabolic exercises.

Christmas Bazaar

We held our first Christmas Bazaar in November, which was a great success. Age UK kindly loaned us their community café area for the afternoon, which became a hub of festive activity. We had many generous raffle donations from members, independent retailers and local businesses alike. Attendees enjoyed browsing a variety of stalls, including hand crafted items, jewellery, skin care, and a selection of delicious samosas and traditional Indian snacks. The Olive Tree team sang Christmas carols acapella style, to add to the festive atmosphere, and were delighted that some members and stall holders joined our impromptu choir.



March into March

A first of its kind for Olive Tree. This event saw many of our members, and other members of the public, March into March, by walking 31 miles during the month to raise funds for the Charity. The feedback we received was extremely positive. One member going through treatment at the time said, "It's the best thing I've ever done."

Horsham Rotary Funday

One of our yearly highlights is attending Horsham Rotary Funday, in Horsham Park. Despite the torrential rain this year, a good time was still had by all. Charlotte our Communications Administrator offered glitter tattoos for donations, beautifully modelled by two Funday attendees, and Sheri chatted with members of the public, sharing information about our services. We were also proud to see two of our volunteers singing with The Rock choir in the afternoon.



Goff's Park

On the 4th of August we attended Goffs Park Platinum Picnic, a vibrant annual community event in Crawley. Terrie, our Crawley centre manager, alongside Emma Maxwell & Kerry Duval represented Olive Tree on the day. Massage treatments were offered in exchange for donations.

Crawley Pride

Abundant with colour, fun and diversity! Crawley Pride 2024 didn't disappoint. There were famous LGBTQIA+ acts, amazing local artists, businesses and charities, giving us the opportunity to raise awareness about what we do within the Crawley LGBTQ community. On the day we were supported by one of our volunteers, Karen plus Sally, Tesco's CFC Community Lead, who created some fabulous glitter tattoo designs for festival goers.



RAM Club Quiz

The RAM Club is one of Olive Tree's longest supporters.

Special thanks to Katie Drury & Raj Limbachia for organising multiple quizzes throughout the year, hosted at Ram Sports, Crawley. There were many generous donors (see photo) who dramatically helped boost the fundraising. All tickets were sold, making the evenings a huge success. The food was delicious too!

BAPS 10K Walk

In August, Sophia, our Head of Fundraising and Communications at the time, attended the BAP's Annual Charity Challenge and Family Fun Day at Hazelwick School, Crawley. Participants took on the challenge of a 10K walk, in support of Olive Tree. More than 100 people from toddlers through to senior citizens came together to participate. Not only do Community groups, such as BAPS help boost our fundraising, they also provide us the opportunity to reach and support more people within ethnic minority groups.



“BAPS Swaminarayan Sanstha is a spiritual, volunteer-driven fellowship dedicated to improving society through individual growth by fostering the Hindu values of faith, service and global harmony.”
BAPS 2024.



Nathan Jones, pictured left having just completed the Brighton half marathon.

Nathan was the top fundraiser on Just Giving for Olive Tree in the year.

All the income received has proved vital in our ongoing provision of services, continuing to help improve the lives of our many users affected by cancer, and has helped us build a necessary financial buffer to secure the delivery of our services for the foreseeable future.

Engagement with our donors

Our donors are critical to the ongoing success of Olive Tree. As well as being a source of funding, they are also often the most enthusiastic supporters and promoters of our goals and mission. Funders require tailored information and ongoing communication by way of monitoring and end of funding reports, and we are committed to collecting and providing the most useful data so that they can continue to trust in our delivery of services. For individual and corporate donors, we have created a fundraising pack that ensures each donor is supported and recognised at each stage of their fundraising journey in a consistent way.

Looking Forward

With new members registering to use our services month on month, and with a focus on developing our services to ensure that they are as wide-reaching and inclusive as possible, whilst engaging and training our volunteers, our fundraising challenge will become greater. To date, this has proved to be very challenging. There is greater competition for grants and community funds available to us. We are exploring ways to diversify our income streams so that we tap into the community spirit present in the areas in which we work, strengthening our connections with local businesses, creating more fundraising activities in our Centres and engaging more effectively and consistently with individual fundraisers.

3.4 Stakeholder management and communications

Engagement with our stakeholders remains a high priority for Olive Tree and is a means of advising us of the impacts of our decisions and enabling us to better respond to their needs. The development and building of strong relationships with each of them is an important, ongoing part of our Charity operations and governance. Our key stakeholders are below:



All trustees and management are committed to being open and transparent with the charity regulators and to meeting all of the small charity compliance requirements. A thorough and up-to-date understanding of legislation affecting Olive Tree such as Charity Commission regulatory reporting (changes to SORP, best practice guides, new trustee information) and forums for trustees and staff is core to ensuring that all decisions conform to the relevant guidance and constraints.

Ongoing provision of feedback and testimonials from the users of Olive Tree are integral to the continuous shaping and improvement of services. [As a minimum, we conduct a service user satisfaction survey every three years and issue a new user satisfaction survey on an annual basis

We actively use a range of communication channels in order to keep our service users informed. For example, we issue a monthly update newsletter from the Centre management team, we extend an invitation to attend the AGM, and we circulate our Annual Report to members. We aim to further increase our usage of social media platforms, which allow us to freely engage with our supporters and those interested in our work by publishing our latest news, details of our fundraising events and campaigns, and up to date information regarding our service provision.

We are extremely grateful to our donors because, as a self-funded charity, without them Olive Tree would struggle to survive. We engage with each of these on an individual and tailored basis, and ensure that their required funding reports, both interim and at the end of funding, are submitted in a complete and timely manner.

Engagement with the local community (such as Crawley Local Community Network and Local Cancer Network), the general public and media through various community fundraising events, other Centres (Horizon in Brighton, Age UK in Horsham and Horsham District Council Wellbeing Centre), and meetings with local GP practices promoting Olive Tree, remain a priority.

4. Financial report

4.1 The Financial Review 2023/2024

Treasurer's report

The Charity has experienced a better fundraising year in the 2023/24 year, partly due to grants expected in the previous year being received at the start of this year without which there would have been a small deficit in the year. Looking back over the years, the volatility is self-evident, illustrating one of the Charity's primary risks - a very low proportion of recurring income, which means that more than 70% of the income to cover expense needs to be raised from scratch each year.

	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>
Income excluding interest	£198,637	£99,239	£182,762 ¹	£113,485 ¹

¹ Includes bequests of £81,955 in 2022 and £12,000 in 2021

This is largely a consequence of the nature of the Charity's funding, comprising primarily donations, grants, legacies and other non-recurring income, resulting in a less predictable income stream than many other similar organisations. Thankfully, the strong financial position at the end of the year means the Charity remains well placed to continue delivering its services in the near term.

The surplus for the year of £25,925 follows a deficit of £(81,621) in the prior year. That surplus is a result of a combination of income received this year that was expected in the prior year and certain budgeted expenditure either being deferred or not incurred. Details of expenses can be found in the Income and Expenditure Account at section 4.3. Our reserves take account of the long-term nature of our operations and the needs of our service users. We plan to keep them at the level required in the Reserves Policy, fully taking account of the wide range of risks to which the Charity is exposed. The self-funding nature of the Charity presents significant reliance on income received, with inherent volatility. Outgoings, by contrast, comprise items such as staff costs, premises, IT, therapy and volunteer expenses which are stable and, in many cases, unrelated to activity levels.

Income

The primary sources of income are donations, fundraising activities and legacies, together with certain grants, including those listed in "Large Donations, Grants and Bequests" section later in this report. Income received in the year was £206,375 (inclusive of interest), significantly up from £104,435 in the prior year, details of which are in section 4.3 Income and Expenditure Account. Part of the increase is due to certain grants where payments were delayed from the previous financial year and so are included in this year.

Expenditure

Expenditure for the year was £180,420, slightly down from £186,056 in the prior year. The decrease of £5,636 was as a result of a £19,140 increase in staff costs, offset by expense reductions in equipment and maintenance and drop-in and therapy expenses. The equipment expense has been deferred rather than saved and will be incurred in 2024 / 25.

Financial Impact

Activity levels in the Crawley and Horsham centres have continued to grow during the year. We currently have a significant waiting list for our services and a shortage of volunteer therapists. We continue with the drive to recruit additional volunteer therapists and counsellors, as well as receptionists, to enable us to address that list which will, of course, further increase the drop-in and therapy expenses.

Financial Outlook

There are a number of areas which will give rise to increased expenses in the coming year. The increase in activity has necessitated the recruitment of a part time office administrator, and there will also be a new Fundraising and Communications structure in place. The fact that less than 25% of the annual expense budget is covered by ongoing grants also presents a very considerable fundraising challenge in the coming year.

While the level of reserves held at the start of 2024/2025 are slightly up on the start of the previous year, they are considerably down on the year before. Nonetheless, reserves still provide a financial buffer, giving the trustees a high level of confidence that sufficient funds can be raised to continue delivering services for the foreseeable future.

Restricted Funds

Restricted funds comprise amounts received for a specific purpose. Such funds are monitored to ensure they are only applied for the purpose specified, and any balance of such funds is recorded separately.

	£
Funds b/fwd	1,478
Income Received	39,000
Expenses Paid	(38,429)
Funds c/fwd	£ 2,049

Horsham Services. A five-year grant totalling £100,000 was awarded by The National Lottery Community Fund - RC London and South East Region in 2023. Of that, £20,000 was received in the year of which £15,283 was expended in the year. At the date this report was approved, that amount was fully expended.

Horsham Services. A grant of £10,000 from the Sussex Community Foundation in respect of Horsham Centre costs was received and has been fully expended.

Fundraising Officer. A grant was received from the Henry Smith Charity in the amount of £6,600 to support the role of Fundraising Officer. The grant received has been fully expended in the year, with no amounts being held over.

Counselling. A grant of £500 was received from Little Magic Grants for counselling, which was fully expended in the year.

Reserves held

Unrestricted reserves, comprising that part of a Charity's unrestricted funds that are freely available to spend on any of the Charity's purposes, were £234,597, increasing from £213,389 for the prior year, are in line with the reserving policy (below) and follow the surplus of income over expenditure detailed on page 25, adjusted for the movement in restricted funds. Details of funds invested are included on page 26.

Risk management and reserves

The trustees undertake regular assessments and, where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. These inform the trustees' consideration of an appropriate target range for reserves.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the Charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Reserves Policy

The trustees set, publish, implement and monitor the Reserves Policy in line with the guidance provided by the Charity Commission in England and Wales, “Charity Reserves and Building Resilience” (CC19) to ensure compliance with their legal duties to:

- a. act in the interests of their charity and its beneficiaries
- b. protect and safeguard the assets of their charity
- c. act with reasonable care and skill
- d. ensure their charity is accountable.

The trustees have reviewed the financial risks facing the organisation (see Risk Management section) and quantified both the probability and magnitude of those risks. The trustees have resolved as a policy to set both an upper and a lower limit of unrestricted reserves to be maintained for such purposes, and to act to increase or decrease expenditure if the reserves fall outside those limits.

At the date of the approval of this report by the trustees, the target range of reserves was £206,000 to £310,000 (2023: £196,000) to £295,000), slightly up on the previous year. This is due to reduction in precontracted income at the time of the review, which increases the dependence of in-year fundraising to meet costs.

Actual unrestricted reserves at £238,743 (2023: £213,389) are within the target range.

Large Donations, Grants and Bequests

Significant amounts (£2,000+) were received from:

Estate of June Aird (Final)	5,091
Henry Smith	6,600
ICB Grant	27,797
Legal and General matching Claire Wilde swim	3,737
Louis Nicholas	5,000
Mayor's Office Crawley BC	2,949
OptiGene Foundation	10,000
RAM Social Club (Giftaid to follow)	2,000
RSM Golf Day RSM UK Foundation	2,906
T.C.R. International NV (€3,000)	2,522
The National Lottery Community Fund - RC London and South East Region*	20,000
The Sussex Community Foundation	10,000

* part of a 5-year grant totalling £100,000 over the term of the grant.

Fundraising donations via JustGiving were £28,105.

Independent Examiner

Sue Edwards has been appointed as independent examiner to Olive Tree Cancer Support Group during the year following the resignation of Ian Lineham from that role.

Approved by the trustees on 21 May 2025 and signed on their behalf by



Trevor Chrismas
Chair and Treasurer

4.2 Report of the Independent Examiner

Independent Examiner's Report to the trustees of Olive Tree Cancer Support Group, registered charity 1157386

I report to the trustees on my examination of the accounts of Olive Tree Cancer Support Group ("the Charity") for the year ended 31 August 2024 set out on pages 25 to 26.

Responsibilities and basis of report

As the trustees of the Charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act; or
- the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

S. m. Edwards
Sue Edwards
Chartered Certified Accountant
74 Anderida Road
Lower Willingdon
Eastbourne
East Sussex
BN22 0PZ

Date 23 May 2025

4.3 Income and Expenditure Account

Year ended 31 August 2024

	2024	2023
	£	£
Income		
Fundraising and Donations	80,163	54,633
Grants	85,092	30,950
Bequests	5,413	-
Drop-in and Therapy Donations	13,775	9,959
Events	14,194	3,697
Total Operating Income	198,637	99,239
Interest	7,738	5,196
Total Income	206,375	104,435
Expenditure		
Staff Costs	130,212	110,049
Drop-in and Therapy expenses	10,259	17,950
Cleaning and Laundry	5,063	5,164
IT and Telecoms	5,240	6,332
Equipment and Maintenance	2,310	14,177
Premises	21,500	24,551
Fund Raising	1,115	2,584
General Expenses	4,751	4,748
Training	-	501
Total Expenditure	180,450	186,056
Excess of Income over Expenditure	25,925	(81,621)
Opening Funds	214,867	296,488
Closing Funds	240,792	214,867
Reserves		
At 31 August		
Cash at Bank	240,792	214,867
Restricted Funds	(2,049)	(1,478)
Unrestricted Reserves	238,743	213,389

Notes to the Financial Statements

The Charity had funds at 31 August 2024 of £240,792 (2023: £214,867) which were invested as follows:

	2024	2023
	£	£
CAF Cash Account (current account)	11,281	12,701
CAF Cash No 2 (current account)	1,796	
CAF Gold Account (immediately available)	17,900	24,000
CAF Gold (Direct Donations, immediately available)	597	1,100
Cambridge and Counties (95 days' notice)	80,300	80,283
Redwood Bank (95 days' notice)	58,918	56,783
Saffron Building Society (immediately available)	70,000	40,000
	<u>£240,792</u>	<u>£214,867</u>

OLIVE TREE CANCER SUPPORT GROUP CONTACT DETAILS

Horsham

T: 01403 627 424

E: Horsham@olivetrecancersupport.org.uk

Crawley

T: 01293 534 465

E: office@olivetrecancersupport.org.uk

Accounts



OLIVE TREE CANCER SUPPORT GROUP

Annual report and accounts for the year ended
31 August 2023

Registered charity No. 1157386

The Olive Tree Cancer Support Centre, Crawley Hospital,
West Green Drive, Crawley, West Sussex RH11 7DH



Social media

www.olivetrecancersupport.org.uk/



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Chair's statement



Trevor Christmas
Acting Chair

I am pleased to report that significant progress has been made by our charity in the course of the 2022/23 financial year, and would like to thank our staff, volunteers and supporters for their dedication and hard work, which have been integral to making this happen, whilst continuing to meet our consistently high standards in service delivery.

We have continued to experience substantial increases in the number of new patients and users at both of our Centres. The Crawley Centre has seen visitor numbers return to pre-pandemic levels, and the Horsham Centre, which has now been operational since October 2022, has continued to see growth in service users.

The 2022/23 year has been challenging for fundraising. We raised a total income of £104,435, a significant reduction from the previous year's £184,226. This was also considerably below the level of expenses incurred at £186,056, resulting in a deficit for the year of (£81,621).

To support the increased number of service users, the Olive Tree will now require a significantly higher level of income, beyond even that achieved in 2021/22. To address this, we have successfully obtained two new multiyear grants from the National Lottery Community Fund - RC London and South East Region and the Sussex Integration Care Board, which will cover around a quarter of the annual expenses, but that still leaves a major fundraising challenge for the coming year. The trustees have consequently restructured the fundraising capabilities of the organisation, which are expected to drive higher levels of income in the coming years. The financial reserves of the Charity remain healthy, but this level needs to be at least maintained given the volatile nature of the organisation's income streams and the long-term nature of the services provided.

This year also saw retirement of Marilyn Drury, the Manager of the Olive Tree for more than 15 years. Marilyn supported the services users, volunteer therapists and counsellors, and staff, as well as managing the organisation day to day through a period of growth and development, from humble beginnings to the significant provider of essential, highly valued support services delivered from two centres that we see today.

Graham Nicoll, the chair since 2018, has stood down from the role in October 2023, although he remains a trustee. Graham oversaw the Charity through the period of its fastest growth and development, being actively involved in many initiatives. He also supports the Cancer community more widely, providing his considerable experience and knowledge, as well as his involvement in a number of leading-edge clinical trials.

All changes to staffing and the trustee board are detailed in section 3. How we operate.

Looking forward

The current pressures on financial income and personnel have affected our ambition in the short-term. The Board of Trustees have expended considerable time, thought, and effort in producing a new long-term strategy and plan, mapping out an exciting future for the Olive Tree in the coming years. However, the supporting plan for the next 12 months deliberately will not require additional investment to deliver. Not until the financial situation improves will we progress with other proposed actions in support of the strategy.

The initiatives we are currently focused on include a drive to improve in our awareness and relevance to potential users guided by enhancement of our understanding of the patient journey and the diversification of income streams to reduce volatility. In addition to our regular patient satisfaction survey, in 2023 we launched a questionnaire to Centre visitors to enhance our understanding of their needs and experiences.



Trevor Christmas
Acting Chair

1. Who we are and what we do

1.1 Background and a summary of charity activities in 2022/2023

Charitable object

The charitable object of the Olive Tree Cancer Support Group (the Olive Tree), as registered with the Charity Commission, is to relieve the physical or emotional distress of persons with cancer and their partners, families, friends and carers through the provision of services.

The Olive Tree operates from its support centres in Crawley and, from October 2022, its support centre in Horsham. The Olive Tree is open to everyone who is affected by cancer irrespective of whether newly diagnosed or a longer-term patient as well as their families. There continues to be a marked increase in demand for our services. In 2022/23, our Centres welcomed 322 new users, compared with 245 in 2021/22 with 104 in our Horsham facility, up from 48 as this site becomes established.

The Olive Tree is a welcoming and trusted 'safe place' for its cancer patient community and for their loved ones, offering reassurance and relaxation at times of most need. Its empathetic and supportive team provides valued services, help and key understandings that enable and empower patients to meet challenges throughout their cancer journey.

Demand for our services will continue to increase. Current estimates suggest that about half of the UK population will be diagnosed with cancer during their lifetime. Also, due to advances in medical care, more people are being cured and surviving longer, which means we will support our patients, their family members, carers and friends for longer.

Our services are not restricted to those living within the two town boundaries. Our users come from many local areas including Broadfield, Bewbush, Langley Green, Horley, Burgess Hill, East Grinstead, Haywards Heath and Billingshurst. The closest other cancer support centres to Crawley are in Chichester, Guildford, Redhill and Brighton, demonstrating the unique position of the Olive Tree to meet the demand for services from an extended region of local communities. As such, it is estimated that we are potentially accessible by a total population approaching 500,000 people.

Supportive services

The aim of the Olive Tree is to provide therapeutic care to cancer patients and those supporting them, enabling them to cope better with their disease and treatment. We are a self-funded charity, and our therapies and services complement the medical support that is given to cancer patients by the NHS. We do not offer any medical treatments or advice.

The Olive Tree provides many different types of services to its users. We had 3,066 user visits to our Centres in 2022/2023 (up by 37% on the previous year, at 2,241 visits, a reflection of the success of the Horsham facility, the continuation of 'a return to relative normality' following the pandemic and of the increasing demand for our services) with an average of 256 per month (2021/22 187). Complementary therapy continues to be the most popular reason for a visit (at 56%) followed by counselling (14%).

We ran a series of workshops throughout the year at both centres, including mindfulness, nutritional therapy and art projects. We regularly conduct sessions with Headwrappers, who help hair loss and scalp care and with Nicola Jane, who provides a lingerie fitting and retail service for breast surgery patients. We continue with a face to face and remote, blended, approach for new patient interviews, counselling, coaching and hypnotherapy, offering a more flexible access to meet patients' specific requirements.

Services	Description
Information support	Library of books, magazines, local and national information, and Macmillan brochures.
Complementary therapies	Complementary therapies are offered to anyone who visits the Centre, both those with cancer and their supporters. These therapies complement orthodox cancer treatments and improve the quality of life by relieving stress and tension. They are based on the holistic principle that healing works on all levels: spiritual, mental, emotional and physical. • Acupuncture • Aromatherapy • Energy Healing • Meditation and relaxation • Reflexology • NADA protocol ear acupuncture • Bowen Technique • Emotional Freedom Technique (EFT) • Pranic Healing • Massage • Reiki • Emotional Support Therapies • Cranio-Sacral Therapy • Hypnotherapy • Indian Head Massage • Oncology Massage
Counselling & Coaching	Counselling and Coaching offers patients alternative approaches to find their own solutions to difficulties, and a way through a crisis and beyond.
Support groups	Breast cancer group, Secondaries club, Prostate cancer group
Workshops	Various topics - Mindfulness, Card Making, Headwrappers
Pink Ribbon programme	Exercise for breast cancer patients
Exercises classes	Yoga, Pilates, Qigong
CAB Welfare/ Benefits	Confidential benefits advice
Drop in	Social afternoons to discuss any concerns or just speak with someone
Wig service	Selection of wigs, hats, scarves and bandanas with a fitting service

We continue to receive excellent feedback from our users and volunteers with their testimonials included throughout the report.

<i>Lisa Legg - Service User</i> “ Living with cancer can be a very lonely place, but The Olive Tree is a place where I can feel free to express myself and know that I will be understood, whether with other people going through a similar experience to myself, or with any of the wonderful staff and volunteers who always have time for a chat and a cuppa.	
	<i>Caron Gillet - Service User</i> “ I was pointed towards the Olive Tree by a friend who had accessed the support they offer. “They are really lovely people” were her exact words, and this proved to be true. Their continued support and care have been an anchor through the year and now I am looking forward to beginning to give something back.
<i>Jess Hurley - Volunteer Therapist</i> “ To be able to provide an hour of complete relaxation, escapism, and a calming touch to someone who is going through treatment is an absolute pleasure. I leave every session feeling wonderful knowing that I can make a real difference in someone’s day, or week even, and give them an appointment that they can look forward to.”	

