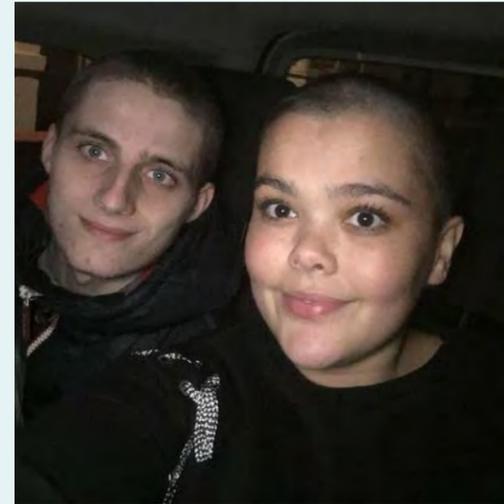




# THROUGH CANCER TOGETHER

**TEENAGE  
CANCER  
TRUST**

**20  
20**  
ANNUAL  
REPORT &  
ACCOUNTS



“I can’t imagine having treatment without Teenage Cancer Trust and they totally, absolutely smashed the support they have given me during coronavirus.”

**Lakita, Manchester**



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# WELCOME

## Teenage Cancer Trust has been there for me from the moment I was diagnosed with Hodgkin lymphoma aged 22.

The unit at Addenbrooke's Hospital basically became my second home as I went through treatment. It was so welcoming compared to other wards. The nurses, Youth Support Coordinators and other young people all helped make the days brighter; I felt safe there, and I felt like people understood.

And once treatment finished, I knew I wasn't alone. The Find Your Sense of Tumour residential weekend was a highlight: I learned loads, made some lifelong friendships, and had a great time in an environment where everyone could relate.

Having cancer turns your life upside down, especially when you're young. I'd just finished uni and landed my dream job. I was meant to be moving out and starting my adult life – instead, I needed help going to the bathroom and a wheelchair to get round the supermarket. Cancer and treatment gave me a bout of depression and anxiety, which took me a long time to work through. I can't even imagine how I would have faced it all during a pandemic.

The isolation must be one of the hardest things for young people with cancer in the last year. I spent a lot of time in hospital, and not being able to have visitors would have been really tough, especially at first when you're scared and don't know what to expect. 2020 began so well and I was gearing up to go back to work, then the pandemic hit. I'd already had nearly two years of my early twenties taken away, so it was a huge blow. I was very scared of catching coronavirus, even in the summer when restrictions eased, and it got almost debilitating.

I went back and saw the counsellor that my Teenage Cancer Trust team had put me in touch with. She reassured me my worries were valid and gradually helped me feel secure enough to go out for walks, which helped me deal with my anxiety and totally changed my year.



I'm thrilled to be opening Teenage Cancer Trust's annual report, and I hope you enjoy reading it. I don't know where I'd be without their support – they've been a lifesaver to me, and that's what inspired me to join their Youth Advisory Group.

I wanted to turn my cancer experience into a positive, hopefully making an impact down the chain for someone else. I'm looking forward to getting to know my fellow group members (fingers crossed in person soon!) and developing my skills along the way. It's such an exciting venture, and I'm so happy to be part of it.

**Alice**  
Teenage Cancer Trust  
Youth Advisory Group member

# CHIEF EXECUTIVE AND CHAIR'S INTRODUCTION



They brought young people together virtually when they couldn't do so in person, while also being part of the NHS response to the national effort against the pandemic.

Our supporters went the extra mile too. Despite the cancellation of all social fundraising we saw supporters rally on Facebook to raise phenomenal amounts through fitness challenges, and continued support from so many wonderful partners and individuals – truly an unstoppable community.

It's thanks to all these extraordinary efforts that we were able to protect all of our frontline services for young people, and do more than we'd planned, as you'll see in this report. We had to adapt along the way: moving to home-working overnight, making use of the government's furlough scheme, and making temporary changes to pay and working patterns so we could make the savings that protected our service delivery. We very sadly had to say thank you and goodbye to 19 of our talented and committed colleagues as we reshaped the charity towards the end of the year.

**2020 was a year of extraordinary change and challenge for all of us in different ways, but especially for young people going through cancer. This review tells our story of 2020, and our determination to build back stronger so we can continue to be there for young people with cancer.**

Young people with cancer needed our support more than ever before in 2020. From our founders to our frontline teams, from our supporters to our colleagues, everyone stepped up in the face of adversity. We have never been more united as a community and we have never been prouder of what can be achieved when we pull together.

Our Teenage Cancer Trust Nurses and Youth Support Coordinators embodied determination and kindness – delivering compassionate, individual care for young people in the face of a global pandemic.

Our goal as the pandemic took hold was clear: to protect the work we do to support young people with cancer and their families, both today and in the future. While 2020 was not the year we had anticipated financially, we ended the year having outperformed our emergency budget, with a clear plan to see us through 2021 and build back stronger.

A huge thank you to everyone who has supported our work in the past 12 months, and over the last 30 years. We rely on donations to make our work possible, so we couldn't be there for young people with cancer without you.