Horsham Centre

The Horsham Centre became operational in October 2022, bringing all the services in the area together, closing the facilities at Total Therapy and Horsham hospital. Much credit goes to the then Centre Manager Terrie Stephens (now Crawley Centre Manager) who worked tirelessly to make this happen, enabling us to support even more people affected by cancer who would otherwise have to travel outside of the area to access similar services.

We formally launched the new centre with an official celebration on 22nd February 2023, with numerous guests and Olive Tree President Nicholas Owen.

Jeanette Watson - Service User



Always a joy to visit. The staff are all very friendly, and nothing is too much trouble. I don't know what I would have done without their support."



Dave Stoner - Member



I highly recommend Olive Tree! I do have a strong faith and I do not believe that this life is all there is. However, I needed the support of fellow cancer patients. This, I found at Olive Tree. Don't go it alone. We all need support!

1.2 Looking forward statement

Our ambition remains to become a well-recognised, inclusive local charity supporting everyone who needs it, as they or their loved ones are undergoing cancer treatment or living with cancer. Long-term consequences of the pandemic will be felt for some time, including a continuing backlog of cancer patient requirements, both from those who have not yet progressed with treatment, or have unknowingly delayed diagnosis during the times of lockdown. Because of this, and also as a result of the continued increase in the prevalence of cancer in its various forms, the demands for our services will undoubtedly continue to increase.

To meet the increased demand, we have needed to focus on recruitment of further volunteers. It is important that they have the right skills, are motivated and have suitable personalities, in order to maintain our current high standards of delivery and care. We will continue to measure our performance using appropriate assessments, such as user feedback, to ensure that this is the case.

With users now enjoying the experience of on-line services (counselling) in addition to coming to our centres, we continue to explore other ways in which technology might help improve our efficiency, delivery and overall effectiveness.

Our continued expansion in Horsham will hopefully enable new local business partnerships to be formed, and offers a broader audience from which individual supporters and fundraisers can be sought and engaged.

Whilst we have developed a longer-term strategy during the course of the year (further details follow in the next section), as a first priority it is our duty to 'balance our books' and must be sure that we can fully fund what we currently deliver for the foreseeable future. We are very aware that this is a tough ask, but believe that it is achievable, in particular given the long-term commitment and generosity of our supporters.



2. Our Long-Term Strategy

2.1 Our Charity Strategy to 2030

According to a Macmillan analysis as of September 2021, an estimated 3 million people were living with cancer in the UK. This number is predicted to rise to nearly 3.5 million by 2025, 4 million by 2030, and 5.3 million by 2040. This increase is partly due to the UK's growing and ageing population, but also due to improvements in survival/prolonged lifetime through better cancer diagnosis and treatments. We welcome the development of the 10-year cancer plan by the government for England by 2032. It will support further innovation and improvements to care that should result in 75% of cancer cases by 2028 to be of early-stage diagnosis.

Our long-term strategy demonstrates our determination to reach as many people as possible in our local communities. We shall continue to provide a wide range of supportive services that meet the ever-evolving needs of our users. We pride ourselves in living our values in everything that we do.

Our Values

The Olive Tree **C.A.R.E.S.**

Compassion

Approachability

Reassurance

Empathy

Support

Our Vision

Our long-term aim is to be a well-recognised charity that provides free, accessible, personalised, innovative care and support to those affected by cancer in all local communities in Crawley, Horsham and surrounding areas.

Our strategic goals and objectives

1. Engage with more people affected by cancer in our local communities

2. Optimise range of services with focus on personalised care

3. Increase awareness of what we do

4. Collaborate with other local health and cancer care providers

5. Achieve sustainable financial resources to deliver on our strategy

During the past year, the Trustees, supported by senior personnel from the charity, have continued to develop our strategy, but have been cautious in short to medium term ambitions given current pressures on our financial income and limited number of personnel. As such, many of our resultant plans (i.e., elements which would require additional funding and/or significant human resources) must understandably now be delayed until a point when there is confidence in a suitably robust ongoing financial foundation to build further on. However, we will progress with our goal to improve the awareness and relevance of The Olive Tree, initially with the aim to increase our understanding of the patient journey. So, we are now administering a questionnaire to Centre visitors for this purpose and also adding a similar battery of questions for all new Olive Tree members to monitor our progress in this respect.

We will continue to reach out specifically to those within ethnic minority groups and to those in socially deprived areas within the Crawley/Horsham and surrounding area. Through raising awareness of how we can support them, we anticipate a greater adoption of our services going forward. Likewise, we will endeavour to increase the awareness of the Olive Tree, and how we support, among males, with the ultimate aim of greater numbers attending our centres, benefitting from the support we offer.

3. How we operate

3.1 Charity information, structure and governance

Charity registration

The Olive Tree Cancer Support Group is a Charitable Incorporated Organisation (CIO) registered on 9 June 2014. The Olive Tree is governed by its CIO Constitution dated 29 May 2014, which sets out the charity's powers and authorities. The constitution was amended by the Trustees and approved by the members at the Annual General Meeting (AGM) held on 24 February 2021 to facilitate AGMs being held virtually in addition to in-person meetings.

It is regulated by the Charity Commission of England and Wales. Registration number 1157386.

Address: Wentworth House, Crawley Hospital, West Green Drive, Crawley, West Sussex RH11 7DH

Trustee information

The Olive Tree Board of Trustees provides independent control and has legal responsibility for the management and administration of the charity. The Board is also responsible for the strategic direction of the charity and the authority delegated to Management. The Trustees are elected by the members of the charity at the AGM and, subject to re-election or early retirement, serve for a maximum of three, three-year terms, after which they must stand down for at least twelve months.

Volunteers, employees, professionals, cancer patients, their carers and others are entitled to become members of the Olive Tree and are entitled to attend its AGM and vote on important decisions affecting the charity.

The Board now consists of eight Trustees (ethnicity ratio - Asian 38%, White 62%). They all give their time to the Olive Tree on a voluntary basis and receive no remuneration. We are currently fortunate to have a team of Trustees that cover skills and experience from a broad range of backgrounds (industries, functions and cultures), including business leadership, accountancy, marketing, fundraising, volunteer and relationship management and consultancy.

When assessing potential new Trustee applicants, any relevant or distinct skills and experience are considerations in our selection. Where pertinent, for any area where our experience and/or knowledge are less strong, input is sought from relevant contacts in each of our networks. Trustees are encouraged to directly experience the Olive Tree in action and to engage staff, volunteer and patient feedback, as appropriate, in decision-making processes.



Trevor Christmas



Louise Cheung



Yulia Baynham



Graham Nicoll¹



Raj
Limbachia



Ian Lineham³



Ricky Ng³
(Sai Yeung Ng)



Siobhan Hogan³



Stephen Baily²

In accordance with section 13 of the CIO Constitution

- 1 Graham Nicoll retired by rotation at the Annual General Meeting held on 1st December 2023 (the “AGM”) and was re-elected for a further 3-year term.
- 2 Stephen Baily retired at the AGM and did not seek re-election.
- 3 Ian Lineham, Ricky Ng and Siobhan Hogan were appointed as Trustees since the AGM. They will retire at the next Annual General Meeting and seek reappointment by the members for a 3-year term.
- 4 The charity Trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. At the date of this report, Trevor Christmas is acting as Chair pending a formal nomination and appointment process.

The trustees would like to thank Stephen Baily for his support and dedication to the Olive Tree since joining the trustee board in 2020.

Governance

Trustee meetings take place monthly, every first Wednesday, in person or remotely. The Olive Tree Centre Managers and the Head of Fundraising and Communications also attend the meetings to report on their activities. The objective of the sessions is to ensure good governance, provide oversight of charity management and fundraising, ensure robust financial control and identify any improvements to user experience. All meetings have agenda, papers and reports, and minutes are prepared and reviewed.

Trustees undergo regular training from external organisations. Most recent training covered governance, GDPR, safeguarding, fundraising, impact assessment, fraud policy, digital operations, social media and annual reporting.

In addition to mandatory training courses, workshops designed to improve knowledge, skills and behaviours on topics such as safeguarding, EDI, reporting and governance are attended as appropriate.

The Trustees, in exercising their powers and authorities, confirm that they complied with their duty under the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing this report and accounts the Trustees have complied with the

requirements, set out in the guidance, to report on the significant activities and achievements of the charity in 2022-2023.

The charity has taken out an insurance policy that provides professional indemnity insurance cover for the Trustees.

3.2 Charity operations and risk management

Our employees and volunteers are an essential part of the Olive Tree Cancer Support Group and without them we could not operate.

Management and Staff

The Charity currently has a staff of six, all of whom are directly employed by the Olive Tree Cancer Support Group.



Terrie Stephens
Crawley Centre
Manager



Sheri Werner
Horsham Centre
Manager



Sophia Rapley
Head of
Fundraising and
Communications

Terrie Stephens was appointed as Crawley Centre Manager, following the retirement of Marilyn Drury in May 2023, having previously managed the Horsham Centre.

Sheri Werner joined in May 2023, replacing Terrie as Centre Manager in Horsham. Sheri previously volunteered with the Olive Tree as a Reiki therapist and now brings her significant professional experience to the Olive Tree, having worked for a major law firm in London.



Jackie Nunn
Administrator



Kerry Cameron
Administrator



Charlotte Hawkins
Communications
Administrator

Sophia Rapley joined the Olive Tree in April 2024, in the newly created post of Head of Fundraising and Communications, following the trustees' initiative to strengthen the Charity's fundraising capabilities. Sophia brings a wealth of experience within the charity sector, and we very much look forward to working with her in the coming years.



Marilyn Drury⁵
Centre Manager



Helena Taylor⁵
Fundraising
Manager



**Mehrafagh (Afagh)
Kalani⁵**
Administrator

We also welcomed Kerry Cameron on board as an administrator at the Olive Tree in July 2023, working alongside Jackie. Kerry has volunteered as a therapist and supported other activities at the Olive Tree for a number of years.



It is with great sadness that we must report the passing of Lisa Balcomb in May 2023. Lisa had worked tirelessly as an administrator at the Crawley Centre for almost 10 years, supporting many individuals suffering the effects of cancer, while fighting the very same disease herself. Lisa was extremely popular with the staff, volunteers and service users, and is very greatly missed.

The trustees would like to thank Sheri, Terrie, Charlotte, Kerry and Jackie for their hard work and commitment in running the day-to-day operations of the Centres, while at the same time giving empathy, compassion and support to everyone who visits the Olive Tree.

⁵ The trustees would like to thank Marilyn for the amazing work she did, developing and managing the Olive Tree over the 17 years up to her well-earned retirement. They would also like to thank Helena Taylor for her work as Fundraising Manager and Mehrafagh (aka Afagh) Kalani as administrator for their work for the Charity, both of whom left the Olive Tree to pursue other opportunities.

Volunteers



The Centre has 53 volunteers (excluding Trustees) including 10 counsellors, 4 coaches, 28 therapists and 11 who help with general administrative duties (Front desk, Drop-in organisers). Our aim is to have volunteers who are happy, engaged in shaping our services and eager to continually support the Olive Tree. Our engagement efforts are ongoing through volunteer lifecycle and we ensure consistent communication and recognition.

Training

The Olive Tree believes that training is key to the effective and efficient delivery of high-quality support to all those who chose to take advantage of the wide range of support services available. Our aim is to have well-trained and well-informed employees and volunteers. The Olive Tree remains committed to providing all necessary support to enable employees and volunteers to complete the tasks required.

The Centre Manager adopts an organised and rigorous approach to the recruitment and training of volunteers to ensure that they are appropriate in terms of skills, qualifications and their alignment with the Olive Tree values. Regular contact is maintained to ensure that the services that they deliver are of the appropriate standard, and they themselves have job satisfaction.

We encourage volunteers to attend training sessions that include Listening and Responding, First Aid, and Health and Safety. They are also urged to complete safeguarding and infection control courses available online. In addition to this, the Olive Tree funds additional training in Oncology Massage and Lymphatic Drainage Reflexology and, most recently, for Auricular Acupuncture.

We have maintained our link to the “Reward Gateway”, a scheme that provides staff and volunteers with a range of discounts, well-being tools and a new improved method of charity communication.

Risk Management

Trustees are responsible for managing and monitoring risks and having overall accountability. Management provides daily risk management on behalf of the trustees. There are reasonable processes in place for the identification and prevention of major risks, setting risk appetite and ensuring that risks are reviewed when issues arise.

Employees and volunteers involved in delivering charity services have a responsibility to identify any risks associated with delivering their work, and to escalate these risks to the Centre Manager and Trustees.

The trustees and management undertake regular reviews of the risk management action plan and risk register.

We operate a comprehensive annual planning and budgeting process. We monitor performance through the use of key financial and performance indicators which are reported to the Trustees at each meeting.



Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Specific risks considered by the Trustees include income, expense, reputation, fraud, cyber security, data protection, and staff and volunteers’ risks. Most recently the trustees also considered the potential risks arising out of the Ukraine crisis (impact on fundraising) and made provisions accordingly.

The majority of the Olive Tree’s recent income has come from donations including non-recurring, one-off grants and bequests. This fundraising risk is mitigated through a combination of a robust reserving policy and a professional and systematic fundraising approach, supported by volunteers.

The Trustees of the Olive Tree are aware of the risk of fraud in charities. The Olive Tree Anti-fraud policy covers counter-fraud mechanisms. Fraud awareness training programmes are planned for all staff and volunteers.

At the Olive Tree we take data protection seriously and our responsibilities are covered in the Data Protection Policy. As a risk mitigation measure, appropriate training is provided for staff.

We will continue to work on developing robust cybersecurity protocols to ensure full security, while at the same time building resilience to respond quickly to attacks with minimal impact on our operations and reputation. We continue our efforts towards alignment with the National Cyber Security Centre (Cyber Essentials framework). We know that security starts with people and our aim is to provide annual cybersecurity training for our staff and volunteers to help them to recognise cyber security threats and avoid making security mistakes.

People, leadership and culture are key to our service delivery. Major risks include the inability to recruit the staff with the right skills, the retention of high calibre employees, and sustaining the culture, may impact our ability to deliver services. We closely monitor and benchmark compensation and benefits, staff support and the supervision framework.

The Olive Tree has a small staff of six who collectively possess considerable knowledge regarding the charity and its operations. Robust succession plans are being put in place to ensure that tasks can be readily passed on to other members of staff, knowledge is shared, including the documentation of processes and procedures, and there is no impact on charity operations due to staff movements.

Health and safety issues, compliance and regulatory risks are controlled through the deployment of policies and procedures. We have a robust volunteer recruitment process with appropriate safeguarding DBS checks where required.

Robust Financial control

Processes and procedures are in place to

- protect the charity's assets
- identify and manage the risk of conflicts of interest, loss, waste, bribery, theft or fraud
- enable the Trustees to be in proper financial control of the Olive Tree
- enable the Olive Tree to meet the contractual obligations and requirements of funders
- ensure that financial reporting is robust, of sufficient quality and timely
- ensure that the trustees comply with charity law and regulation relating to finance.

3.3 Fundraising activities

Key donations and grants received in 2022/2023

The provision of our services is primarily dependent upon funding made through charitable donations and grants.

The Olive Tree's promise to the general public, our community and to our valued supporters, staff and volunteers, is that our fundraising is, in all its forms, legal, open, honest, and respectful. We take every reasonable step necessary to comply with the law and are fully responsible for our actions, ensuring that our fundraising is carried out in line with the Code of Fundraising Practice. We make sure that all of those who fundraise on our behalf do likewise and, as such, do not cause detriment to the charity's reputation. We also verify that all such fundraising activities are in-line with both our ethical standards and legal requirements.

The Olive Tree, in deciding whether to accept a donation or gift, considers the charity's best overall interest, and will refuse donations from donors whose activities appear to be in direct conflict with any of our charitable aims or objectives.

Supporters who wish to donate to a specific area of the Olive Tree's work can do so by providing written instruction to this effect with their donation. The Olive Tree will always respect this. If the Olive Tree is unable to accept such a request, then the donation is refused or refunded if the donor does not wish the money to be used for a suitable alternative purpose.



Helena Taylor
Fundraising Manager
(until December 2023)



Sophia Rapley
Head of Fundraising
and Communications
(Joined April 2024)

Fundraising Performance

Following the continued growth of the Charity's operations and therefore its fund requirements, the Trustees launched an initiative to strengthen the capabilities, with the creation of a new post, Head of Fundraising & Communications. Sophia Rapley was appointed to this post in April 2024, and we very much look forward to working with her in the coming years. We are grateful for the work of Helena

Taylor during her time at the Olive Tree and wish her good luck in her future endeavours. We would like to thank The Henry Smith Charity for their continued support in supporting this position again this year.

We greatly appreciate the efforts and generosity of all who have contributed to our funds over the past year. Our overall income in 2022/23 from all sources (excluding investment income) was £99,239 (2021/22: £184,226).

We gratefully received grants from The National Lottery Community Fund, Pink Ribbon Foundation, Gatwick Airport Community Trust, Longley Trust, Albert Hunt, The Hendy Foundation, Horsham District Council and the Hospital Saturday Fund. We would also like to thank Crawley Borough Council, Sussex Police, Magic Little Grants, Rowan Bentall Charitable Trust and Marsh Charitable Trust for their financial support, and express our gratitude for the kind and generous donations in memory received in the year; in these toughest of times - every contribution we receive makes a significant difference. We would also like to thank James for Carpets which donated new carpet for our Horsham Centre, Cocoa Loco, Floating Feather, and Arch Insurance International for their support.

Olive Tree in the Community

Many of our volunteers and supporters have continued to raise money through their own initiatives. We are extremely proud of them and sincerely grateful for their exceptional efforts. These include organisations such as TCR Gatwick, Over the Hillbillys at Ifield Golf Club, Bohunt School and RAM Cricket Club, who have each helped raise large sums that have proved integral to our ability to support our patients. Also, individual fundraisers Theresa Murray, Jon Hawkins, who completed the South Downs Century 2023 cycling challenge, and Jamie Hawkins, who nominated the Olive Tree to benefit from Bohunt School's Big Camp Out.



Over the Hillbilly's cheque presentation



Steel band at the RAM Club's Caribbean Night



Jon Hawkins completing his 100 mile ride



Poster designs from Bohunt School's Big Camp Out

We enjoyed several fundraising activities in our vibrant communities in Crawley and Horsham in 2022/23. These included match-day collections at Crawley Town FC and Horsham FC; a foyer collection at the Hawth Theatre, quiz night at the Red Deer, Horsham and a presence at the RAM Cricket Club tournament in July 2023 and at Crawley Pride in August 2023. Our thanks to all the dedicated volunteers who took part and thank you to all our community partners for their continued generous support.

We were chosen as Charity of the Year for the civic year 2023/24 by Chairman of Horsham District Council Cllr Dr David Skipp and thank him for his kind support of the Olive Tree.

All the income received has so far proved vital in our ongoing provision of services, continuing to help improve the lives of our many users affected by cancer, and has helped us build a necessary financial buffer to secure the delivery of our services for the foreseeable future.

Engagement with our donors

Our donors are critical to the ongoing success of the Olive Tree. As well as being a source of funding, they are also often the most enthusiastic supporters and promoters of our goals and mission. Funders require tailored information and ongoing communication by way of monitoring and end of funding reports, and we are committed to collecting and providing the most useful data so that they can continue to trust in our delivery of services. For individual and corporate donors, we are creating a fundraising pack that ensures each donor is supported and recognised at each stage of their fundraising journey in a consistent way.

Looking Forward

With new members registering to use our services month on month, and with a focus on developing our services to ensure that they are as wide-reaching and inclusive as possible, whilst engaging and training our volunteers, our fundraising challenge will become greater. To date, this has proved to be very challenging. There is greater competition for grants and community funds available to us. We are exploring ways to diversify our income streams so that we tap into the community spirit present in the areas in which we work, strengthening our connections with local businesses, creating more fundraising activities in our Centres and engaging more effectively and consistently with individual fundraisers.

3.4 Stakeholder management and communications

Engagement with our stakeholders remains a high priority for the Olive Tree and is a means of advising us of the impacts of our decisions and enabling us to better respond to their needs. The development and building of strong relationships with each of them is an important, ongoing part of our charity operations and governance.



Our key stakeholders are below: All Trustees and management are committed to being open and transparent with the charity regulators and to meeting all of the Small Charity compliance requirements. A thorough and up-to-date understanding of legislation affecting the Olive Tree such as Charity Commission regulatory reporting (changes to SORP, best practice guides, new Trustee information) and forums for Trustees and Staff is core to ensuring that all decisions conform to the relevant guidance and constraints.

Ongoing provision of feedback and testimonials from the users of the Olive Tree are integral to the continuous shaping and improvement of services. As a minimum, we conduct a service user satisfaction survey every three years and issue a new user satisfaction survey on an annual basis.

We actively use a range of communication channels in order to keep our service users informed. For example, we issue a monthly update newsletter from the Centre management team, we extend an invitation to attend the AGM, and we circulate our Annual Report to members. We aim to further increase our usage of social media platforms such as LinkedIn, Facebook, Instagram and X (Twitter) and to proactively engage further with these channels through our recently appointed Head of Fundraising and Communication, Sophia Rapley. These platforms allow us to freely engage with our supporters and those interested in our work by publishing our latest news, details of our fundraising events and campaigns, and up to date information regarding our service provision.

We are extremely grateful to our donors because, as a self-funded charity, without them the Olive Tree would struggle to survive. We engage with each of these on an individual and tailormade basis, and ensure that their required funding reports, both interim and at the end of funding, are submitted in a complete and timely manner.

Engagement with the local community (such as Crawley Local Community Network and Local Cancer Network), the general public and media through various community fundraising events, other Centres (Horizon in Brighton, Age UK in Horsham and Horsham District Council Wellbeing Centre), and meetings with local GP practices promoting the Olive Tree, remain a priority.

4. Financial report

4.1 The Financial Review 2022/2023

Treasurer's report

The charity has experienced a more challenging fundraising environment in the 2022/23 year. This, together with the expansion of operations in Horsham, opening the centre in Lavinia House significantly increasing the cost base of the Charity, presents a new level of financial challenge for the organisation.

This is largely a consequence of the nature of the Charity's funding, comprising primarily donations, grants, legacies and other non-recurring income, resulting in a less predictable income stream than

many other similar organisations. Thankfully, the strong financial position at the end of the previous year means the charity remains well placed to continue delivering its services for the foreseeable future.

The deficit for the year was £(81,621), following a surplus of £76,841 in the prior year. That deficit is a result of a combination of reduced income and the additional expenses incurred in the Horsham centre, details of which can be found in the Income and Expenditure Account at section 4.3. Our reserves take account of the long-term nature of our operations and the needs of our service users. We plan to keep them at the level required in the Reserves Policy, fully taking account of the wide range of risks to which the charity is exposed. The self-funding nature of the charity presents significant reliance on income received, with inherent volatility. Outgoings, by contrast, comprise items such as staff costs, premises, IT, therapy and volunteer expenses which are stable and, in many cases, unrelated to activity levels.

Income

The primary sources of income are donations, fundraising activities and legacies, together with certain grants for specific purposes. Income received in the year was £104,435 (inclusive of interest), significantly down from £184,226 in the prior year. The decrease includes a bequest from the Estate of June Scott Aird of £75,716 received in the prior year, with no equivalent amounts being received in the current year. The planned expansion of fundraising and grant activity in the current year unfortunately did not materialise, but new plans are now in place, including some longer-term funding arrangements.

Expenditure

Expenditure for the year was £186,056, up from £107,385 in the prior year. The increase of £78,671 was primarily from Equipping and fitting out the Horsham centre, staff costs with additional resources in fundraising, awareness and administration, and drop-in and therapy expenses following increased activity.

Financial Impact

Activity levels in the Crawley centre have now increased to pre-pandemic levels, and activity in the new Horsham centre is building rapidly. We currently have a significant waiting list for our services and a shortage of volunteer therapists. We continue with the drive to recruit additional volunteer therapists and counsellors to enable us to address that list which will, of course, further increase the drop-in and therapy expenses.

Financial Outlook

There are a number of areas which will give rise to increased expenses in the coming year. A full year of expenses at Lavinia House, increased fundraising resources and the employment of a second centre manager in 2023, previously a secondee from the NHS. The latter post is currently largely funded by a grant from the Sussex Integration Care Board, and the Olive Tree now benefits from a grant from the National Lottery Community Fund - RC London and South East Region, which will together cover around a quarter of the Charity's expenses. This still leaves three quarters of the annual expense budget to be raised in the year.

While the level of reserves held at the start of 23/24 are considerably down on the previous year, they still provide a financial buffer, giving the trustees a high level of confidence that sufficient funds can be raised to continue delivering services for the foreseeable future.

Restricted Funds

Restricted funds comprise amounts received for a specific purpose. Such funds are monitored to ensure they are only applied for the purpose specified, and any balance of such funds is recorded separately.

	£
Funds b/fwd	15,406
Income Received	11,285
Expenses Paid	(25,213)
Funds c/fwd	£ 1,478

Horsham Information Hub. A grant from Macmillan funding costs in the Horsham centre ended in the previous financial year. The balance of £2,541 carried forward has now been fully expended.

Horsham Services. A balance of £8,959 from a grant received from S C Foundation in the previous financial year was carried over into the current financial year and has now been fully expended.

Counselling Grant. A grant from the S C Foundation in respect of counselling supervision costs carried over at the start of the year at £2,100 has now been fully expended.

Fundraising Officer. A grant was received from the Henry Smith Charity in the amount of £6,600 to support the role of Fundraising Officer. The grant received has been fully expended with no amounts being held over.

Reserves held

Unrestricted reserves, comprising that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes, were £213,389, decreasing from £281,082 for the prior year, are in line with the reserving policy (below) and follow the deficit of income over expenditure detailed on page 24, adjusted for the movement in restricted funds. Details of funds invested are included on page 25.

Risk management and reserves

The Trustees undertake regular assessments and, where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These inform the Trustees' consideration of an appropriate target range for reserves.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Reserves Policy

The Trustees set, publish, implement and monitor the Reserves Policy in line with the guidance provided by the Charities Commission in England and Wales, "Charity Reserves and Building Resilience" (CC19) to ensure compliance with their legal duties to:

- a. act in the interests of their charity and its beneficiaries
- b. protect and safeguard the assets of their charity
- c. act with reasonable care and skill
- d. ensure their charity is accountable.

The Trustees have reviewed the financial risks facing the organisation (see Risk Management section) and quantified both the probability and magnitude of those risks. The Trustees have resolved as a policy to set both an upper and a lower limit of unrestricted reserves to be maintained for such purposes, and to act to increase or decrease expenditure if the reserves fall outside those limits.

At the date of the approval of this report by the Trustees, the target range of reserves was £196,000 to £295,000 (2022: £193,000 to £290,000), slightly up on the previous year. There is an increase due to

the property commitments largely offset by a reduction in the risks associated with preferential costs currently enjoyed by the Charity.

Actual unrestricted reserves at £213,389 (2022: £281,082) are within the target range.

Large Donations, Grants and Bequests

Significant amounts (£2,000+) were received from:

Celebration of World Women - Waller	£6,084
CPR Computers	£2,000
Hendy Foundation	£3,600
Over the Hillbillies Golf (in memory of Mick Jenkins)	£2,400
Penny Hayles (in memory of)	£2,950
Pink Ribbon Foundation	£4,500
RAM Club	£5,000
The Albert Hunt Trust	£5,000
The Henry Smith Charity	£6,600
The Hospital Saturday Fund	£2,000
The National Lottery Community Fund - RC London and South East Region*	£5,000

* Please note that this was the first instalment of a 5-year grant totalling £100,000 for the period.

Fundraising donations via JustGiving were £17,510.

Independent Examiner

Sue Edwards has been appointed as independent examiner to Olive Tree Cancer Support Group during the year following the resignation of Ian Lineham from that role..

Approved by the trustees on 28 May 2024 and signed on their behalf by



Trevor Christmas
Trustee

4.2 Report of the Independent Examiner

Independent Examiner's Report to the Trustees of the Olive Tree Cancer Support Group, registered charity 1157386

I report to the Trustees on my examination of the accounts of the Olive Tree Cancer Support Group ("the Charity") for the year ended 31 August 2023 set out on pages 24 to 25.

Responsibilities and basis of report

As the Trustees of the Charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act; or
- the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

S. M. Edwards

Sue Edwards
Chartered Certified Accountant
74 Anderida Road
Lower Willingdon
Eastbourne
East Sussex
BN22 0PZ

Date 27 June 2024

4.3 Income and Expenditure Account

Year ended 31 August 2023

	2023	2022
	£	£
Income		
Fundraising and Donations	54,633	38,467
Grants	30,950	49,149
Covid-19 related grants <i>including CJRS</i>	-	478
Bequests	-	81,966
Drop-in and Therapy Donations	9,959	9,722
Events	3,697	2,981
Total Operating Income	99,239	182,763
Interest	5,196	1,463
Total Income	104,435	184,226
Expenditure		
Staff Costs	110,049	66,242
Drop-in and Therapy expenses	17,950	11,644
General Expenses	16,244	18,824
Equipment	14,177	413
Premises (Horsham)	24,551	7,796
Fund Raising	2,584	620
Advertising and Awareness	-	1,347
Training	501	499
Total Expenditure	186,056	107,385
Excess of Income over Expenditure	(81,621)	76,841
Opening Funds	296,488	219,647
Closing Funds	214,867	296,488
Reserves		
At 31 August		
Cash at Bank	214,867	296,488
Restricted Funds	(1,478)	(15,406)
Unrestricted Reserves	213,389	281,082

Notes to the Financial Statements

The Charity had funds at 31 August 2023 of £214,867 (2022: £296,488) which were invested as follows:

	<u>2023</u>	<u>2022</u>
	£	£
CAF Cash Account (current account)	12,701	16,684
CAF Gold Account (immediately available)	24,000	30,000
CAF Gold (Direct Donations, immediately available)	1,100	55
Cambridge and Counties (95 days' notice)	80,283	80,134
Redwood Bank (95 days' notice)	56,783	84,615
Saffron Building Society (immediately available)	40,000	85,000
	<u>£214,867</u>	<u>£296,488</u>

THE OLIVE TREE CANCER SUPPORT GROUP CONTACT DETAILS

Horsham

T: 01403 627 424

E: Horsham@olivetrecancersupport.org.uk

Crawley

T: 01293 534 465

E: office@olivetrecancersupport.org.uk

Accounts



The Queen's Award
for Voluntary Service



OLIVE TREE CANCER SUPPORT GROUP

Annual report and accounts for the year ended
31 August 2022

Registered charity No. 1157386

The Olive Tree Cancer Support Centre, Crawley Hospital,
West Green Drive, Crawley, West Sussex RH11 7DH



Social media

www.olivetrecancersupport.org.uk/



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Chairman's statement



Graham Nicoll
Chairman

I am pleased to report that impressive progress has been made by our charity in the course of the 2021/22 financial year, and would like to thank our staff, volunteers and supporters for their dedication and hard work, which have been integral to making this happen, whilst continuing to meet our consistently high standards in service delivery.

Although the restrictions and guidelines resulting from the coronavirus pandemic have been relaxed, the Olive Tree has continued with certain Covid-19 safety measures in order to protect the most vulnerable of our members, including the wearing of masks, hand sanitiser and screens.

We have now started to experience significant increases in the number of new patients and users at both of our Centres, which had been anticipated following the delays in diagnosis and treatment as a consequence of the pandemic. In order to meet the increasing demand for our services, in particular in Horsham, we moved from the information hub based at Horsham Hospital to a new centre at Lavinia House, Horsham, which became operational in October 2022, offering a full range of services comparable with those already offered at our Crawley centre.

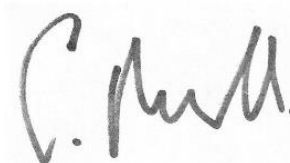
Through the course of the 2021/22 year, we raised an impressive total income of £184,000, a new annual high for the Olive Tree. This was close to the level of expenses that we have forecasted we will incur in the current 22/23 financial year. However, £82,000 of this arose from an unprecedented level of bequests from wills. The rest of our income, at just over £100,000, almost exactly matched the equivalent figure for the previous year. Given that we were operating without a Fundraising Manager for the first four months of the year (whilst in the course of recruitment), I believe that this was a significant achievement.

To support both the increased number of service users and the new Horsham location, the Olive Tree will now require a significantly higher level of income. Unfortunately, the current financial year 2022/23 has proved far more challenging, with the first six months to February 2023 seeing an income of only £34,000, resulting in a net outflow of funds of more than £65,000. As a response to this, we have focused further on increasing the numbers of, whilst maintaining the quality and relevance of, our grant applications. Though we (at the end of the 2021/22 financial year) had a healthy coverage from our reserves, these have already significantly reduced, so I implore readers of this report to consider how they might be able to support us through these very challenging times.

Looking forward

The current pressures on financial income and personnel have affected our ambition in the short-term. The Board of Trustees have expended considerable time, thought, and effort in producing a new long-term strategy and plan, mapping out an exciting future for the Olive Tree in the coming years. However, the supporting plan for the next 12 months deliberately will not require additional investment to deliver. Not until the financial situation improves will we progress with other proposed actions in support of the strategy.

The initiatives we are currently focused on include a drive to improve in our awareness and relevance to potential users guided by enhancement of our understanding of the patient journey. In addition to our regular patient satisfaction survey, in 2023 we will be launching a questionnaire to Centre visitors to enhance our understanding of their needs and experiences.

A handwritten signature in dark ink, appearing to read 'G. Nicoll', written in a cursive style.

Graham Nicoll
Chair

1. Who we are and what we do

1.1 Background and a summary of charity activities in 2021/2022

Charitable object

The charitable object of the Olive Tree Cancer Support Group (the Olive Tree), as registered with the Charity Commission, is to relieve the physical or emotional distress of persons with cancer and their partners, families, friends and carers through the provision of services.

The Olive Tree operates from its support centre in Crawley and, from October 2022, its support centre in Horsham, the latter replacing the Horsham Information Hub which had operated from Horsham hospital. The Olive Tree is open to everyone who is affected by cancer irrespective of whether newly diagnosed or a longer-term patient as well as their families. There has been a marked increase in demand for our services. In 2021/22, our Centres welcomed 245 new users, with 48 of these initially attending our new Horsham facilities.

The Olive Tree is a welcoming and trusted 'safe place' for its cancer patient community and for their loved ones, offering reassurance and relaxation at times of most need. Its empathetic and supportive team provides valued services, help and key understandings that enable and empower patients to meet challenges throughout their cancer journey.

In the reporting year, the number of new patients attending the Olive Tree have significantly increased year-on-year (245 vs 140, an increase of 75% year-on-year). We provided services to an estimated 24% of newly diagnosed cancer patients living in Crawley, and 5% in Horsham (see table below). This shows that our support is relevant to many more potential patients, particularly in Horsham.

Demand for our services will continue to increase. Current estimates suggest that about half of the UK population will be diagnosed with cancer during their lifetime. Also, due to advances in medical care, more people are being cured and surviving longer, which means we will support our patients, their family members, carers and friends for longer.

Area of residence	New users at the Olive Tree 2021/22 (prior year)	New cancer cases (as of Feb 2020, no 2021/22 data) ¹	Total area population (2019) ²
Crawley & local areas	126 (70)	530	112,410
Horsham area	64 (47)	1,400	143,790
Other areas	55 (23)		
Total	245 (140)	1,930	256,200

Our services are not restricted to those living within the two town boundaries. Our users come from many local areas including Broadfield, Bewbush, Langley Green, Horley, Burgess Hill, East Grinstead, Haywards Heath and Billingshurst. The closest other cancer support centres to Crawley are in Chichester, Guildford, Redhill and Brighton, demonstrating the unique position of the Olive Tree to meet the demand for services from an extended region of local communities. As such, it is estimated that we are potentially accessible by a total population approaching 500,000 people.



¹ <https://www.cancerresearchuk.org/cancer-info/cancerstats/local-cancer-statistic>. Crawley and Horsham, February 2020.

² Sussex Community Foundation Insight reports, October 2020

Supportive services

The aim of the Olive Tree is to provide therapeutic care to cancer patients and those supporting them, enabling them to cope better with their disease and treatment. We are a self-funded charity, and our therapies and services complement the medical support that is given to cancer patients by the NHS. We do not offer any medical treatments or advice.

The Olive Tree provides many different types of services to its users. We had 2,241 user visits to our Centres in 2021/2022 (up by 80% on the previous year, at 1,247 visits, a reflection both of 'a return to relative normality' following the pandemic and of the increasing demand for our services) with an average of 187 per month (highest month was May 22 with 247 visits). Complementary therapy continues to be the most popular reason for a visit (at 58%) followed by counselling (11%).

We ran a series of workshops throughout the year at both centres, including mindfulness, nutritional therapy and art projects. We regularly conduct sessions with Headwrappers, who help hair loss and scalp care and with Nicola Jane, who provides a lingerie fitting and retail service for breast surgery patients. We continue with a face to face and remote, blended, approach for new patient interviews, counselling, coaching and hypnotherapy, offering a more flexible access to meet patients' specific requirements.

Services	Description
Information support	Library of books, magazines, local and national information, and Macmillan brochures.
Complementary therapies	Complementary therapies are offered to anyone who visits the Centre, both those with cancer and their supporters. These therapies complement orthodox cancer treatments and improve the quality of life by relieving stress and tension. They are based on the holistic principle that healing works on all levels: spiritual, mental, emotional and physical. - Acupuncture - Aromatherapy - Energy Healing - Meditation and relaxation - Reflexology - NADA protocol ear acupuncture - Bowen Technique - Emotional Freedom Technique (EFT) - Pranic Healing - Massage - Reiki - Emotional Support Therapies - Cranio-Sacral Therapy - Hypnotherapy - Indian Head Massage - Oncology Massage
Counselling & Coaching	Counselling and Coaching offers patients alternative approaches to find their own solutions to difficulties, and a way through a crisis and beyond.
Support groups	Breast cancer group, Secondaries club, Prostate cancer group
Workshops	Various topics - Mindfulness, Card Making, Headwrappers
Pink Ribbon programme	Exercise for breast cancer patients
Exercises classes	Yoga, Pilates, Qigong
CAB Welfare/ Benefits	Confidential benefits advice
Drop in	Social afternoons to discuss any concerns or just speak with someone
Wig service	Selection of wigs, hats, scarves and bandanas with a fitting service

We continue to receive excellent feedback from our users with their testimonials included throughout the report.

“ *This is a fabulous place - everyone is so lovely, friendly and kind. The Olive Tree is just brilliant and deserves 10 stars!*

“ *I found the whole experience really helpful, having originally thought that I wouldn't gain a lot from counselling. I would recommend this service to anyone in a similar situation to mine.*

Impact of Covid-19

The Centre in Crawley was made Covid-19 secure in 2020 and we have remained open since the beginning of the pandemic.

The ongoing threat of Covid-19, in the light of patients' possible vulnerability, meant that we continued with new ways of working developed during the pandemic. Telephone and online video platforms (Teams and Zoom) are still available for counselling, coaching, ETF, and hypnotherapy, and are now provided as a blended convenient option for those unable to attend the Centre for regular appointments.



“ *Thank you for being there at the worst and saddest time of my life. Losing my lovely husband so unexpectedly and cruelly has devastated me and overwhelmed me. You have been there to support, guide and help me and your kindness has been wonderful. You play a very important role to people like myself and all I can do is say a very big thank you.*

Horsham Centre and Information Hub

The arrangement at the Information Hub and the sessions at Total Therapy, Horsham continued to thrive during the end of 2021 and beginning of 2022. However, it was increasingly apparent that the need for Olive Tree services in Horsham was greater than we could provide using those facilities.

Early in 2022 the search began again for suitable accommodation and in April negotiations started with Age UK Horsham for the Olive Tree to lease part of their premises in Lavinia House. This now includes an office, reception area, 2 therapy rooms and a counselling room. The plan was to move to the larger premises at Lavinia House during the summer months, including the transfer of the Macmillan Support Worker and the Fundraising Manager. It was envisaged at this stage that the Centre would be open to clients by the end of August 2022, and fully operational by Christmas 2022.

Whilst we incurred some frustrating delays in the process of the preparation for full opening of the Centre, all rooms at Lavinia House became operational in October 2022 and we were able to formally launch with an official celebration on 22nd February 2023.

1.2 Achievements

Feedback received from users

“ I found it immensely helpful to know that I could always drop in to chat about my fight with multiple myeloma and also to make use of the services and facilities.

“ I came in to try on some wigs and was allowed to take three home to try on with different outfits. I am so pleased and happy with these.

“ Fab morning and great fun. Learnt things I will be using in the future. Marvellous goody bag of freebies. I walked out feeling on top of the world.

“ Discussing my treatment, ailments, pain, emotional anxiety and (cancer) journey with Olive tree staff and therapists has helped me massively. Being able to discuss these issues with a friendly face and a listening ear has helped me come to terms with living with cancer. My life changed after being diagnosed with an incurable disease at 48 years old and the financial guidance provided by the Olive Tree has helped me in so many ways.

“ I have been doing the CU Fitter exercise classes since they started at the Olive Tree and it is perfect for helping people gently get back into fitness and good health as it has exercises for all abilities. It really does help and also gets your confidence back being able to do something positive on your road to recovery. The trainer is inspirational and explains everything you are doing and how it will help you to recover.

The Queen's Award for Voluntary Service



As reported in the previous Annual Report, we were honoured with The Queen's Award for Voluntary Service (QAVS) in 2020/21, the highest award a voluntary group can receive in the UK, equivalent to an MBE. This recognises our outstanding work that continues to benefit our local community. Mrs Susan Pyper, the Lord-Lieutenant of West Sussex, presented the crystal award and certificate at a presentation evening held at the Crawley RAM Club on 11th October 2021.

From the left: Trevor Chrismas (Trustee). Mrs Susan Piper, Brenda Millar (Volunteer)

1.3 Looking forward statement

Our ambition remains to become a well-recognised, inclusive local charity supporting everyone who needs it, as they or their loved ones are undergoing cancer treatment or living with cancer. Long-term consequences of the pandemic will be felt for some time, including a continuing backlog of cancer patient requirements, both from those who have not yet progressed with treatment, or have unknowingly delayed diagnosis during the times of lockdown. Because of this, and also as a result of the continued increase in the prevalence of cancer in its various forms, the demands for our services will undoubtedly continue to increase.

To meet the increased demand, we have needed to focus on recruitment of further volunteers. It is important that they have the right skills, are motivated and have suitable personalities, in order to maintain our current high standards of delivery and care. We will continue to measure our performance using appropriate assessments, such as user feedback, to ensure that this is the case.

With users now enjoying the experience of on-line services (counselling) in addition to coming to our centres, we continue to explore other ways in which technology might help improve our efficiency, delivery and overall effectiveness. For example, we are (in Q2 2023) in the process of implementing a new online appointment booking system.

Our continued expansion in Horsham will hopefully enable new local business partnerships to be formed, and offers a broader audience from which individual supporters and fundraisers can be sought and engaged.

Whilst we have developed a longer-term strategy during the course of the year (further details follow in the next section), as a first priority it is our duty to 'balance our books' and must be sure that we can fully fund what we currently deliver for the foreseeable future. We are very aware that this is a tough ask, but believe that it is achievable, in particular given the long-term commitment and generosity of our supporters.



2. Our Long-Term Strategy

2.1 Our Charity Strategy to 2030

According to Macmillan analysis as of September 2021, an estimated 3 million people are living with cancer in the UK. This number is predicted to rise to nearly 3.5 million by 2025, 4 million by 2030, and 5.3 million by 2040. This increase is partly due to the UK's growing and ageing population, but also due to improvements in survival/prolonged lifetime through better cancer diagnosis and treatments. We welcome the development of the 10-year cancer plan by the government for England by 2032. It will support further innovation and improvements to care that should result in 75% of cancer cases by 2028 to be of early-stage diagnosis.

Our long-term strategy demonstrates our determination to reach as many people as possible in our local communities. We shall continue to provide a wide range of supportive services that meet the ever-evolving needs of our users. We pride ourselves in living our values in everything that we do.

Our Values

The Olive Tree **C.A.R.E.S.**

Compassion

Approachability

Reassurance

Empathy

Support

Our Vision

Our long-term aim is to be a well-recognised charity that provides free, accessible, personalised, innovative care and support to those affected by cancer in all local communities in Crawley, Horsham and surrounding areas.

Our strategic goals and objectives

1. Engage with more people affected by cancer in our local communities

2. Optimise range of services with focus on personalised care

3. Increase awareness of what we do

4. Collaborate with other local health and cancer care providers

5. Achieve sustainable financial resources to deliver on our strategy

During the past year, the Trustees, supported by senior personnel from the charity, have continued to develop our strategy, but have been cautious in short to medium term ambitions given current pressures on our financial income and limited number of personnel. As such, many of our resultant plans (i.e., elements which would require additional funding and/or significant human resources) must understandably now be delayed until a point when there is confidence in a suitably robust ongoing financial foundation to build further on. However, we will progress with our goal to improve the awareness and relevance of The Olive Tree, initially with the aim to increase our understanding of the patient journey. So, in March 2023 we will be administering a questionnaire to Centre visitors for this purpose and also adding a similar battery of questions for all new Olive Tree members to monitor our progress in this respect.

We will continue to reach out specifically to those within ethnic minority groups and to those in socially deprived areas within the Crawley/Horsham and surrounding area. Through raising awareness of how we can support them, we anticipate a greater adoption of our services going forward. Likewise, we will endeavour to increase the awareness of the Olive Tree, and how we support, among males, with the ultimate aim of greater numbers attending our centres, benefitting from the support we offer.

3. How we operate

3.1 Charity information, structure and governance

Charity registration

The Olive Tree Cancer Support Group is a Charitable Incorporated Organisation (CIO) registered on 9 June 2014. The Olive Tree is governed by its CIO Constitution dated 29 May 2014, which sets out the charity's powers and authorities. The constitution was amended by the Trustees and approved by the members at the Annual General Meeting (AGM) held on 24 February 2021 to facilitate AGMs being held virtually in addition to in-person meetings.

It is regulated by the Charity Commission of England and Wales. Registration number **1157386**.

Address: Wentworth House, Crawley Hospital, West Green Drive, Crawley, West Sussex RH11 7DH

Trustee information

The Olive Tree Board of Trustees provides independent control and has legal responsibility for the management and administration of the charity. The Board is also responsible for the strategic direction of the charity and the authority delegated to Management. The Trustees are elected by the members of the charity at the AGM and, subject to re-election or early retirement, serve for a maximum of three, three-year terms, after which they must stand down for at least twelve months.

Volunteers, employees, professionals, cancer patients, their carers and others are entitled to become members of the Olive Tree and are entitled to attend its AGM and vote on important decisions affecting the charity.

The Board now consists of six Trustees (ethnicity ratio - Asian 33%, White 67%). They all give their time to the Olive Tree on a voluntary basis and receive no remuneration. We are currently fortunate to have a team of Trustees that cover skills and experience from a broad range of backgrounds (industries, functions and cultures), including business leadership, accountancy, marketing, fundraising, market research and consultancy. When assessing potential new Trustee applicants, any relevant or distinct skills and experience are considerations in our selection. Where pertinent, for any area where our experience and/or knowledge are less strong, input is sought from relevant contacts in each of our networks. Trustees are encouraged to directly experience the Olive Tree in action and to engage staff, volunteer and patient feedback, as appropriate, in decision-making processes.



Alla
Levadnaya²



Trevor Chrismas
(Treasurer)



Raj
Limbachia



Graham Nicoll
(Chairman)



Stephen Bailly



Yulia Baynham¹



Louise Cheung

In accordance with section 13 of the CIO Constitution

- 1 Yulia Baynham retired by rotation at the Annual General Meeting held on 30th November 2022 (“The AGM”) and was re-elected for a further 3-year term.
- 2 Alla Levadnaya retired at the Annual General Meeting held on 30th November 2022.
- 3 The charity Trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. At the date of this report the appointed Chairman is Graham Nicoll.

The trustees would like to thank Alla Levadnaya for her support and dedication to the Olive Tree since joining the trustee board in 2017.

Governance

Trustee meetings take place monthly, every first Wednesday, in person or remotely. The Olive Tree Manager and the Fundraising Manager also attend the meetings to report on their activities. The objective of the sessions is to ensure good governance, provide oversight of charity management and fundraising, ensure robust financial control and identify any improvements to user experience. All meetings have agenda, papers and reports, and minutes are prepared and reviewed.

Trustees undergo regular training from external organisations. Most recent training covered governance, GDPR, safeguarding, fundraising, impact assessment, fraud policy, digital operations, social media and annual reporting.

In addition to mandatory training courses, workshops designed to improve knowledge, skills and behaviours on topics such as safeguarding, EDI, reporting and governance are attended as appropriate.

The Trustees, in exercising their powers and authorities, confirm that they complied with their duty under the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing this report and accounts the Trustees have complied with the requirements, set out in the guidance, to report on the significant activities and achievements of the charity in 2021-2022.

The charity has taken out an insurance policy that provides professional indemnity insurance cover for the Trustees.



3.2 Charity operations and risk management

Our employees and volunteers are an essential part of the Olive Tree Cancer Support Group and without them we could not operate.

Management and Staff



Marilyn Drury
Centre Manager



Helena Taylor
Fundraising Manager



Lisa Balcomb
Administrator



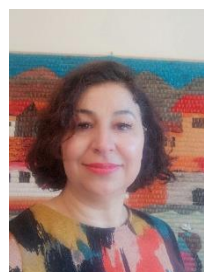
Jackie Nunn
Administrator



Terrie Stephens
Horsham Centre
Manager



Charlotte Hawkins
Communications
Administrator



**Mehrafagh (Afagh)
Kalani**
Administrator

The Olive Tree currently has a staff of seven. The Crawley Centre is managed by Marilyn Drury. Her position is a salaried NHS post, with additional funding by The Olive Tree. Administrative duties in Crawley are conducted by Lisa Balcomb and Jackie Nunn who are employed on a job share arrangement and are both employees of the Olive Tree.

Terrie Stephens has been appointed as Horsham Centre Manager, following our expansion of service in Horsham. At this point, we welcomed Charlotte Hawkins who joined as Horsham Administrator, a part-time role. She subsequently, in January 2023, progressed to the position of Communications Administrator owing to her well-developed knowledge and abilities in social media. Welcome also to Afagh Kalani who joined us in January 2023 replacing Charlotte in her previous Administrator role.



We are very grateful to Marilyn, Helena, Lisa, Jackie, Terrie and now Charlotte and Afagh, for their hard work and commitment in running the day-to-day operations of the Centre, and at the same time giving empathy, compassion and support to everyone who visits the Olive Tree.

Volunteers

The Centre has 53 volunteers (excluding Trustees) including 10 counsellors, 4 coaches, 28 therapists and 11 who help with general administrative duties (Front desk, Drop-in organisers). Our aim is to have volunteers who are happy, engaged in shaping our services and eager to continually support the Olive Tree. Our engagement efforts are ongoing through volunteer lifecycle and we ensure consistent communication and recognition.

Training

The Olive Tree believes that training is key to the effective and efficient delivery of high-quality support to all those who chose to take advantage of the wide range of support services available. Our aim is to have well-trained and well-informed employees and volunteers. The Olive Tree remains committed to providing all necessary support to enable employees and volunteers to complete the tasks required.

The Centre Manager adopts an organised and rigorous approach to the recruitment and training of volunteers to ensure that they are appropriate in terms of skills, qualifications and their alignment with the Olive Tree values. Regular contact is maintained to ensure that the services that they deliver are of the appropriate standard, and they themselves have job satisfaction.

We encourage volunteers to attend training sessions that includes Listening and Responding, First Aid, and Health and Safety. They are also urged to complete safeguarding and infection control courses available online. In addition to this, the Olive Tree funds additional training in Oncology Massage and Lymphatic Drainage Reflexology and, most recently, for Auricular Acupuncture.

We have maintained our link to the “Reward Gateway”, a scheme that provides staff and volunteers with a range of discounts, well-being tools and a new improved method of charity communication.

Risk Management

Trustees are responsible for managing and monitoring risks and having overall accountability. Management provides daily risk management on behalf of the trustees. There are reasonable processes in place for the identification and prevention of major risks, setting risk appetite and ensuring that risks are reviewed when issues arise.

Employees and volunteers involved in delivering charity services have a responsibility to identify any risks associated with delivering their work, and to escalate these risks to the Centre Manager and Trustees.

The trustees and management undertake regular reviews of the risk management action plan and risk register.

We operate a comprehensive annual planning and budgeting process. We monitor performance through the use of key financial and performance indicators which are reported to the Trustees at each meeting.



Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Specific risks considered by the Trustees include income, expense, reputation, fraud, cyber security, data protection, and staff and volunteers' risks. Most recently the trustees also considered the potential risks arising out of the Ukraine crisis (impact on fundraising) and made provisions accordingly.

The majority of the Olive Tree's recent income has come from donations including non-recurring, one-off grants and bequests. This fundraising risk is mitigated through a combination of a robust reserving policy and a professional and systematic fundraising approach, supported by volunteers.

The trustees of the Olive Tree are aware of the risk of fraud in charities. The Olive Tree Anti-fraud policy covers counter-fraud mechanisms. Fraud awareness training programmes are planned for all staff and volunteers.

At the Olive Tree we take data protection seriously and our responsibilities are covered in the Data Protection Policy. As a risk mitigation measure, appropriate training is provided for staff.

We will continue to work on developing robust cybersecurity protocols to ensure full security, while at the same time building resilience to respond quickly to attacks with minimal impact on our operations and reputation. We continue our efforts towards alignment with the National Cyber Security Centre (Cyber Essentials framework). We know that security starts with people and our aim is to provide annual cybersecurity training for our staff and volunteers to help them to recognise cyber security threats and avoid making security mistakes.

People, leadership and culture are key to our service delivery. Major risks include the inability to recruit the staff with the right skills, the retention of high calibre employees, and sustaining the culture, may impact our ability to deliver services. We closely monitor and benchmark compensation and benefits, staff support and the supervision framework.

The Olive Tree has a small staff of seven who collectively possess considerable knowledge regarding the charity and its operations. Robust succession plans are being put in place to ensure that tasks can be readily passed on to other members of staff, knowledge is shared, including the documentation of processes and procedures, and there is no impact on charity operations due to staff movements.

Health and safety issues, compliance and regulatory risks are controlled through the deployment of policies and procedures. We have a robust volunteer recruitment process with appropriate safeguarding DBS checks where required.

Robust Financial control

Processes and procedures are in place to

- protect the charity's assets
- identify and manage the risk of conflicts of interest, loss, waste, bribery, theft or fraud
- enable the Trustees to be in proper financial control of the Olive Tree
- enable the Olive Tree to meet the contractual obligations and requirements of funders
- ensure that financial reporting is robust, of sufficient quality and timely
- ensure that the trustees comply with charity law and regulation relating to finance.

3.3 Fundraising activities

Key donations and grants received in 2021/2022

The provision of our services is entirely dependent upon funding made through charitable donations and grants.

The Olive Tree's promise to the general public, our community and to our valued supporters, staff and volunteers, is that our fundraising is, in all its forms, legal, open, honest, and respectful. We take every reasonable step necessary to comply with the law and are fully responsible for our actions, ensuring that our fundraising is carried out in line with the Code of Fundraising Practice. We make sure that all of those who fundraise on our behalf do likewise and, as such, do not cause detriment to the charity's reputation. We also verify that all such fundraising activities are in-line with both our ethical standards and legal requirements.



Helena Taylor
Fundraising Manager

The Olive Tree, in deciding whether to accept a donation or gift, considers the charity's best overall interest, and will refuse donations from donors whose activities appear to be in direct conflict with any of our charitable aims or objectives.

Supporters who wish to donate to a specific area of the Olive Tree's work can do so by providing written instruction to this effect with their donation. The Olive Tree will always respect this. If the Olive Tree is unable to accept such a request, then the donation is refused or refunded if the sponsor does not wish the money to be used for a suitable alternative purpose.

Fundraising Performance

Following her appointment in January 2022, our Fundraising Manager, Helena Taylor, has sought funding from a wide variety of sources and fundraising opportunities throughout the reporting year, despite the ongoing negative impacts of the pandemic, as well as socioeconomic issues and has overseen a healthy income stream. We would like to thank The Henry Smith Charity for their continued support in sponsoring this position again this year.

We greatly appreciate the efforts and generosity of all who have contributed to our funds over the past year. Our overall income in 2021/22 from all sources (excluding investment income) was £184,226.

We gratefully received grants from The Sussex Community Foundation, Albert Hunt, Tesco Groundworks and The Longley Trust. We would also like to thank the Marsh Charitable Trust for their financial support, and express our gratitude for the kind and generous bequests received in the year; in particular the large amount bequeathed by the late June Scott. In these toughest of times, every contribution we receive makes a significant difference.

Olive Tree in the Community

Many of our volunteers and supporters have continued to raise money through their own initiatives. We are extremely proud of them and sincerely grateful for their exceptional efforts. These include organisations such as Trailblazers, RAM Cricket Club and Crawley Town Old Boys, who have each helped

raise large sums that have proved integral to our ability to support our patients. Also, we thank both the team at the Leacroft Medical Practice for the sponsorship funds they raised in completing the Gatwick Run race, and the friends of the late Nigel Bailey for the monies raised in the “marathon pool weekender” event staged in his memory.



We cautiously reintroduced some in-person fundraising activities in the community in 2022. This included match day collections at Crawley Town Football Club, and our presence at the RAM Cricket Club tournament in July 2022. Our thanks to all of the volunteers who took part. We thank both of these community partners for their continued generous support.



We have been chosen as the Charity of the year by B&CE People's Pension and thank them for their generous support to date.



It has been a pleasure working with Global4Communications.

The amazing efforts of their employees have resulted in raising substantial funds. We were particularly impressed by their Horsham to the Sussex coast sponsored walk and are so grateful for the funds they raised.

We would also like to thank Hermes for their generous donation and The Hornbrook pub (Hall & Woodhouse) for their fundraising efforts.

All the income received has so far proved vital in our ongoing provision of services, continuing to help improve the lives of our many users affected by cancer, and has helped us build a necessary financial buffer to secure the delivery of our services for the foreseeable future.

Engagement with our donors

Donor retention and development continues to be most important for the Olive Tree in order to ensure the sustainability of funding. We are committed to a continuous improvement of our donors' experience by targeting our communications with them. This way we learn more about their expectations, award criteria and key drivers of their loyalty, and achieve this through the provision of funding progress reports, end of funding reports, and by regularly meeting with our funders and supporters.

Looking Forward

Ongoing, our fundraising challenge will become greater. The demands for our support and care will grow, and this, together with the expansion of our Horsham service offerings, will mean that our costs will increase and with this, our fundraising will need to scale up accordingly. To date, this has proved to be very challenging. There is greater competition for the grants and community funds available to us. What's more, the combined effects of the tightening of household purse strings owing to cost of living increases, and new/urgent causes for donation (e.g., victims of the war in Ukraine, homelessness, food banks, Turkish earthquakes) makes our ambition even more difficult to deliver. Indeed, recent research conducted by Macmillan (February 2023) demonstrates that those suffering from cancer have been hit harder financially, in particular by the recent cost of living increases. This is likely to have a significant negative impact on the donations that we receive from patients in our centres.

3.4 Stakeholder management and communications

Engagement with our stakeholders remains a high priority for the Olive Tree and is a means of advising us of the impacts of our decisions and enabling us to better respond to their needs. The development and building of strong relationships with each of them is an important, ongoing part of our charity operations and governance.

Our key stakeholders are below:



All Trustees and management are committed to being open and transparent with the charity regulators and to meeting all of the Small Charity compliance requirements. A thorough and up-to-date understanding of legislation affecting the Olive Tree such as Charity Commission regulatory reporting (changes to SORP, best practice guides, new Trustee information) and forums for Trustees and Staff is core to ensuring that all decisions conform to the relevant guidance and constraints.

Ongoing provision of feedback and testimonials from the users of the Olive Tree are integral to the continuous shaping and improvement of services. As a minimum, we conduct a service user satisfaction survey every three years and issue a new user satisfaction survey on an annual basis.

We actively use a range of communication channels in order to keep our service users informed. For example, we issue a monthly update newsletter from the Centre management team, we extend an invitation to attend the AGM, and we circulate our Annual Report to members. We aim to further increase our usage of social media platforms such as LinkedIn, Facebook, Instagram and Twitter and to proactively engage further with these channels through our recently appointed Communications Administrator (Charlotte Hawkins). These platforms allow us to freely engage with our supporters and those interested in our work by publishing our latest news, details of our fundraising events and campaigns, and up to date information regarding our service provision.

We are extremely grateful to our grant providers (donors) because, as a self-funded charity, without them the Olive Tree would struggle to survive. We engage with each of these on an individual and tailor-made basis, and ensure that their required funding reports, both interim and at the end of funding, are submitted in a complete and timely manner.

Engagement with the local community (such as Crawley Local Community Network and Local Cancer Network), the general public and media through various community fundraising events, other Centres (Horizon in Brighton, Age UK in Horsham and Horsham District Council Wellbeing Centre), and meetings with local GP practices promoting the Olive Tree, remain a priority.

4. Financial report

4.1 The Financial Review 2021/2022

Treasurers report

The charity has built a strong financial position, with an exceptional level of income. This provides an excellent buffer for 2022/23, in which it faces significant fundraising challenges, and an increased cost base, following the expansion of operations in Horsham.

The surplus for the year was £76,841, following a surplus of £17,242 in the prior year. That surplus, however, arose almost entirely as a result of the bequest from the Estate of June Scott Aird. Details of the surplus can be found on page 24 of this report. Our reserves take account of the long-term nature of our operations and the needs of our service users. We plan to keep them at the level required in the Reserves Policy, fully taking account of the wide range of risks to which the charity is exposed. The self-funding nature of the charity presents significant reliance on income received, with inherent volatility. Outgoings, by contrast, comprise items such as staff costs, premises, IT, therapy and volunteer expenses which are stable and, in many cases, unrelated to activity levels.

Income

The primary sources of income are donations, fundraising activities and legacies, together with certain grants for specific purposes. Income received in the year was £184,226 (inclusive of interest), up from £114,935 in the prior year. The increase includes a bequest from the Estate of June Scott Aird of £75,716, and increases in external donations, both from individuals and corporates, partially offset by a reduction in donations received within the centre and the end of the CJRS (furlough) scheme.

Expenditure

Expenditure for the year was £107,385, up from £97,693 in the prior year. The increase of £9,692 was primarily from increases in drop-in, therapy and admin costs following the resumption of services, and premises costs following increased Horsham activity. These expenses remain below pre-pandemic amounts, in line with activity levels, but will increase considerably with the opening of the new centre at Lavinia House in Horsham.

Financial Impact

With the pandemic largely behind us, activity in the centre has increased considerably but is yet to fully return to pre-pandemic levels. We currently have a significant waiting list for our services and expect that the new facilities opened in Lavinia House, together with the drive to recruit additional volunteer therapists and counsellors, will enable us to address that list. This will, of course, further increase the drop-in and therapy expenses.

Financial Outlook

This year the Olive Tree has been extremely fortunate to receive a generous bequest, without which there would not have been a surplus. In addition, the funding for the Macmillan Support Worker has now ended, although the post and associated costs will continue. Without these items of income, the charity would have incurred a considerable deficit.

The expense base will also be increasing, with the opening of the centre at Lavinia House, and the employment of an additional member of staff, commencing in 2023, due to the increased workload. The strong level of reserves held at the start of 22/23 will provide a financial buffer as the new set-up and its associated additional cost takes effect.

Restricted Funds

Restricted funds comprise amounts received for a specific purpose. Such funds are monitored to ensure they are only applied for the purpose specified, and any balance of such funds is recorded separately.

	£
Funds b/fwd	18,118
Income Received	41,149
Expenses Paid	(43,861)
Funds c/fwd	£15,406

Horsham Information Hub. A grant of £25,590 was received specifically in respect of the Horsham Information Hub. Related expenditure amounted to £24,106. In addition, a balance of £1,057 was carried over from the previous year, leaving a surplus of £2,541 at the end of the period.

Horsham Services. A further grant of £8,959 was received specifically in respect of the Horsham Therapy Centre, in addition to the £8,271 held at the beginning of the period. Expenditure of £6,780 has been incurred in the financial year, leaving a balance carried forward of £10,450. These grants continue to be expended in the current financial year, with expenditure increasing greatly following the opening of the new centre in Lavinia House.

Counselling Grant. Grants of £6,975 in respect of counselling supervision costs were held at the start of the year. Counselling activities have been building up since the pandemic restrictions were relaxed, with expenditure of £4,875 during the year, leaving a balance of £2,100 at the end of the year. The entire balance has been fully expended at the date of this report.

Fundraising Officer. A grant was received from the Henry Smith Charity in the amount of £6,600 to support the role of Fundraising Officer. The grant received has been fully expended with no amounts being held over.

Reserves held

Unrestricted reserves, comprising that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes, were £281,082, increasing from £201,529 for the prior year, are in line with the reserving policy (below) and follow the surplus of income over expenditure detailed on page 24, adjusted for the movement in restricted funds. Details of funds invested are included on page 25.

Risk management and reserves

The Trustees undertake regular assessments and, where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These inform the Trustees' consideration of an appropriate target range for reserves.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Reserves Policy

The Trustees set, publish, implement and monitor the Reserves Policy in line with the guidance provided by the Charities Commission in England and Wales, "Charity Reserves and Building Resilience" (CC19) to ensure compliance with their legal duties to:

- act in the interests of their charity and its beneficiaries
- protect and safeguard the assets of their charity
- act with reasonable care and skill
- ensure their charity is accountable.

The Trustees have reviewed the financial risks facing the organisation (see Risk Management section) and quantified both the probability and magnitude of those risks. The Trustees have resolved as a policy to set both an upper and a lower limit of unrestricted reserves to be maintained for such purposes, and to act to increase or decrease expenditure if the reserves fall outside those limits. At the date of the approval of this report by the Trustees, the target range of reserves was £193,000 to £290,000 (2021: £176,000 to £264,000). The increase in the target range follows an increase in the fundraising challenges seen across the sector, arising from the effect of the UK economic situation on disposable income, and international crises such as those in Ukraine and Turkey drawing huge charitable donations away from UK charities generally. This has reduced the grants and donations available more widely in the charity sector, greatly increasing competition for the funding. In addition, the price pressures and shortages arising globally are expected to increase the expense base of the Olive Tree, placing further pressure on reserves.

Actual unrestricted reserves at £281,082 (2021: £201,529) are within the target range. The aforementioned income and price pressures have reduced total reserves by more than £65,000 and unrestricted reserves by over than £50,000 in the 6 months since the year end, to £230,705 at the end of February 2023.

Large Donations, Grants and Bequests

Significant amounts were received from:

Estate of June Scott Aird (Bequest)	£75,716
Macmillan	£25,590
Sussex Community Foundation	£8,959
Hermes Parcelnet Limited	£6,720
The Henry Smith Charity	£6,600
The Albert Hunt Trust	£5,000
Global 4 Communications*	£2,810
Karen Keating Foundation	£2,000

* Please note that this amount was received directly from Global 4 Communications as a matched contribution and is in addition to an equivalent sum raised by its staff through sponsorship.

Fundraising donations via JustGiving were £10,380.

Independent Examiner

Ian Lineham was re-appointed as independent examiner to Olive Tree Cancer Support Group during the year and has expressed their willingness to continue in that capacity.

Approved by the trustees on 7 June 2023 and signed on their behalf by



Trevor Christmas
Trustee

4.2 Report of the Independent Examiner

Independent Examiner's Report to the Trustees of the Olive Tree Cancer Support Group, registered charity 1157386

I report to the Trustees on my examination of the accounts of the Olive Tree Cancer Support Group ("the Charity") for the year ended 31 August 2022 set out on pages 24 to 25.

Responsibilities and basis of report

As the Trustees of the Charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act; or
- the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Ian Lineham
Chartered Accountant
Institute of Chartered Accountants in England and Wales
4 Gander Hill,
Haywards Heath,
West Sussex
RH16 1QX

Date

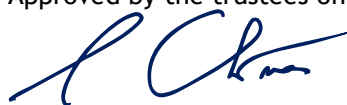
7/6/23

4.3 Income and Expenditure Account

Year ended 31 August 2022

	2022	2021
	£	£
Income		
Fundraising and Donations	38,467	19,798
Grants <i>including Macmillan</i>	49,149	52,420
Covid-19 related grants <i>including CJRS</i>	478	19,163
Bequests	81,966	12,000
Drop-in and Therapy Donations	9,722	4,891
Events	2,981	5,213
Total Operating Income	182,763	113,485
Interest	1,463	1,450
Total Income	184,226	114,935
Expenditure		
Staff Costs	66,242	69,942
Drop-in and Therapy expenses	11,644	7,007
General Expenses	18,824	13,794
Equipment	413	168
Premises (Horsham)	7,796	4,628
Fund Raising	620	906
Advertising and Awareness	1,347	1,002
Training	499	246
Total Expenditure	107,385	97,693
Excess of Income over Expenditure	76,841	17,242
Opening Funds	219,647	202,405
Closing Funds	296,488	219,647
Reserves		
At 31 August		
Cash at Bank	296,488	219,647
Restricted Funds	(15,406)	(18,118)
Unrestricted Reserves	281,082	201,529

Approved by the trustees on 7 June 2023 and signed on their behalf by



Trevor Christmas
Treasurer

Notes to the Financial Statements

The Trust had funds at 31 August 2022 of £296,488 (2021: £219,647) which were invested as follows:

	2021/22	2020/21
	£	£
CAF Cash Account (current account)	16,684	9,645
CAF Gold Account (immediately available)	30,000	41,000
CAF Gold (Direct Donations, immediately available)	55	new account
Cambridge and Counties (95 days' notice)	80,134	new account
Redwood Bank (95 days' notice)	84,615	83,680
Saffron Building Society (immediately available)	85,000	85,322
	296,488	219,647

THE OLIVE TREE CANCER SUPPORT GROUP CONTACT DETAILS

Horsham

T: 01403 627 424

E: Horsham@olivetrecancersupport.org.uk

Crawley

T: 01293 534 465

E: office@olivetrecancersupport.org.uk

Accounts



The Queen's Award
for Voluntary Service



OLIVE TREE CANCER SUPPORT GROUP

Annual report and accounts for the year ended
31 August 2021

Registered charity No. 1157386

The Olive Tree Cancer Support Centre, Crawley Hospital,
West Green Drive, Crawley, West Sussex RH11 7DH



Social media

www.olivetrecancersupport.org.uk/



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Chairman's statement



Graham Nicoll
Chairman

As the country recovers from the coronavirus pandemic, and the social restrictions and containment measures are relaxed, it is an extremely uncertain and worrying time for many of our members and their families. Throughout the pandemic, our priority has continued to be to support our members. The lasting impacts of the pandemic continue to effect diagnosis pathways and treatments, which has added another level of uncertainty and challenge to an already difficult and emotional time. I am extremely proud of the manner and the speed in which the Olive Tree responded to the unprecedented challenges encountered.

We were delighted and honoured to have been awarded The Queens Award for Voluntary Service with a special recognition for our response to the pandemic. It seems very fitting that the dedication and resourcefulness of the Olive Tree volunteers has been acknowledged at a time of such great challenge.

As the number of members utilising the Crawley centre has started to return to pre-pandemic levels, we continued to develop our position in Horsham with the launch of a further centre, allowing us to, for the first time, offer group and individual services in the town centre. This has proved very popular with our members, and we will continue to work to develop our position within the area.

During the year we raised £82,000 through the help of our supporters and staff, together with £19,000 in Covid-19 related grants and £12,000 in bequests, bringing the total income for the year to £115,000 (including interest). Despite the significant reduction in income from the prior year (£168,000), our strong financial management has allowed the Olive Tree to end the year in a financially strong and sustainable position. We now need to do all we can to increase our level of fundraising further, to ensure we can meet the demands we face ahead in a very challenging economic environment.

The Trustees have commenced a strategic review of the charity, with the aim of increasing reach to as many people affected by cancer as possible, regardless of gender, ethnic background and social or economic circumstance, whilst ensuring the sustainability of the charity. The framework has now been established and we have restated our values and mission. We are now in the detailed planning phase which will guide the Trustees in the development of the charity over the coming years.

Looking forward

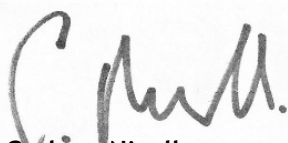
The effects of the pandemic for cancer patients continue. As members become more confident to return to our centres, demand for our services and support will continue to increase. Our challenge is to be able to welcome them back and ensure we have the capacity to welcome new members.

The pandemic has also had a major impact on our volunteers. While some have had to concentrate on rebuilding their businesses, others have reconsidered their life choices including moving away from the area. This has resulted in a significant reduction in the number of volunteers, which is now recovering but many more will be required to meet the future challenges.

As we complete our strategic review, we will work with key stakeholders to get their feedback and contributions and continue to develop the plans and targets. We aim to offer help to all affected by cancer, and support our members where we can, through their cancer experience.

Gratitude

Thank you to our staff, volunteers and supporters for allowing the Olive Tree to continue to support our members during this most challenging year and into the future.

A handwritten signature in dark ink, appearing to read 'G. Nicoll', written over a light grey background.

Graham Nicoll
Chairman

1. Who we are and what we do

1.1 Background and a summary of charity activities in 2020/2021

Charitable object

The charitable object of the Olive Tree Cancer Support Group (the Olive Tree), as registered with the Charity Commission, is to relieve the physical or emotional distress of persons with cancer and their partners, families, friends and carers through the provision of services.

The Olive Tree operates from its Support Centre in Crawley and provides services in Horsham as from June 2021. An Information Hub was established in 2018 at the local hospital and remains the administrative centre for all community activity in Horsham. The Olive Tree is open to everyone who is affected by cancer irrespective of whether newly diagnosed or a longer-term patient as well as their families. In 2020/2021 the Centre, despite the restrictions placed upon us due to the Covid-19 pandemic, provided services to 188 people (2019/20 - 240 users), including 140 new users.

The Olive Tree is a welcoming and trusted 'safe place' for its cancer patient community and for their loved ones, offering reassurance and relaxation at times of most need. Its empathetic and supportive team provides valued services, help and key understandings that enable and empower patients to meet challenges throughout their cancer journey.

In the reporting year, the Olive Tree provided services to 13% of new cancer patients who live in Crawley, and 3% who live in Horsham (see table below). The Centre provides support to 7% of new cases in the area. This means our support maybe needed by many more new and existing patients, particularly in Horsham. It is now estimated that about half of the UK population will be diagnosed with cancer at some point in their life. Due to the advances in medical care, more people are being cured and surviving longer, which means we will need to support more patients, their family members, carers and friends for longer.

Area of residence	New users at the Olive Tree 2020/21 (prior year)	New cancer cases (as of Feb 2020, no 2021 data) ¹	Total area population (2019) ²
Crawley & local areas	70 (83)	530	112,410
Horsham	47 (44)	1,400	143,790
Other areas	23 (31)		
Total	140 (158)	1,930	256,200

Our services are not restricted to those living within the two town boundaries. Our users come from many local areas including Broadfield, Bewbush, Langley Green, Horley, Burgess Hill, East Grinstead, Haywards Heath and Billingshurst. The closest other cancer support centres to Crawley are in Chichester, Guildford, Redhill and Brighton, demonstrating a unique position of the Olive Tree to meet the demand for services from local communities.

As such, it is estimated that we are potentially accessible by a total population approaching 500,000 people.



¹ <https://www.cancerresearchuk.org/cancer-info/cancerstats/local-cancer-statistic>. Crawley and Horsham, February 2020.

² Sussex Community Foundation Insight reports, October 2020

Supportive services

The aim of the Olive Tree is to provide therapeutic care to cancer patients and their supporters, enabling them to cope better with their disease and treatment. We are a self-funded charity, and our therapies and services complement the medical support that is given to cancer patients by the NHS. We do not offer any medical treatments or advice.

The Olive Tree provides many different types of services to its users. We had 1,247 Centre visits in 2020/2021 (down by 33% on the previous year due to the pandemic, PY - 1,853 visits) with an average of 104 per month (highest month was April 2021 with 174 visits). Complementary therapy is the most popular reason for a visit (63%, up from 37% in 2019/2020), followed by counselling (11%).

We ran a smaller number of workshops across Crawley and Horsham during the year due to the extended Covid-19 lockdown and restrictions on group work. The majority of these were activities held in the garden at the Crawley Centre. Yoga, tai chi and Qigong were the most popular. Some more unusual services offered by the Olive Tree are breast cancer surgery aftercare treatment, scar massage and Virtual Reality Headset Workshops.

We have continued to offer remote services for counselling, hypnotherapy and EFT. We also offer telephone initial interviews for new patients, however we have found that once we were able to offer face to face appointments that was, by far, the preferred option.



Services	Description
Information support	Library of books, magazines, local and national information, and Macmillan brochures
Complementary therapies	Complementary therapies are offered to anyone who visits the Centre, both those with cancer and their supporters. These therapies complement orthodox cancer treatments and improve the quality of life by relieving stress and tension. They are based on the holistic principle that healing works on all levels: spiritual, mental, emotional and physical. - Acupuncture - Aromatherapy - Energy Healing - Meditation and relaxation - Kinesiology - Reflexology - NADA protocol ear acupuncture - Bowen Technique - Emotional Freedom Technique (EFT) - Pranic Healing - Massage - Reiki - Emotional Support Therapies - Cranio-Sacral Therapy - Hypnotherapy - Indian Head Massage - Oncology Massage - ACU sound therapy
Counselling & Coaching	Counselling and Coaching offer patients alternative approaches to find their own solutions to difficulties, and a way through a crisis and beyond.
Support groups	Breast cancer group, Secondaries club, Prostate cancer group
Workshops	Various topics - Mindfulness, Card Making, Headwrappers
Pink Ribbon programme	Exercise for breast cancer patients
Exercises classes	Yoga, Pilates, Qigong
CAB Welfare/ Benefits	Confidential benefits advice
Drop in	Social afternoons to discuss any concerns or just speak with someone
Wig service	Selection of wigs, hats, scarves and bandanas with a fitting service

We continue to receive excellent feedback from our users with their testimonials included throughout the report.

“ With thanks to you and everyone at the Olive Tree for all the dedicated work you do to give us support.

It's a worthwhile and valuable service that you provide. Thank you.

“ This is my first counselling experience and it helped me a lot more than I thought. It was nice to speak to someone outside of my “bubble” who could understand and help me to understand and help my emotions.

Impact of Covid-19 on user services - we remained open

The Centre in Crawley was made Covid-19 secure in 2020 and we remained open since the beginning of the pandemic.

The continued threat of Covid-19 meant that new ways of working had to be agreed and swiftly implemented in order to meet government guidelines as they changed and developed. We moved some of our services to telephone and online video platforms (Teams and Zoom), such as Counselling, coaching, ETF, and hypnotherapy. These are now provided as a blended option for those who are unable to attend the Centre for regular appointments. 22 users chose online/telephone emotional support in the reporting year.



The wig service at the Crawley Centre remained open throughout the pandemic, providing wigs and other head coverings for chemo patients.

“ Thanking you all for your outstanding work and support throughout the pandemic.

I think what you are providing is an invaluable service. I have only tapped into a small amount of what you offer but it has all been very positive. When I felt so low and did not know where to go, I came to you, complete strangers. And you did not judge me or laugh, you led me to a room and gave me time. That was the most enormous step for me and I thank you for that.

Horsham Centre and Information Hub



We were delighted to establish a new centre in Horsham and partner with Total Therapy Studio, Carfax, who are providing us with premises two days a week.

Commencing in June 2021 with two exclusive sessions, Tuesday morning and Thursday afternoon, we have been able to offer massage, reflexology, acupuncture, hypnotherapy, counselling, nutritional therapy, yoga and meditation. All these services have proved very popular

and the numbers accessing them continue to grow. Since the centre was opened, 112 user visits were made. Overall, 34 individuals visited the centre including 5 new users.

The Horsham information Hub continues to provide an administrative base for the Horsham operation, including for our Fundraising Manager. Due to the reallocation of space at Horsham Hospital as a Covid Hub, it has not been possible to expand services as we would have wished, but the possibility remains to create a broader, more complete service in the future. There are plans to expand our counselling facility at the Hub in 2022.

1.2 Achievements and performance

2020/2021 YEAR in NUMBERS

We are delighted to present our key data covering the usage of the Centres.

User engagement	New user profile	Donors, fundraising and impact of donations	Staff and Volunteers
 1,247 centre visits in a year (1,853 prior year). Down by 33% due to Covid-19	 140 new users welcomed by the Olive Tree in 2020/2021 (overall 188 users)	 13 major grants and donations received (value £1,000 each)	 3 part-time staff at Crawley 2 full-time staff at Horsham (2 staff worked during lockdown)
 145 Average visits per month by users	 2:1 Ratio of female to male new users	 £12k JustGiving donations (prior year £20k)	 52 volunteers (prior year - 66)
 12 different types of services provided by the Olive Tree	 69% of new users are over 50 years old	 £27 Average expenditure per service user	 445 visits to centre by volunteers in a year (prior year - 860)
 912 therapy sessions delivered in a year making it the most popular service (63% users). Second most popular was counselling (11% of users).	 Ethnicity of new users 3% Asian 97% White	 96% of respondents from 2019/20 user satisfaction survey rated the quality of their treatment at the centre as	 8 volunteers provided emotional support and exercise classes during lockdown months
 15 workshops held in Crawley and Horsham	 24 different cancer types of users (45% of users have breast cancer)	Excellent (the survey is run every 3 years)	

“ I would like to thank everyone at the Olive Tree. From the minute I stepped inside everyone was so lovely, it was so relaxing. With the kindness of people. I would highly recommend anyone needing the service. You will for sure leave a much more relaxed person with a real sense of well-being. Thank you each and everyone for all the time you give. It is really appreciated. Looking forward to

“ Being a typical man, when I heard of the Olive Tree, I thought - “no thanks! Why should I want to hang around with men in the same boat as I am? How depressing, how uninspiring! How wrong was I? From the first “Hello would you like tea or coffee?” I felt in safe hands. This is a place of empathy, understanding, inspiration and compassion. Here meetings, talks, outings and all the therapies you could wish for. It’s ok to talk about hospitals, treatments, side effects and fear. Also the

coming back when I've recovered a little more from surgery.

car, wife, kids, garden, politics, anything at all. This is the Olive Tree.

Feedback received from users

“ The Centre is an absolute haven. I don't know what I would have done without it.

“ With thanks to you and everyone at the Olive Tree for all the dedicated work you do to give us support.

“ Thanking you all for your outstanding work and support throughout the pandemic.

The Queen's Award for Voluntary Service

We were delighted to be recognised for our services by our Community and other organisations.



We have been honoured with The Queen's Award for Voluntary Service (QAVS), the highest award a voluntary group can receive in the UK, equivalent to an MBE. We would like to thank Corrine Clark for her nomination of Olive Tree to receive this award.

The Queen's Award for Voluntary Service aims to recognise outstanding work by volunteer groups to benefit their local communities. It was created in 2002 to celebrate The Queen's Golden Jubilee. Recipients are announced each year on 2nd June, the anniversary of The Queen's Coronation.

The Olive Tree Cancer Support Group is one of 241 charities, social enterprises and voluntary groups to receive the prestigious award this year. The process is extremely rigorous, involving nominations, due diligence and assessment involving the Lord Lieutenant's office and Cabinet office leading to Royal approval of the shortlist and finally the award. The award represents a mark of excellence and recognition of a significant contribution to local community.



From the left: Trevor Christmas (Trustee). Mrs Susan Piper, Brenda Millar (Volunteer)

The Olive Tree received the award crystal and certificate from Mrs Susan Pyper, Lord-Lieutenant of West Sussex, at a presentation evening held on 11th October 2021. In addition, the Olive Tree, along with select other Queen's Award recipients, received a special Covid-19 recognition. This was for providing impactful support to the community in response to the Covid-19 pandemic, for managing a significant increase in our usual work and providing support in extra ways.

We thank each and every one of our 66 amazing volunteers and 5 members of staff for their dedication and hard work to achieve the exceptional standards required to receive this award, and without whom the Olive Tree simply would not exist.

1.3 Looking forward statement

Our ambition is to become a well-recognised, inclusive local charity supporting everyone who needs it, as they or their loved ones are undergoing cancer treatment, or living with cancer. As we are emerging from the pandemic, long-term consequences of it will be felt for some time. A backlog of cancer patient requirements, both from those who have not yet progressed with treatment, or have unknowingly delayed diagnosis during the times of lockdown, and also as a result of the continued increase in the prevalence of cancer in its various forms

The demand for our services will undoubtedly increase. According to Macmillan analysis as of September 2021, an estimated 3 million people are living with cancer in the UK. This number is predicted to rise to nearly 3.5 million by 2025, 4 million by 2030, and 5.3 million by 2040. This increase is partly due to the UK's growing and ageing population, but also due to improvements in cancer diagnosis and treatments. We welcome the development of the 10-year cancer plan by the government for England by 2032. It will support further innovation and improvements to care that should result in 75% of cancer cases by 2028 to be of early-stage diagnosis.



We will reach out specifically to cancer patients within ethnic minority groups and to those in socially deprived areas within the Crawley/Horsham and the surrounding area. It is hoped that this will raise awareness of how we can support them and so encourage their involvement.

To meet the increased demand, we need to recruit further personnel. It is important that they have the right skills, are motivated and have appropriate personalities, in order to maintain our current high standards of delivery and care. We will continue to measure our performance using appropriate assessments, such as user feedback, to ensure that this is the case.

With a success in Horsham, we are continuing to review capacity and availability of the current site at Total Therapy Studios as we grow and expand our operations. This growth in our capacity requires a corresponding significant step up in our funding. We must deliver this in the face of greater competition for (possibly fewer) grants available to us given the current financial climate.

With users now enjoying the experience of on-line services (counselling) in addition to coming to our centres, we continue to explore other ways in which technology might help improve our efficiency and effectiveness.

We are beginning to restart our in-person fundraising activities in the community in 2022, and have secured a partnership with Crawley Town Football Club. Our continued expansion in Horsham will enable new local business partnerships to be formed and will offer a broader audience from which individual supporters and fundraisers can be sought and engaged. Rising costs of living in the UK will bring additional challenges with direct impact on our expenditure and even tougher competition for grants.

As we are developing our charity strategy, we are determined to meet our challenges and are confident in doing so given the long-term commitment and generosity of our existing and new supporters, to whom we will always be grateful.

2. Our strategy

2.1 Our Charity strategy to 2025 and beyond

Our strategy for the next few years demonstrates our striving to reach as many people as possible in our local communities. We shall continue to provide a wide range of supportive services that meet ever evolving needs of our users. We pride ourselves in living our values in everything that we do.

Our Values

The Olive Tree **C.A.R.E.S.**

Compassion

Approachability

Reassurance

Empathy

Support

Our Vision

Our long-term aim is to be a well-recognised charity that provides free, accessible, personalised, innovative care and support to those affected by cancer in all local communities in Crawley, Horsham and surrounding areas.

Our Goals and objectives

1. Engage with more people affected by cancer in our local communities

2. Optimise range of services with focus on personalised care

3. Increase awareness of what we do

4. Collaborate with other local health and cancer care providers

5. Achieve sustainable financial resources to deliver on our strategy

As of April 2022, we are continuing to develop specific measurable plans to meet each of the five objectives and will provide an update on our progress in the next Annual report.



3. How we operate

3.1 Charity information, structure and governance

Charity registration

The Olive Tree Cancer Support Group is a Charitable Incorporated Organisation (CIO) registered on 9 June 2014. The Olive Tree is governed by its CIO Constitution dated 29 May 2014, which sets out the charity's powers and authorities. The constitution was amended by the Trustees and approved the members at the Annual General Meeting (AGM) held on 24 February 2021 to facilitate AGMs being held virtually in addition to in-person meetings.

The charity is regulated by the Charity Commission of England and Wales. Registration number **1157386**.

Address: Wentworth House, Crawley Hospital, West Green Drive, Crawley, West Sussex RH11 7DH

Trustee information

The Olive Tree Board of Trustees provides independent control and has legal responsibility for the management and administration of the charity. The Board is also responsible for the strategic direction of the charity and the authority delegated to Management. The Trustees are elected by the members of the charity at the AGM and, subject to re-election or early retirement, serve for a maximum of three, three-year terms, after which they must stand down for at least twelve months.

Volunteers, employees, professionals, cancer patients, their carers and others are entitled to become members of the Olive Tree and are entitled to attend its AGM and vote on important decisions affecting the charity.

The Board consists of seven Trustees (ethnicity ratio - Asian 28%, White 72%). They all give their time to the Olive Tree on a voluntary basis and receive no remuneration. Reasonable expenses may be reimbursed.



Alla
Levadnaya



Trevor Christmas¹
(Treasurer)



Raj
Limbachia¹



Graham Nicoll
(Chairman)



Stephen Bailly



Yulia Baynham



Louise Cheung²

In accordance with section 13 of the CIO Constitution

- 1 Trevor Christmas and Raj Limbachia retired by rotation at the Annual General Meeting held on 19th January 2022 ("The AGM") and were re-elected for a further 3-year term.
- 2 Louise Cheung was elected as a trustee for the first time at the AGM held on 19th January 2022.

The charity Trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. At the date of this report the appointed Chairman is Graham Nicoll.

Governance

Trustees meetings take place monthly, every first Wednesday in person or remotely. The Olive Tree Manager and the Fundraising Manager also attend the meetings to report on their activities. The objective of the sessions is to ensure good governance, provide oversight of charity management and fundraising, ensure robust financial control and identify any improvements to user experience. All meetings have agenda, papers and reports, and minutes are prepared and reviewed.

Trustees undergo regular training from external organisations. Most recent training covered governance, GDPR, safeguarding, fundraising, impact assessment, fraud policy, digital operations and annual reporting.

In addition to mandatory training courses, workshops designed to build your knowledge, skills and behaviours on topics such as safeguarding, EDI, reporting and governance are regularly attended.

The Trustees, in exercising their powers and authorities, confirm that they complied with their duty under the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing this report and accounts the Trustees have complied with the requirements set out in the guidance to report on the significant activities and achievements of the charity in 2020-2021.

The charity has taken out an insurance policy that provides professional indemnity insurance cover for the Trustees.



3.2 Charity operations and risk management

Our employees and volunteers are an essential part of the Olive Tree Cancer Support Group and without them we could not operate.

Management and Staff



Marilyn Drury
Centre Manager



Ava Harding
Fundraising
Manager (to
31 August
2021)



Helena Taylor
Fundraising
Manager (from 1
January 2022)



Lisa Balcomb
Administrator



Jackie Nunn
Administrator



Terrie Stephens
Macmillan
Support Worker

The Olive Tree currently has a staff of five. The Centre is managed by Marilyn Drury. Her position is a salaried NHS post, with additional funding by The Olive Tree. Administrative duties are conducted by Lisa Balcomb and Jackie Nunn who are employed on a job share arrangement. Ava Harding was our Fundraising Manager until 31 August 2021. Lisa and Jackie are both employees of the Olive Tree. We welcome Helena Taylor who joined us in January 2022 as Fundraising Manager.

In June 2020 Terrie Stephens was appointed as Macmillan Support Worker and is based at the Horsham Hub. This is a full-time position employed by the Olive Tree and funded by Macmillan, whose grant will end in July 2022.

We are grateful to Marilyn, Ava, Lisa, Jackie, Terrie and now Helena for their hard work and commitment in running the day-to-day operations of the Centre and at the same time giving empathy, compassion and support to everyone who visits the Olive Tree.

Volunteers



Volunteers, trustees and special guests at the Queens Award for Voluntary Service Award presentation.

The Centre has 52 volunteers including 8 counsellors, 4 coaches, 26 therapists, 14 who help with general duties (Front desk, Drop-in organisers). Our aim is to have volunteers who are happy, engaged in shaping our services and eager to continually support the Olive Tree. Our engagement efforts are ongoing through volunteer lifecycle and we ensure consistent communication and recognition.

Trustees fund a length of service Recognition Award Scheme for the volunteers. Awards are given to recognise 1, 5, 10 and 20 years of service as well as an Outstanding Contribution Award. Many volunteers have been working in the Centre for a number of years including 29 with over 5 years of service and 5 with over 10 years of service. Our Annual Volunteer Christmas buffet and Awards evening did not take place in the reporting year due to Covid-19 but QAVS event was held instead in October 2021.

In December 2020 we introduced “Reward Gateway”, a scheme that provides staff and volunteers with a range of discounts, well-being tools and a new improved method of charity communication.

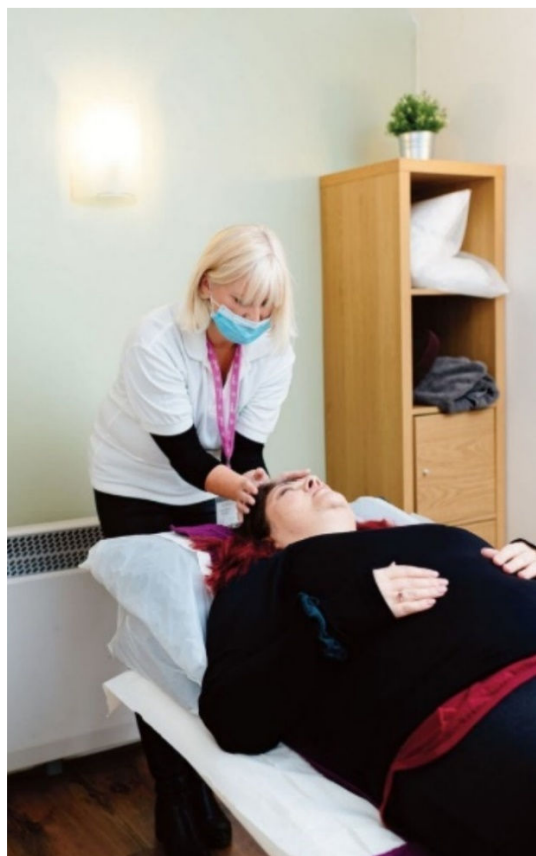
The Centre Manager adopts an organised and rigorous approach to the recruitment and training of volunteers to ensure that they are appropriate in terms of skills, qualifications and their alignment with the Olive Tree values. Regular contact is maintained to ensure that the services that they deliver are of the appropriate standard and they themselves have job satisfaction.

Training

The Olive Tree believes that training is key to the effective and efficient delivery of high-quality support to all those who chose to take advantage of the wide range of support services available. Our aim is to have well-trained and well-informed employees and volunteers. The Olive Tree remains committed to providing all necessary support to enable employees and volunteer to complete the tasks required.

Examples of training undertaken in 2020/2021 included Safeguarding, Cancer awareness, Health and safety, Fire safety, and Data protection.

Centre operations during the Covid-19 pandemic



Our staff and volunteers continue to show great flexibility, resilience and resourcefulness in keeping our services running at the Crawley Centre. Similar to 2019/2020, during further Covid-19 lockdowns we had volunteers providing emotional support (on-line and in person), acupuncture and exercise classes (Zoom sessions were held for Yoga, Pilates, Mindfulness, EFT and Hypnotherapy). We saw an increase in counselling post lockdowns.

We had two staff furloughed to February 2021, then again to August and September 2021, with the remainder of staff working from the Crawley Centre and Horsham Information Hub. During lockdowns we lost some of our volunteer therapists due to health issues and moving to other areas. It remains challenging to find new volunteers in the current environment.

To comply with lockdown opening procedures, three members of staff completed the HMG online training for Covid-19 management in 2020. During the first lockdown we made modifications to the Crawley Centre and the Horsham Hub to comply with Covid-19 Secure Guidelines. These continued to be in place during this reporting year. Additional PPE has been deployed along with additional disposable couch bedding. A Covid-19 Disclaimer document is signed by each user at the Centre before an appointment can take place.

Risk management

Trustees are responsible for managing and monitoring risks and having overall accountability. Management provides daily risk management on behalf of the trustees. There are reasonable processes in place for the identification and prevention of major risks, setting risk appetite and ensuring that risks are reviewed when issues arise.

Employees and volunteers involved in delivering charity services have a responsibility to identify any risks associated with delivering their work, and to escalate these risks to the Centre Manager and Trustees.

The trustees and management undertake regular reviews of the risk management action plan and risk register. In May 2021, Olive Tree carried out an independent review of policies and procedures to provide assurance that internal controls are effective.

We operate a comprehensive annual planning and budgeting process. We monitor performance through the use of key financial and performance indicators which are reported to the Trustees at each meeting.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Specific risks considered by the Trustees include income, expense, reputation, fraud, cyber security and data protection, and staff and volunteers' risks. Most recently the trustees also considered the potential risks arising out of the Ukraine crisis (impact on fundraising) and made provisions accordingly.



More than 80% of the Olive Tree's income is from donations including non-recurring, one-off grants and bequests. This fundraising risk is mitigated through a combination of a robust reserving policy and a professional and systematic fundraising approach, supported by volunteers.

The trustees of the Olive Tree are aware of the risk of fraud in charities. The Olive Tree Anti-fraud policy covers counter-fraud mechanisms. Fraud awareness training programmes are planned for all staff and volunteers.

At the Olive Tree we take data protection seriously and our responsibilities are covered in the Data Protection Policy. As a risk mitigation measure, appropriate training is provided for staff.

We will continue to work on developing robust cybersecurity protocols to ensure full security, while at the same time building resilience to respond quickly to attacks with minimal impact on our operations and reputation. We continue our efforts towards alignment with the National Cyber Security Centre (Cyber Essentials

framework). We know that security starts with people and our aim is to provide annual cybersecurity training for our staff and volunteers to help them to recognise cyber security threats and avoid making security mistakes.

People, leadership and culture are key to our service delivery. Major risks include the inability to recruit the staff with right skills, the retention of high calibre employees, and sustaining the culture, may impact our ability to deliver services. We closely monitor and benchmark compensation and benefits, staff support and supervision framework.

The Olive Tree has a small staff of five with a lot of knowledge concentrated in those individuals. Robust succession plans are being put in place to ensure that tasks can be readily passed

on to other members of staff, knowledge is shared, including the documentation of processes and procedures, and there is no impact on charity operations due to staff movements.

Due to the coronavirus pandemic, the Olive Tree experienced a sudden drop in the number of volunteers which could impact the ability of the charity to deliver services. This risk has been mitigated, with new volunteers from the waiting list maintained by the Centre manager, being engaged and are now providing services.

Health and safety issues, compliance and regulatory risks are controlled through the deployment of policies and procedures. We have a robust volunteer recruitment process with appropriate safeguarding DBS checks where required.

Robust Financial control

Processes and procedures are in place to

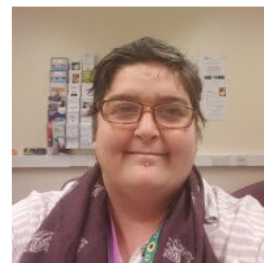
- protect the charity's assets
- identify and manage the risk of conflicts of interest, loss, waste, bribery, theft or fraud
- enable the Trustees to be in proper financial control of the Olive Tree
- enable the Olive Tree to meet the contractual obligations and requirements of funders
- ensure that financial reporting is robust, of sufficient quality and timely
- ensure that the trustees comply with charity law and regulation relating to finance.

3.3 Fundraising activities

Key donations and grants received in 2020/2021

The provision of our services is entirely dependent upon funding made through charitable donations and grants.

The Olive Tree's promise to the general public, our community and to our valued supporters, staff and volunteers is that our fundraising is, in all its forms, legal, open, honest, and respectful. We take every reasonable step necessary to comply with the law and are fully responsible for our actions, ensuring that our fundraising is carried out in line with the Code of Fundraising Practice. We make sure that all of those who fundraise on our behalf do likewise and, as such, do not cause detriment to the charity's reputation. We also verify that all such fundraising activities are in-line with both our ethical standards and legal requirements.



Ava Harding
Fundraising Manager
(until 31 August 2021)

The Olive Tree, in deciding whether to accept a donation or gift, considers the charity's best overall interest, and will refuse donations from donors whose activities appear to be in direct conflict with any of our charitable aims or objectives.

Supporters who wish to donate to a specific area of the Olive Tree's work can do so by providing written instruction to this effect with their donation. The Olive Tree will always respect this. If the Olive Tree is unable to accept such a request, then the donation is refused or refunded if the sponsor does not wish the money to be used for a suitable alternative purpose.

Fundraising Performance

Our Fundraising Manager has persevered in seeking funding from a wide variety of sources and fundraising opportunities throughout the reporting year despite the ongoing negative impacts of the pandemic, and has overseen a healthy income stream once more. We would like to thank The Henry Smith Charity for their continued support in sponsoring this position again this year.



Our key donors for 2020/21 are listed on page 22 of this report. We greatly appreciate the efforts and generosity of all who have contributed to our funds over the past year. Our overall income in 2020/21 from all sources (excluding investment income) was £113,485.

This money has proved vital in our ongoing provision of services, particularly in the light of the additional pressures associated with Covid-19, and continue to help improve the lives of our many users affected by cancer.

We are most thankful for Covid-19 specific funding given by the Sussex Crisis Fund and the Argus Appeal, both administered by Sussex Community Foundation. Other large grants were gratefully received from The Henry Smith Charity, Gatwick Airport Authority and The Longley Trust. We would also like to thank the Marsh Christian Trust and the Magic Little Grants Fund for their

financial support. We have benefitted greatly from the token and nomination schemes at Bunzl Greenham, Varian, Arnold Clark Autocare, Asda, John Lewis & Partners, TK Maxx, Homesense, Amazon Smile and Give as you Live, all of which were triggered thanks to the nominations of our supporters. In this toughest of times, we are so very grateful for each of these generous contributions. We must also highlight, with our utmost appreciation, the kind and generous bequests received in the year from the late Pru Rajani Lukka, the late Ann Noble and the late G M Woods.



The continuing restrictions resulting from Covid-19 has again severely impacted our fundraising community event programme. In this difficult time, we thank Jamie McDonnell, Faye Rabson, Michelle Ward and Rachel Palmer, for their herculean fundraising events over the course of the year. Many of our volunteers and supporters have continued to raise money with their own initiatives,

whilst ensuring that they are Covid-19 secure. We are extremely proud of them and sincerely grateful for their exceptional efforts. Whilst there are too many to mention in this report, organisations such as Trailblazers, RAM Cricket Club and Crawley Town Old Boys continue to be key and integral to our achievements in this respect.



We welcome and thank our new corporate partners Crawley Town Football Club, Global4Communications and The Hornbrook (Hall & Woodhouse). We thank each of you for your fundraising efforts to date and look forward to working with you going forward.

Engagement with our donors

Donor retention and development continues to be most important for the Olive Tree in order to ensure the sustainability of funding. We are committed to a continuous improvement of our donors' experience by targeting our communications with them. This way we learn more about their expectations, award criteria and key drivers of their loyalty, and achieve this through the provision of funding progress reports, end of funding reports, and by regularly meeting with our funders and supporters.



Looking forward, our fundraising challenge will become greater. The demands for our support and care will grow, and this, together with the expansion of our Horsham service offerings, will mean that our costs will increase and with this, our fundraising will need to scale up accordingly.

Our Fundraising Manager, Ava Harding, resigned at the end of this financial year to further progress her career. We thank Ava for her sustained efforts and achievements throughout her tenure. We would like to welcome Helena Taylor who joined as a new Fundraising Manager in January 2022.

3.4 Stakeholder management and communications

Engagement with our stakeholders remains a high priority of the Olive Tree, and is a means of advising us of the impacts of our decisions and enables us to better respond to their needs. The development and building of strong relationships with each of them is an important, ongoing part of our charity operations and governance.

Our key stakeholders are below:



All Trustees and management are committed to being open and transparent with the charity regulators and to meeting all of the Small Charity compliance requirements. A thorough and up-to-date understanding of legislation affecting the Olive Tree such as Charity Commission regulatory reporting (changes to SORP, best practice guides, new Trustee information) and forums for Trustees and Staff (for example, Institute of Fundraising) is core to ensuring that all decisions conform to the relevant guidance and constraints.

Ongoing provision of feedback and testimonials from the users of the Olive Tree are integral to the continuous shaping and improvement of services. As a minimum, we conduct a service user satisfaction survey every three years and issue a new user satisfaction survey on an annual basis.

The single greatest impact of the pandemic and restrictions was going online. We adapted to using the Zoom online platform that facilitated the delivery of services, operation of the charity, and maintaining contact with users.

We actively use a range of communication channels in order to keep our service users informed. For example, we issue a monthly update newsletter from the Centre management team, we extend an invitation to attend the AGM, and we circulate our Annual Report to members. We aim to further increase our usage of social media platforms such as LinkedIn, Facebook, Instagram and Twitter. These platforms allow us to freely engage with our supporters and those interested in our work by publishing our latest news, details of our fundraising events and campaigns, and up to date information regarding our service provision.

We are extremely grateful to our grant providers (donors) because, as a self-funded charity, without them the Olive Tree would struggle to survive. We engage with each of these on an individual and tailor-made basis, and ensure that their required funding reports, both interim and at the end of funding, are submitted in a complete and timely manner.

Engagement with the local community (such as Crawley Local Community Network, Local Cancer Network), the general public and media through various community fundraising events, other Centres (Horizon in Brighton, Age UK in Horsham, Horsham District Council Wellbeing Centre), and meetings with local GP practices promoting the Olive Tree, remain a priority.

4. Financial report

4.1 The Financial Review 2020/2021

Treasurers report

The charity has maintained a sound financial position. As a consequence of the planning exercise that took place when the Covid-19 pandemic restrictions began, we ensured the maintenance of the Centre and its services to the greatest extent possible.

This year the surplus was £17,242, following a surplus of £37,498 in the prior year. Full details can be found on page 24 of this report. Our reserves take account of the long-term nature of our operations and the needs of our service users. We plan to keep them at the level required in the Reserves Policy, fully taking account of the wide range of risks to which the charity is exposed. The self-funding nature of the charity presents significant reliance on income received with inherent volatility. Outgoings, by contrast, comprise items such as staff costs, premises, IT, therapy and volunteer expenses which are stable and, in many cases, unrelated to activity levels.



Trevor Chrismas
Treasurer

Income

The primary sources of income are donations, fundraising activities and legacies together with certain grants for specific purposes. Income received in the year was £114,935 (inclusive of interest), down from £168,343 in the prior year. The decreases were across the board, with the most significant declines in income from bequests, grants and a reduction in events due to the pandemic. The decline in bequests was due to a single large bequest received in the prior year. This type of income is always unpredictable. The reduction in grants was due to Covid-19 related grants received in 2019/20 that were no longer available in the reporting year.

Expenditure

Expenditure in 2020/21 was £97,693, down from £130,845 in the prior year. The decrease of £33,152 was primarily from reduction in costs due to a staff vacancy, a reduction in volunteer expenses following a transition to remote provision of some counselling and therapy services, and other reductions due to lower onsite activity levels.

Covid-19 Financial Impact

Financially this has been another rather unusual year. While the prior year comprised seven “normal” months and five covid affected months, the entire current year has been affected by some degree of pandemic restrictions with a limited opening up of the economy, albeit in an environment of general financial caution.

For the Olive Tree this has meant that income has further reduced in the current year and our services have been opening up to a limited extent. There remain limitations in both the services offered by the Olive Tree, and the ability to raise funds.

Covid-19 support grants received in the prior year have not been available in the current year, other than the Coronavirus Job Retention Scheme “CJRS” (Furlough) which ramped down towards the end of the period. On a more positive note, The Olive Tree has been fortunate in receiving £21,000 of grants specifically for the opening of the new Horsham treatment rooms, working with Total Therapy Studios. In addition, while bequests have reduced, they remained an important source of funding for the organisation.

The Pandemic has also had a significant impact on our volunteer community, with a number of therapists and counsellors having to focus on rebuilding their business and consequently being able to offer less or no time volunteering. This affects not only the level of services provided, but also the value of donations received in the centres, with expenses also remaining historically low.

Importantly the charity has continued to maintain a strong reserves policy, which has given both our staff and the service users confidence in the Olive Tree’s ongoing viability.

The future remains uncertain. The pandemic has already continued far beyond the timeframes previously envisaged. Covid-19 restrictions and the associated impact on the economy limited fund raising activities and the ability of donors to continue to support the Olive Tree. The increase in the cost of living and inflation of 7% put pressure on expenditure. The Ukraine crisis added another dimension, as we see significant fundraising efforts undertaken to support refugee, with funds being diverted and redistributed in the charity sector.

Furthermore, the high levels of competition for the limited grants available is likely to continue, reducing the application success rate. At the same time, the level of demand for Olive Tree services will continue to be hard to predict but has already increased significantly as restrictions have relaxed. More people are coming forward for testing, hospitals have stepped up cancer treatments and so more people are being referred to the Olive Tree.

Restricted Funds

Restricted funds comprise amounts received for a specific purpose. Such funds are monitored to ensure they are only applied for the specific purpose and any balance of such funds is held separately.

	£
Deficit b/fwd*	(6,771)
Income Received	59,634
Expenses Paid	(34,745)
Funds c/fwd	£18,118

*Since the opening balance was a deficit, none of the charity’s assets were regarded as held for restrict funds.

Horsham Information Hub. A grant of £29,320 was received specifically in respect of the Horsham Information Hub. Related expenditure amounted £22,991. In addition, a deficit of £5,271 was carried over from the previous year leaving a surplus of £1,057 at the end of the period.

Horsham Holistic. Grants of £10,000 was received specifically in respect of the newly opened Horsham Therapy Centre, of which £1,729 had been expended at the end of the financial year. These grants continue to be expended in the current financial year.

Counselling Grant. Grants of £12,500 were received in respect of counselling supervision costs. Counselling activities were greatly reduced due to the pandemic restrictions, resulting in expenditure of £3,525 during the period. The counselling has now resumed, and this grant continues to be expended during the current financial year.

Fundraising Officer. A grant was received from the Henry Smith Charity in the amount of £6,500 to support the role of Fundraising Officer. The grant received has been fully expended with no amounts being held over.

Reserves held

Reserves, comprising that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes, were £201,529, decreasing from £202,405 for the prior year, are in line with the reserving policy (below) and follow the surplus of income over expenditure detailed on page 24, adjusted for the movement in restricted funds. Details of funds invested are included on page 25.

Risk management and reserves

The Trustees undertake regular assessments and, where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These inform the Trustees' consideration of an appropriate target range for cash reserves.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Reserves Policy

The Trustees set, publish, implement and monitor the Reserves Policy in line with the guidance provided by the Charities Commission in England and Wales, "Charity Reserves and Building Resilience" (CC19) to ensure compliance with their legal duties to:

- a. act in the interests of their charity and its beneficiaries
- b. protect and safeguard the assets of their charity
- c. act with reasonable care and skill
- d. ensure their charity is accountable.

The Trustees have reviewed the financial risks facing the organisation (see Risk Management section) and quantified both the probability and magnitude of various risks. The Trustees have resolved as a policy to set both an upper and a lower limit of unrestricted reserves to be maintained for such purposes and to act to increase or decrease expenditure if the reserves fall outside those limits. At the date of the approval of this report by the Trustees, the target range of reserves was £176,000 to £264,000 (2020: £149,000 to £224,000). The increase in the target range follows, in part, an increase in the fundraising challenges arising from the crisis in Ukraine, a shocking event which has upturned the lives of many millions of people and challenges the sense of peace and security in which many Europeans have lived for two generations. Consequently fundraising supporting those affected is likely to reduce the grants and donations available more widely in the charity sector. In addition, the price pressures and shortages arising globally are expected to increase the expense base of the Olive Tree. Actual reserves at £201,529 (2020: £202,405) are within the target range.

Large Donations, Grants and Bequests

Significant amounts were received from:

Macmillan	£29,320
Sussex Community Foundation	£16,000
The Estate of G M Woods (Bequest)	£10,000
The Henry Smith Charity	£6,500
The Albert Hunt Trust	£5,000
Gatwick Airport Authority	£2,500
The Estate of P Lukka (Bequest)	£2,000

Fundraising donations via JustGiving were £12,016.

Independent Examiner

Ian Lineham was re-appointed as independent examiner to Olive Tree Cancer Support Group during the year and has expressed their willingness to continue in that capacity.

Approved by the trustees on 4th May 2022 and signed on their behalf by



Trevor Christmas
Trustee

4.2 Report of the Independent Examiner

Independent Examiner's Report to the Trustees of the Olive Tree Cancer Support Group, registered charity 1157386

I report to the Trustees on my examination of the accounts of the Olive Tree Cancer Support Group ("the Charity") for the year ended 31 August 2021 set out on pages 24 to 25.

Responsibilities and basis of report

As the Trustees of the Charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act; or
- the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Ian Lineham
Chartered Accountant
Institute of Chartered Accountants in England and Wales

Date 16th May 2022

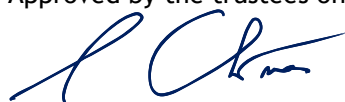
4 Gander Hill,
Haywards Heath,
West Sussex
RH16 1QX

4.3 Income and Expenditure Account

Year ended 31 August 2021

	2021	2020
Income	£	£
Fundraising and Donations	19,798	34,643
Grants <i>including Macmillan</i>	52,420	59,880
Covid-19 related grants <i>including CJRS</i>	19,163	18,273
Bequests	12,000	35,029
Drop-in and Therapy Donations	4,891	7,971
Events	5,213	11,040
Total Operating Income	113,485	166,836
Interest	1,450	1,507
Total Income	114,935	168,343
Expenditure		
Staff Costs	69,942	79,347
Drop-in and Therapy expenses	7,007	15,351
General Expenses	13,794	18,183
Equipment	168	3,521
Premises (Horsham)	4,628	7,386
Fund Raising	906	1,544
Advertising and Awareness	1,002	2,260
Training	246	3,253
Total Expenditure	97,693	130,845
Excess of Income over Expenditure	17,242	37,498
Opening Funds	202,405	164,907
Closing Funds	219,647	202,405
Reserves		
At 31 August		
Cash at Bank	219,647	202,405
Restricted Funds	(18,118)	0
Total Reserves	201,529	202,405

Approved by the trustees on 4th May 2022 and signed on their behalf by



Trevor Christmas
Treasurer

Notes to the Financial Statements

The Trust had funds at 31 August 2021 of £219,649 (2020: £202,405) which were invested as follows:

	2020/21	2019/20
	£	£
CAF Cash Account (current account)	9,645	4,850
CAF Gold Account (immediately available)	41,000	30,000
Redwood Bank (95 days notice)	83,680	82,555
Saffron Building Society (immediately available)	85,322	85,000
	219,647	202,405



THE OLIVE TREE CANCER SUPPORT GROUP CONTACT DETAILS

Horsham

T: 01403 627 424

E: Horsham@olivetrecancersupport.org.uk

Crawley

T: 01293 534 465

E: office@olivetrecancersupport.org.uk

Accounts



OLIVE TREE CANCER SUPPORT GROUP

Annual report and accounts for the year ended
31 August 2020

Registered charity No. 1157386

The Olive Tree Cancer Support Centre, Crawley Hospital,
West Green Drive, Crawley, West Sussex RH11 7DH



Social media

www.olivetrecancersupport.org.uk/



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Chairman's statement



Graham Nicoll
Chairman

At the time of writing this report, we face the unprecedented challenge of the coronavirus pandemic and, in these difficult and extraordinary times, our priority is to continue to support our service users, both existing and new. As the year started, we were looking forward to building on our successes and developing our services in Crawley whilst expanding our presence in Horsham. Our ethos of supporting the emotional and physical needs of all cancer patients, their families and friends, from diagnosis for as long as required, is at the forefront of everything that we do. We know that our services are needed more now than ever.

During the first six months of the reporting year, we were on track for another successful year measured by funds raised, awards received, and services offered to an increasing number of our members (service users or users). Then, as the Covid-19 pandemic took hold in March 2020, we immediately undertook a major initiative to ensure we could continue to offer significant levels of support to members during this time. We moved a few services to online or via the telephone and did all that was required to ensure our Crawley Centre was Covid-19 secure, allowing it to be open to our users whilst always adhering to government guidelines. The feedback from users over this period has been extremely positive. On behalf of the Trustees, I would like to thank our staff and volunteers for their amazing work.

We mustn't underestimate the additional stress the pandemic has had on our service users with the additional challenges they have faced caused by delays in diagnosis, treatments and the loss of support with the removal of face-to-face consultations. Shielding has also impacted our members with many suffering from loneliness and isolation. I am pleased the Olive Tree has been able to support so many of them during these difficult times.

We rely on donations, legacies and grants for our income. During the year we raised £132,000 through the help of our supporters and staff. In addition, we received a significant bequest of £35,000 which means the total income for the year was £168,000 (including interest). This level of income and our strong financial management has allowed the Olive Tree to end the year in a financially strong and sustainable position. We need, however, to do all we can to increase our level of fundraising further to ensure we can meet the demands we face ahead in what is likely to be a challenging economic environment.

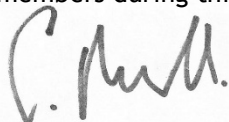
Looking forward

The Covid-19 pandemic has had a major impact on the Olive Tree and our members, and we will continue to develop our services and the support we offer in these difficult times. For cancer patients the effects of the pandemic are manifold, and we believe that, as restrictions are removed, the demand for our services and support will increase more than ever before. We will focus our efforts to ensure we are ready by increasing the services offered in Crawley. We are also excited to be launching further expansion in Horsham allowing us to, for the first time, offer group and individual services in the town centre.

Our Centres are open to everybody regardless of background. In addition to expanding what we do, we will undertake new initiatives looking at who we reach, particularly focusing on minority ethnic and underprivileged communities. We aim to help all areas of society and support our users where we can through their cancer experience.

Gratitude

Thank you to our staff, volunteers and supporters for allowing the Olive Tree to support our members during this most challenging year and into the future.

A handwritten signature in dark ink, appearing to read 'G. Nicoll', written over a light grey background.

Graham Nicoll
Chairman

1. Who we are and what we do

1.1 Background and a summary of charity activities in 2019/2020

Charitable object

The charitable object of the Olive Tree Cancer Support Group (the Olive Tree), as prescribed by the Charity Commission, is to relieve the physical or emotional distress of persons with cancer and their partners, families, friends and carers through the provision of services.

The Olive Tree operates from its Support Centre in Crawley and has an Information Hub in Horsham established in 2018. The Centre is open to everyone who is affected by cancer irrespective of whether newly diagnosed or a longer-term supporter. In 2019/2020 the Centre, despite the restrictions placed upon us due to the Covid-19 pandemic, provided services to more than 240 people, including 158 new patients.

The Olive Tree is a welcoming and trusted 'safe place' for its cancer patient community and for their loved ones, offering reassurance and relaxation at times of most need. Its empathetic and supportive team provides valued services, help and key understandings that enable and empower patients to meet challenges throughout their cancer journey.

In the reporting year, the Olive Tree provided services to 16% of new cancer patients who live in Crawley, and 3% who live in Horsham (see table below). The Centre provides support to 8% of new cases in the overall area. This means our support maybe needed by many more new and existing patients, particularly in Horsham. It is now estimated that about half of the UK population will be diagnosed with cancer at some point in their life. Due to the advances in medical care more people are being cured and surviving longer which means we will need to support more patients, their family members, carers and friends for longer.

Area of residence	New users at the Olive Tree 2019/20	New cancer cases (as of Feb 2020) ¹	Total area population (2019) ²
Crawley & local areas	83	530	112,410
Horsham	44	1,400	143,790
Other areas	31		
Total	158	1,930	256,200

Our services are not restricted to those living within the two town boundaries. Our users come from many local areas including Broadfield, Bewbush, Langley Green, Horley, Burgess Hill, Haywards Heath and East Grinstead. The closest cancer support centres to Crawley are in Chichester, Guildford, Redhill and Brighton, demonstrating a unique position of the Olive Tree to meet the demand for services from local communities.

As such, it is estimated that we are potentially accessible by a total population approaching 500,000 people.



¹ <https://www.cancerresearchuk.org/cancer-info/cancerstats/local-cancer-statistic>

² Sussex Community Foundation Insight reports, October 2020

Supportive services

The aim of the Olive Tree is to provide therapeutic care to cancer patients and their supporters, enabling them to cope better with their disease and treatment. We are a self-funded charity, and our therapies and services complement the medical support that is given to cancer patients by the NHS. We do not offer any medical treatments or advice.

The Olive Tree provides many different types of services to its users. We had 1,853 Centre visits in 2019/2020 (down by 42% on the previous year of 3,215 due to the pandemic) with an average of 270 per month pre-lockdown. Complementary therapy is the most popular reason for a visit (39%), followed by counselling (17%) in 2019/2020.

Our workshops are also very popular. We ran 20 across Crawley and Horsham during the year. Some more unusual services offered by the Olive Tree are breast cancer surgery aftercare treatment, scar massage, Virtual Reality Headset Workshops.



Services	Description
Information support	Library of books, magazines, local and national information, and Macmillan brochures
Complementary therapies	Complementary therapies are offered to anyone who visits the Centre, both those with cancer and their supporters. These therapies complement orthodox cancer treatments and improve the quality of life by relieving stress and tension. They are based on the holistic principle that healing works on all levels: spiritual, mental, emotional and physical. - Acupuncture - Aromatherapy - Energy Healing - Therapeutic art - Kinesiology - Reflexology - NADA protocol ear acupuncture - Bowen Technique - Emotional Freedom Technique (EFT) - Pranic Healing - Massage - Reiki - Emotional Support Therapies - Cranio-Sacral Therapy - Hypnotherapy - Indian Head Massage - Oncology Massage - ACU sound therapy
Counselling & Coaching	Counselling and Coaching offer patients alternative approaches to find their own solutions to difficulties, and a way through a crisis and beyond.
Support groups	Breast cancer group, Secondaries club, Prostate cancer group
Workshops	Various topics - Mindfulness, Card Making, Headwrappers
Pink Ribbon programme	Exercise for breast cancer patients
Exercises classes	Yoga, Pilates
CAB Welfare/ Benefits	Confidential benefits advice
Drop in	Social afternoons to discuss any concerns or just speak with someone
Wig service	Selection of wigs, hats, scarves and bandanas with a fitting service

In February 2020 we conducted a new user satisfaction survey. Over 96% of respondents rated the quality of their treatment as excellent, with the remaining 4% rating it as good. Overall, the responses and comments were very positive indicating that all users valued what the Olive Tree offers and it makes a positive difference to the lives of those who attend.

“ This is a wonderful service and I for one would have been lost without you. Always a kind word and good advice/treatments

“ I find the Olive Tree a very comfortable environment where I can relax with people in a similar situation and try different therapies

Impact of Covid-19 on user services - we remained open

In March 2020 we were forced to drastically review our operations owing to the UK Government guidance and restrictions due to the Covid-19 pandemic. The Centre in Crawley was made Covid-19 secure and we remained open, welcoming 55 new users from March 2020 until the end of August 2020.

The threat of Covid-19 meant that new ways of working had to be agreed and swiftly implemented in order to meet government guidelines as they changed and developed. We moved some of our services to phone and online video platforms (Skype and Zoom): counselling, coaching, distance healing, ETF, hypnotherapy, Pink Ribbon exercise. We provided access to acupuncture, chair exercises, breathing exercises, yoga and Pilates by YouTube video that is also available on our website. Overall, we provided 43 sessions of remote support between April and July 2020.

Our Crawley Centre remained open for wig fitting on a strict, self-service appointment basis. The staff and volunteers also helped with shopping and medication pick-up for some patients.



“ I am extraordinarily grateful for the Olive Tree's support and care over the many years since my original diagnosis: it feels like having an entire football stadium full of support! I haven't felt this any less during the pandemic. I have taken part in several online meetings of the particular support group that I am a member of. It was amazing how quickly the technology ceased to be a barrier and we were quickly back to our normal friendly chatting, sharing our experiences and catching up with how we had adapted to the 'new normal', and the changes to our treatment during lockdown. It was great to see everyone at least on a screen and see how we were all doing - and share little glimpses of gardens. The technology meant that one of our members who is usually at work and unable to make it to the meetings was able to join us in her lunch hour, so an added bonus. Like everyone, I am so looking forward to a post Covid-19 world, but it's great that that wonderful support remains very much available, even in a different format.

KR, Patient. July 2020.



Horsham Information Hub

Our Horsham Information Hub operates from Horsham Hospital. It offers information services, demonstration sessions (pranic healing, EFT, acupuncture, yoga and hypnotherapy) and workshops. We are currently looking for new premises to enable us to provide complementary therapy and counselling.

Our Horsham services were constrained by lockdown restrictions but throughout the pandemic the phone was operational during office hours.

1.2 Achievements and performance

2019/2020 YEAR in NUMBERS

We are delighted to present our key data covering the usage of the Centres.

User engagement	New user profile	Donors, fundraising and impact of donations	Staff and Volunteers
 1,853 centre visits in a year (3,215 prior year). Down by 42% due to Covid-19	 158 new users welcomed by the Olive Tree in 2019/2020 (overall 240 users)	 17 major grants and donations received (value £0.6k-£5k each)	 3 part-time staff at Crawley 2 full-time staff at Horsham (2 staff worked during lockdown)
 270 User visits per month pre-pandemic 39 visits per month during pandemic (April-July)	 4:1 Ratio of female to male new users	 562 JustGiving donations (increase by 59% on PY)	 66 volunteers (29 have been at the OT over 5 years)
 10 different types of services provided by the Olive Tree	 64% of new users are over 50 years old	 £27 Average expenditure per service user	 860 visits to centre by volunteers in a year
 748 therapy sessions delivered in a year making it the most popular service (39% users). Second most popular was counselling (17% of users).	 Ethnicity of new users 14% Asian 86% White	 96% of respondents from 2019/20 user satisfaction survey rated the quality of their treatment at the centre as	 8 volunteers provided emotional support and exercise classes during lockdown months
 14 workshops held in Crawley 6 workshops held in Horsham Pre-lockdown	 17 different cancer types of users (49% of users have breast cancer)	Excellent	 16 volunteers offered therapy and counselling during July and August 2020
 43 sessions of remote support provided during pandemic	 Users travel from 10 different areas of West Sussex with 80% from Crawley and Horsham	Awards  4 Awards and nominations received by the Olive Tree in 2019/2020	

Feedback received from users

“ The Centre is an absolute haven. I don't know what I would have done without it.

“ The Centre is a lifeline to patients and carers.

“ The Olive Tree is an oasis in the desert. All the staff are wonderful and caring.

“ Every member of staff, paid or volunteer, is so friendly and welcoming. It's my safe place where people listen and offer support, not sure what I would have done without this place, especially once treatment had finished it's nice to still have somewhere to go. Thank you.

“ During lockdown, it has been encouraging to meet fellow members of the Secondaries Club to uplift and exchange support via zoom. Marilyn skilfully chairs these meetings and allows us all to catch up with how we are all doing. It will be good to eventually all meet up again at the Olive Tree! For now, Zoom is the next best thing.

Awards in 2019/2020

We were delighted to be recognised for our services by our Community and other organisations.

Award	Description
	'Achievement Award' awarded to Marilyn Drury, our Centre Manager The Crawley Community Awards are organised by Crawley Borough Council in association with The Hawth theatre and The Crawley Observer, and supported by Headline Sponsor London Gatwick Airport. The awards recognise and reward people who live, work, volunteer or study in the Crawley District who give up their time, talents and skills to help and support others in their community and those who have trained, worked and put all their efforts into making real achievements
	The Olive Tree was a Finalist in the Charity category. Best of Sussex Awards 2019 celebrated the very best people and organisations within the Sussex communities, those that really do make a difference to their communities.
	The Macmillan Quality Environmental Mark (MQEM) award champions cancer environments that go above and beyond to create welcoming and friendly spaces for patients. MQEM is the first award of its kind in the UK and has been designed in collaboration with people living with cancer. In 2020 the Mark for the Olive Tree was increased from Good (Level 4) to Outstanding (Level 5). It will be valid to 2023.
	Charity Excellence Framework: Sustainability Mark awarded to the Olive Tree for one year. A quality mark that shows we are committed to excellence, have financial stability and are a sustainable charity now and for the future.

1.3 Looking forward statement

Whilst the Olive Tree remains ambitious in its ongoing objective to support significantly more cancer patients, we recognise that current circumstances are not ideal as our society gradually adjusts to meet long-term consequences of the pandemic. We anticipate that this might slow our intended progress somewhat, but we are determined that it will not stop us from continuing to meet this challenging goal.

The recent restrictions caused by the pandemic, have shown how we can better utilise technology in adapting our delivery, for example conducting therapy and counselling sessions remotely. We will maintain these new practices, as appropriate, to maximise the convenience and comfort of our service users and continue to explore other ways in which technological advances might help improve our efficiency and effectiveness.

The demand for our care will doubtless increase. This is due to a backlog of cancer patient requirements from those who have not yet progressed with treatment, or have unknowingly delayed diagnosis, during the times of lockdown, and also because of the continued increase in the prevalence of cancer in its various forms.

We will reach out specifically to cancer patients within ethnic minority groups and to those in socially deprived areas within the Crawley/Horsham vicinities. This is to raise awareness of how we can support them and to encourage their involvement.

To meet the increased demand, we need to recruit further personnel. It is important that they have the right skills, are motivated and have appropriate personalities, in order to maintain our current high standards of delivery and care. We will continue to measure our performance using appropriate assessments, such as user feedback, to ensure that this is the case.

We are currently planning further expansion in Horsham to make it easier for new and existing cancer patients (and their friends and families) who live close to Horsham to benefit from our expert care services. This will be heavily publicised both locally and through social media.

This growth in our capacity requires a corresponding significant step up in our funding. We must deliver this in the face of greater competition for (possibly fewer) grants available to us given the current financial climate.

On the positive side, we expect to be able to restart fundraising activities in the community in 2021 which we have been unable to do this year. Likewise, our continued expansion into Horsham will enable new local business partnerships to be formed and will offer a broader audience from which individual supporters and fundraisers can be sought and engaged. Despite these financial positives, we are very aware that our ambition to expand encompasses a huge funding challenge. We are determined to meet this challenge and are confident of doing so given the amazing commitment and generosity of our existing and new supporters, to whom we will always be indebted.



2. How we operate

2.1 Charity information, structure and governance

Charity registration

The Olive Tree Cancer Support Group is a Charitable Incorporated Organisation (CIO) registered on 9 June 2014. The Olive Tree is governed by its CIO Constitution dated 29 May 2014, which sets out the charity's powers and authorities. The constitution was amended by the Trustees and approved the members at the Annual General Meeting (AGM) held on 24 February 2021.

The charity is regulated by the Charity Commission of England and Wales. Registration number **1157386**.

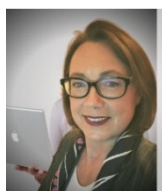
Address: Wentworth House, Crawley Hospital, West Green Drive, Crawley, West Sussex RH11 7DH

Trustee information

The Olive Tree Board of Trustees provides independent control and has legal responsibility for the management and administration of the charity. The Board is also responsible for the strategic direction of the charity and the authority delegated to Management. The Trustees are elected by the members of the charity at the AGM and, subject to re-election or early retirement, serve for a maximum of three, three-year terms, after which they must stand down for at least twelve months.

Volunteers, employees, professionals, cancer patients, their carers and others are entitled to become members of the Olive Tree and are entitled to attend its AGM and vote on important decisions affecting the charity.

The Board consists of six Trustees (ethnicity ratio - Asian 14%, White 86%). They all give their time to the Olive Tree on a voluntary basis and receive no remuneration. Reasonable expenses may be reimbursed.



**Alla
Levadnaya**



**Trevor
Christmas
(Treasurer)**



**Raj
Limbachia**



**Graham Nicoll
(Chairman)¹**



Stephen Baily²

Appointed
2 September
2020



Yulia Baynham²

Appointed
4 November
2020

Resigned

Gary Morris
Charlotte Huggins

Appointed 1 April 2020, resigned 24 February 2021
Resigned 23 July 2020

In accordance with section 13 of the CIO Constitution

- 1 Graham Nicoll retired by rotation at the Annual General Meeting held on the 25th of February 2020 ("The AGM") and was re-elected for a further 3-year term.
- 2 Gary Morris, Stephen Baily and Yulia Baynham, who were appointed as Trustees since the previous AGM held on 10th September 2019, retired at the AGM held on the 24th of February 2021. Stephen and Yulia were re-elected for a 3-year term.

The charity Trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. At the date of this report the appointed Chairman is Graham Nicoll.

Governance

Trustees meetings take place monthly, every first Wednesday in person or remotely (during pandemic). The Olive Tree Manager and the Fundraising Manager also attend the meetings to report on their activities. The objective of the sessions is to ensure good governance, provide oversight of charity management and fundraising, ensure robust financial control and identify any improvements to user experience. All meetings have agenda, papers and reports and minutes prepared and reviewed.

Trustees undergo regular training from external organisations. Most recent training covered governance, GDPR, safeguarding, fundraising, impact assessment, fraud policy, digital operations and annual reporting.

The Trustees, in exercising their powers and authorities, confirm that they complied with their duty under the Charities Act 2011 and have had due regard to the public benefit guidance published by the Charity Commission. In preparing this report and accounts the Trustees have complied with the requirements set out in the guidance to report on the significant activities and achievements of the charity in 2019-2020.

The charity has taken out an insurance policy that provides professional indemnity insurance cover for the Trustees.



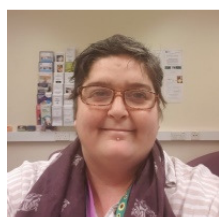
2.2 Charity operations and risk management

Our employees and volunteers are an essential part of the Olive Tree Cancer Support Group and without them we could not operate.

Management and Staff



Marilyn Drury
Centre Manager



Ava Harding
Fundraising
Manager



Lisa Balcomb
Administrator



Jackie Nunn
Administrator



Terrie Stephens
Macmillan Support
Worker

The Olive Tree has a staff of five. The Centre is managed by Marilyn Drury. Her position is a salaried NHS post, with additional funding by The Olive Tree. Administrative duties are conducted by Lisa Balcomb and Jackie Nunn who are employed on a job share arrangement. Ava Harding is our Fundraising Manager. Lisa, Jackie and Ava are all employees of the Olive Tree.

In June 2020 Terrie Stephens was appointed as Macmillan Support Worker and is based at the Horsham Hub. This is a full-time position funded by Macmillan whose grant will end in December 2021.

We are grateful to Marilyn, Ava, Lisa, Jackie and Terrie for their hard work and commitment in running the day-to-day operations of the Centre and at the same time giving empathy, compassion and support to everyone who visits the Centre.

Volunteers



The Centre has 66 volunteers including 10 counsellors, 4 coaches, 33 therapists, 14 who help with general duties (Front desk, Drop-in organisers, Horsham team support) and 5 who support Fundraising activities.

Our aim is to have volunteers who are happy, engaged in shaping our services and eager to continually support the Olive Tree. Our engagement efforts are ongoing through volunteer lifecycle and we ensure consistent communication and recognition.

Trustees fund a length of service Recognition Award Scheme for the volunteers. Awards are given to recognise 1, 5, 10- and 20-years' of service as well as an Outstanding Contribution Award. Many volunteers have been working in the Centre for a number of years including 29 with over 5 years of service and 5 with over 10 years of service. Four volunteers received an Award for outstanding service in 2019/2020. Our Annual Volunteer Christmas buffet and Awards evening took place in December 2019.

In December 2020 we introduced a Reward Gateway, a scheme that provides staff and volunteers with retail discounts, well-being tools and a new improved method of charity communication.

The Centre Manager adopts an organised and rigorous approach to the recruitment and training of volunteers to ensure that they are appropriate in terms of skills, qualifications and their alignment with the Olive Tree values. Regular contact is maintained to ensure that the services that they deliver are of the appropriate standard and they themselves have job satisfaction.

Training

The Olive Tree believes that training is key to the effective and efficient delivery of high-quality support to all those who chose to take advantage of the wide range of support services available. Our aim is to have well-trained and well-informed employees and volunteers and the Olive Tree remains committed to provide all necessary and support to enable employees and volunteer to complete the tasks required.



Centre operations during Covid-19 pandemic

Our staff and volunteers continue to show great flexibility, resilience and resourcefulness in keeping our services running at the Crawley Centre. During the Covid-19 lockdown eight volunteers continued to provide emotional support and exercise classes. Eight more returned to the Centre in July and August 2020 to provide therapy and counselling.

To comply with lockdown opening procedures three members of staff completed the HMG online training for Covid-19 management.

Keeping the Centre open has resulted in additional costs of £3,523 to comply with Covid-19 requirements (below).

The Following modifications were made to Crawley Centre and the Horsham Hub to comply with Covid-19 Secure Guidelines:

- Installation of a cough screen on the front desk in Crawley, and a desk screen in the Horsham Hub
- Use of an infra-red thermometer to measure temperature on people when they enter the premises
- New signage has been attached to the outer wall facing the footpath from the main entrance at the Crawley Centre
- The supply of PPE kits, hand sanitiser, hand soap, single use hand towels, masks and detergent wipes, as well disposable bedding for the therapy rooms.
- Removal of the soft furniture in the reception area to create more space, replaced by vinyl chairs
- Removal of all the leaflets, booklets and other information in the communal areas.
- Lounge area is out of action as a waiting area for the time being
- Enhanced cleaning regime

Covid-19 Risk Assessments were undertaken and protocols rewritten for all areas of activity. These are in use and distributed to staff, volunteers and users when required.

Covid-19 Disclaimer document is signed by each user at the Centre before an appointment can take place.

Risk management

The Trustees and Management undertake regular assessments and where appropriate systems, or procedures have been established to manage and mitigate the risks the charity faces.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Specific risks considered by the Trustees include income, reputation, fraud, cyber security and data protection, staff and volunteers' risks.

More than 80% of the Olive Tree's income is from donations including one-off grants and bequests. This risk is mitigated through a combination a robust reserving policy and a professional and systematic fundraising approach, supported by volunteers.

Reputational risk is often a consequence of other risks. Robust control mechanisms, policies and procedures are in place to protect against events that might damage the image of the charity, impairing its ability to both delivery services and raise funding.

The Trustees of the Olive Tree are aware of the risk of fraud in charities and works continuously on building resilience by developing counter-fraud mechanisms, such as a whistleblowing policy, fraud awareness training programmes and financial controls mechanisms reviews with the focus on fraud prevention.

At the Olive Tree we take data protection seriously and our responsibilities are covered in the Data Protection Policy. As a risk mitigation measure, regular data audits are carried out together with appropriate training for staff and volunteers.

The internet and mobile connectivity are vital to every aspect of how we work in the Olive Tree. We will continue to work on developing robust cybersecurity protocols to become fully secure, while at the same time building resilience to respond quickly to attacks with minimal impact on our operations and reputation.



With global pandemic and remote working small charities are exposed to a disproportionate risk to cybercrime. Our goal is to continue carrying out an annual cyber security risk assessment of IT systems and operation areas critical to service delivery, fundraising, financial operations and service user data security and managing those risks associated with.

We know that security starts with people and our objective is to provide annual cybersecurity training for our staff and volunteers to help them to recognise cyber security threats and avoid making security mistakes.

The Olive Tree has a small staff of five with a lot of knowledge concentrated in those individuals. A comprehensive set of procedures and work instructions is in place to ensure that tasks can be readily passed on to other members of staff, knowledge is shared and there is no impact on charity operations due to staff movements.

The charity relies on a large number of volunteers with specialist knowledge, qualifications and experience who provide their services at no cost. Any sudden drop in the number of volunteers would impact the ability of the charity to deliver services. This risk is mitigated by the waiting list of new specialists maintained by the Centre manager.

Our Volunteer Policy, Volunteer Guidelines and Safeguarding Policy are in place to ensure compliance with safety of staff, volunteers and service users and all these policies are reviewed within an agreed timeframe. We have a robust volunteer recruitment process with appropriate safeguarding DBS checks where required.



Robust Financial control

Processes and procedures are in place to

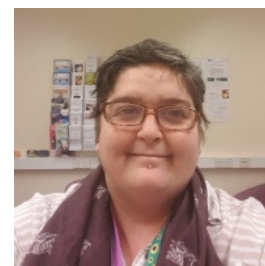
- prevent and detect fraud
- ensure the Olive Tree meet its legal and other statutory obligations
- enable the Trustees to be in proper financial control of the Olive Tree
- enable the Olive Tree to meet the contractual obligations and requirements of funders
- ensure accurate and timely reporting.

2.3 Fundraising activities

Key donations and grants received in 2019/2020

The Olive Tree is entirely funded by charitable donations and grants. These funds come from

- External donors, Corporates, Justgiving, Amazon Smile and include GiftAid
- Grants including Covid-19 related
- Macmillan funding
- Bequests/ legacies
- In-centre donations
- Community fundraising events



Ava Harding
Fundraising Manager

The Olive Tree's promise to the general public and to our valued supporters, staff and volunteers is that our fundraising, in all its forms, is legal, open, honest, and respectful. We take all reasonable steps necessary to comply with the law and take responsibility for our actions, ensuring that our fundraising is carried out in line with the Code of Fundraising Practice. We ensure all of those who fundraise on our behalf do likewise and thus do not cause detriment to the charity's reputation. We also ensure all such fundraising activities are in-line with both our ethical standards and legal requirements.

The Olive Tree, in deciding whether to accept or decline a donation or gift, considers the charity's best overall interest, and does not accept donations from donors whose activities appear to be in conflict with any of our charitable aims and objectives.



Supporters who wish to donate to a specific area of the Olive Tree's work can do so by providing written instruction to this effect with their donation. The Olive Tree will always respect this. If the Olive Tree is unable to accept such a request, then the donation is refused or refunded if the sponsor does not wish the money to be used for a suitable alternative purpose.

Following an increase in the contracted hours of the Fundraising Manager, we have seen an almost doubling in value of our JustGiving donations to £19,971 (562 in total). Similarly, income from community fundraising events increased

to £11,040. We would like to thank the Henry Smith Charity for their continued support in sponsoring Ava's position.

Our larger grants were gratefully received from MCKS Charitable Foundation, Vinci UK Foundation, Albert Hunt Foundation, The Longley Trust and The National Lottery Community Fund.

We received grants from organisations such as OneFamily and have benefited greatly from token schemes which have been received thanks to our supporter nominations. In this toughest of times, we are so very grateful for these vital and generous contributions. We must also highlight the bequest from the late Claire Sutcliffe, a supporter and user of our services, who sadly passed away during the year.

Our larger donations of over £2,500 and the donors for 2019/20 are listed in page 20 of this report.

Engagement with our donors

This year, donor retention and development has never been more important for the Olive Tree in order to secure sustainability.

We are committed to continuous improvement of our donors' experience by targeting our communications with them. This way we can learn more about their expectations, award criteria and key drivers of their loyalty through; funding progress reports, end of funding reports and meeting with our funders and supporters. We adapted our communication with our supporters using social media platforms and applications such as Zoom, MS Teams and Skype to conduct meetings. We endeavour to be more proactive to ensure that the Olive Tree work carries far more impact for our cancer community.



Impact of Covid-19 on fundraising activities

The pandemic has severely restricted our ability to raise funds. Nevertheless, we have, so far, managed to cope financially thanks to our strong management, reduced costs during the Covid-19 restrictions, support from the Government's Coronavirus Job Retention Scheme and a robust reserves policy providing a financially stable position.

We are immensely grateful to our supporters and partners whose continued financial backing in these unprecedented times have reduced the need to draw on these reserves. Covid-19 specific funding (total of £10,900) was received from Sussex Community Foundation, Groundwork UK and Neighbourly Community Fund. This enabled the Olive Tree to both make the Centre Covid-19 secure and to continue to deliver both limited in-centre services and new remote services.

Unfortunately, Covid-19 severely impacted our ability to continue with our community fundraising events programme since March 2020. We thank Ifield Community College, Songbirds, The Over the Hillbillies, InChoir and Crafty Spa Baa for their community events and fundraising efforts conducted prior to lockdown. Nevertheless, many of our volunteers and supporters have continued to raise money with their own initiatives during the pandemic. We are proud of them and sincerely grateful for their exceptional efforts. Whilst there are too many to mention in this report, organisations such as The Olive Tree Trailblazers, RAM Cricket Club and Crawley Town Old Boys have been key to our achievements in this respect. Although we look forward to being able to participate in community events in a post Covid-19 world, in the longer term, 2020/21 (to date) has already been drastically restricted in this respect.

We have significantly increased our social media presence through LinkedIn, Facebook, Instagram, Twitter allowing us to freely engage with our supporters and those interested in our work by publishing our latest news, details of our fundraising events and campaigns and up to date information regarding our service provision.

2.4 Stakeholder management and communications

Engagement with our stakeholders is critical to the Olive Tree. It helps us to appreciate the impact our decisions have on stakeholder interests and better respond to their needs. Strengthening of our relationships with them is an ongoing part of our charity operations and governance.

We have identified our key stakeholders below:



Trustees and management are committed to ensuring that we are open and transparent with the charity regulators and meet all Small Charity compliance requirements. Understanding of legislation affecting the Olive Tree such as Charity Commission regulatory reporting (changes to SORP, best practice guides, new Trustee information) and forums for Trustees and Staff (for example, Institute of Fundraising) ensures that all decisions are based on the full understanding of the environment in which we operate.

The users of the Olive Tree help to shape and improve services through ongoing user feedback and testimonials. Every three years we conduct a service users' satisfaction survey and an annual new users satisfaction survey. The user services

and events are organised by the Olive Tree both in-centre and remotely. We actively use other communication channels, i.e. monthly update newsletter from the Centre management team, AGM invitation with Annual report circulation to members.

Without our grant providers (donors), as a self-funded charity, the Olive Tree would struggle to survive. We greatly value them and hence ensure that we remain engaged with each on an individual and tailor-made basis. We ensure that their required funding reports, both interim and at the end of funding, are submitted in a complete and timely manner.

We engage with local community, general public and media through various community fundraising events, meetings with local GP practices to promote the OT, i.e. Horsham Park Surgery. As a part of our community engagement strategy, we had a meeting with Jeremy Quinn MP and Nicolas Owen (Honorary President of the Olive Tree), who pledged their support to the OT Hub in Horsham. Assurity Consulting team spent the day at The Olive Tree for their 'Make a Difference Day' on the 7th October 2019.



3. 1Financial report

3.1 The Financial Review 2019/2020

Treasurers report

The charity has maintained a sound financial position, partly as a consequence of the planning exercise that took place when the Covid-19 pandemic restrictions began, to ensure the maintenance of the Centre and its services to the greatest extent possible.

This year the surplus was £37,499, following a surplus of £16,705 in the prior year. Full details can be found on page 22 of this report. Our reserves take account of the long-term nature of our operations and the needs of our service users. We plan to keep them at the level required in the Reserves Policy, fully taking account of the wide range of risks to which the charity is exposed. The self-funding nature of the charity presents significant reliance on income received with inherent volatility. Outgoings, by contrast, comprise items such as staff costs, premises, IT, therapy and volunteer expenses which are stable and, in many cases, unrelated to activity levels.



Trevor Chrismas
Treasurer

Income

The primary sources of income are donations, fundraising activities and legacies together with certain grants for specific purposes. Income received for the year was £168,343, up from £103,563 in the prior year. The increase arose primarily as a result of a significant one-off bequest of £34,764, receipt of Macmillan funding of £21,200 (part of which related to the prior year) and the doubling of Justgiving donations to £19,971.

Expenditure

Expenditure paid in 2019/20 was £130,845, up from £86,858 in the prior year. The increase of £43,987 arose primarily from the increase in staff costs due to the full year impact of the appointments in fundraising, management of the Horsham Centre and Horsham premises costs. Expenditure was offset by reductions in equipment expenditure and drop-in, therapy and volunteer expenses due to Covid-19 restrictions.

Covid-19 Financial Impact

Financially this has been very much a year of two parts. The first seven months went very much as usual, but the last five were very different.

Covid-19 restrictions have severely limited both the services offered by the Olive Tree, and the ability to raise funds. The charity has historically maintained a strong reserves policy, which has enabled it to continue in the short term, but the reserves are not limitless and the significant loss of income will clearly be unsustainable in the medium term and beyond.

From April 2020 most of the usual income streams had reduced significantly, with in-centre donations almost ceasing, other donations and grants down more than 20%, and events income down 60%. The charity has been fortunate in receiving a couple of bequests, but these are highly unpredictable. In addition, Covid-19 related grants of £10,900 and funds received under the Coronavirus Job Retention Scheme “CJRS” (Furlough) of £7,373 helped to bolster income. These revenues are not, however, expected to recur beyond the short term, with Covid-19 specific grants no longer being available.

The decline in income has continued in the new financial year 2020/21. Restrictions prevent traditional community-based fundraising events from being held, and in the seven months to March 2021, compared with the same period last year, grant income has reduced by a more than 60%, in-centre donations by more than 70% and other donations have halved. Even after the receipt of

£5,027 of CJRS (furlough) grants, this has resulted in an average drop in income of £5,018 per month, £35,127 (37%) for the year to March 2021, compared with the same period last year. With the Centres expected to fully reopen in April 2021 staff will return from furlough and the CJRS will end.

Expenses for the seven months to March 2021 were reduced by an average of £4,484 per month, £31,386 for the year to March 2021, compared with the same period last year. Cuts were made following lower activity levels, although staff that were furloughed continued to receive their full salaries. An additional £3,523 was spent to ensure that the Crawley Centre was Covid-19-ready and enabled some therapies to be delivered remotely.

The future remains uncertain. Covid-19 restrictions and the associated impact on the economy are likely to limit fund raising activities and the ability of donors to continue to support the Olive Tree. Furthermore, the high levels of competition for the limited grants available is likely to continue, reducing the application success rate. At the same time, the level of demand for Olive Tree services will be hard to predict but is expected to increase significantly due to both the impact of delays in cancer treatment over the past year and a possible surge in cancer diagnoses when medical services are fully resumed. It is therefore likely that, while income will remain depressed, expenses will quickly return to pre-lockdown levels or higher.

Restricted Funds

Restricted funds comprise of amounts received for a specific purpose. Such funds are monitored to ensure they are only applied for the specific purpose and any balance of such funds is held separately.

Horsham Information Hub. Amounts received specifically in respect of the Horsham Centre amounted to £26,798, comprising primarily Macmillan funding of £21,200 and CJRS grants of £3,373. Related expenditure amounted to £40,362, comprising primarily staff costs of £28,816 and premises costs of £7,385. The resulting deficit of £(11,254), which has been carried over to the following year, is summarised below.

	£
Funds b/fwd	2,310
Income Received	26,798
Expenses Paid	(40,362)
Deficit c/fwd	£(11,254)

Fundraising Officer. A grant was received from the Henry Smith Charity in the amount of £6,500 to support the role of Fundraising Officer. The grant received has been fully expended with no amounts being held over.

Reserves held

Reserves, including the restricted funds detailed above, have increased from £164,907 to £202,405 are in line with the reserving policy (below) and follow the surplus of income over expenditure detailed on page 18. Details of funds invested are included on page 23.

Risk management

The Trustees undertake regular assessments and, where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These inform the Trustees' consideration of an appropriate target range for cash reserves.

Reserves targets are calculated by reference to the forward financial outlook and the risks facing the charity, with the aim of ensuring that key services are sustainable, and that early action can be taken to deal with matters as they arise.

Reserves Policy

The Trustees set, publish, implement and monitor the Reserves Policy in line with the guidance provided by the Charities Commission in England and Wales, “Charity Reserves and Building Resilience” (CC19) to ensure compliance with their legal duties to:

- a. act in the interests of their charity and its beneficiaries
- b. protect and safeguard the assets of their charity
- c. act with reasonable care and skill
- d. ensure their charity is accountable.

The Trustees have reviewed the financial risks facing the organisation (see Risk Management section) and quantified both the probability and magnitude of various risks. The Trustees have resolved as a policy to set both an upper and a lower limit of unrestricted reserves to be maintained for such purposes and to act to increase or decrease expenditure if the reserves fall outside those limits. At the date of the approval of this report by the Trustees, the target range of reserves was £149,000 to £224,000 (2019: £130,000 to £195,000). The increase in the target range follows an increase in the services to be provided by the Olive Tree impacting the ongoing expenditure, fundraising challenges presented by the current environment together with other risks identified. Actual reserves at £202,405, none of which are restricted (2019: £162,597 excluding restricted funds of £2,310) are within the target range.

Large Donations, Grants and Bequests

Significant amounts were received from:

Mr M Green (Estate of Claire Sutcliffe) Bequest	34,763.85
Sussex Community Foundation	10,000.00
The Henry Smith Charity (Paid in advance for the year)	6,500.00
Ifield Community College (sponsored walk)	5,000.00
The Albert Hunt Trust	5,000.00
The National Lottery Community Fund	5,000.00
OneFamily Foundation	2,500.00

Fundraising donations via Justgiving were £19,971.

Independent Examiner

Ian Lineham was re-appointed as independent examiner to Olive Tree Cancer Support Group during the year and has expressed their willingness to continue in that capacity.

Approved by the trustees on 5th May 2021 and signed on their behalf by



Trevor Christmas
Trustee

3.2 Report of the Independent Examiner

Independent Examiner's Report to the Trustees of the Olive Tree Crawley Cancer Support Group, registered charity 1157386

I report to the Trustees on my examination of the accounts of the Olive Tree Crawley Cancer Contact Group ("the Trust") for the year ended 31 August 2020 set out on pages 22 to 23.

Responsibilities and basis of report

As the charity Trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act; or
- the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Ian Lineham
Chartered Accountant
Institute of Chartered Accountants in England and Wales

18/5/21
Date

4 Gander Hill,
Haywards Heath,
West Sussex
RH16 1QX

3.3 Income and Expenditure Account

Year ended 31 August 2020

	2020	2019
	£	£
Income		
Fundraising and Donations	34,643	50,082
Grants <i>including Macmillan</i>	59,880	40,071
Covid-19 related grants <i>including CJRS</i>	18,273	0
Bequests	35,029	0
Drop-in and Therapy Donations	7,971	7,231
Events	11,040	4,847
Total Operating Income	166,836	102,231
Interest	1,507	1,332
Total Income	168,343	103,563
Expenditure		
Staff Costs	79,347	36,121
Drop-in and Therapy expenses	15,351	18,018
General Expenses	18,183	19,400
Equipment	3,521	8,699
Premises (Horsham)	7,386	0
Fund Raising	1,544	2,766
Advertising	2,260	671
Training	3,253	1,183
Total Expenditure	130,845	86,858
Excess of Income over Expenditure (Deficit)	37,498	16,706
Opening Funds	164,907	148,201
Closing Funds	202,405	164,907
Balance Sheet		
As at 31 August 2019		
Cash Balances	202,405	164,907
Total Reserves	202,405	164,907

Approved by the trustees on 5th May 2021 and signed on their behalf by



Trevor Christmas
Trustee

Notes to the Financial Statements

The Trust had funds at 31 August 2020 of £202,405 (2019: £164,907) which were invested as follows:

	2019/20	2018/19
	£	£
CAF Cash Account (current account)	4,850	9,927
CAF Gold Account (immediately available)	30,000	26,087
Virgin Money Charity Deposit (100 days notice)	Closed	67,445
CAF/Shawbrook (60 days notice)	Closed	61,448
Redwood Bank (95 days notice)	82,555	New Account
Saffron Building Society (instant access)	85,000	New Account
	202,405	164,907



THE OLIVE TREE CANCER SUPPORT GROUP CONTACT DETAILS

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