As we write this review, the vaccine roll out is impressive and effective, the 2021 lockdown is set to ease and the acute pressures on the NHS are improving. Our priority is to ensure that young people aren't invisible as the system recovers; to make sure the barriers to equal access to quality, age-appropriate care continue to be broken down; and to reinstate a world-class service for all young people with cancer.

2020 was also the year that brought into sharp focus that it is time to raise the bar if individuals and organisations are going to tackle structural inequalities in society that have been overlooked, ignored or even denied. The Board and Senior Leadership Team are fully committed to ensuring that Teenage Cancer Trust becomes the diverse and inclusive organisation that young people with cancer rightly need us to be, and to providing the visible, inclusive leadership – and learning – which is essential to underpin and embed this. As a step to supporting this commitment, we recruited a Diversity and Inclusion Lead to help us develop, design and then implement our Diversity and Inclusion action plan, and will update on this throughout the year.

So, 2021 will be a year in which we build on our 30-year heritage and expertise – along with the key learnings of 2020 – to set a bold new course for the charity. We know that the decade ahead will see the overall population of young people grow, and this will mean more young people being diagnosed with cancer. We also know there is significant need that we can't yet meet. We do not yet reach all young people in treatment; young people have complex challenges securing a diagnosis; they do not receive the same access to new treatments through clinical trials as young people in Europe, and there are significant gaps in post-treatment support.

We cannot and should not do everything – but there is more for us to do, and we have the potential to do it. Our ambitions will be bold. Our goals for the decade to come will see us do more together – with young people, with clinical experts and with you, our supporters – to improve the experience of every young person with cancer. We look forward to achieving this together.

**Kate Collins**  
Chief Executive

**Paul Spanswick**  
Chair, Board of Trustees

# OBJECTIVES AND ACTIVITIES

## Why we're here

Every day in the UK, seven young people aged 13-24 hear the words "you have cancer". Teenage Cancer Trust offers them and their families expert support from the point they're first concerned about cancer.

Without our expert nurses, support teams and hospital units, young people can feel isolated, receiving treatment either alongside younger children or much older adults. They might never meet another person their age who knows what they're going through.

Teenage Cancer Trust is dedicated to every one of these young people to make sure they receive the very best individual, age-appropriate care and support.

**Our vision:** a world where cancer doesn't stop young people from living their lives.

**Our purpose:** we improve young people's experience of living with cancer.

## OUR VALUES

How we go about achieving our vision is also important. That's never been truer than in 2020, with all the additional pressures the coronavirus pandemic brought to the charity sector, the NHS, and young people with cancer.

In such a challenging year, our values guided and grounded our decisions, and helped make sure we continue to put young people at the heart of everything we do.



These values shone through in our remarkable nurses and Youth Support Coordinators, our unstoppable community of supporters, our dedicated staff and volunteers, and in the young people we helped as they dealt with an array of additional challenges during the pandemic.

## How we support young people with cancer in the UK

At Teenage Cancer Trust, we put young people at the heart of everything we do. We believe that young people with cancer are young people first and cancer patients second. Their lives don't stop and their identity doesn't have to change when they receive a cancer diagnosis.

We listen to young people to understand their needs, and then work with them to meet these needs at every stage of their cancer treatment and recovery.

2020 was the final year of our 2015-20 strategy, which had a goal of reaching every young person with cancer in the UK. The focus of our original plan was to complete the rollout of our outreach nursing and support service across the UK. However, as the pandemic broke out in March and we anticipated a dramatic fall in income, we agreed that the immediate priority was to protect existing frontline services wherever possible. As a result, the further rollout of the outreach service was paused and has not yet been resumed.

To make sure that young people received the very best care and support during treatment in this challenging year, we continued to invest in frontline staff to provide specialist care, and hospital units that provide an age-appropriate space for young people.

Our other two areas of service delivery – our work before diagnosis and supporting young people after treatment has finished – were severely impacted by the pandemic. Planned events included our annual Find Your Sense of Tumour conference in the summer, and the Global Congress that was due to take place in July. As a result, spend in both areas was significantly curtailed to ensure the continuity of frontline services – making sure we were still there for young people with cancer when they needed us most.

So, in many ways, 2020 was not the year we had planned. But it was a year in which we discovered that we are stronger and more resilient as an organisation than we ever dared imagine.

# STRATEGIC REPORT



## Our current strategy and plans for the future

### STRATEGY 2015-2020: TO REACH EVERY YOUNG PERSON WITH CANCER

2020 was the final year of our five-year strategy to reach every young person with cancer in the UK.

We know that not all young people diagnosed with cancer between the ages of 13 and 24 are treated on one of our 28 specialist units. Some young people are treated in local hospitals because they choose to have their treatment closer to home, or their cancer requires less specialist treatment and can be managed locally. And there are still some occasions where a young person isn't referred to the Teenage and Young Adult Multi-Disciplinary Team at the Principal Treatment Centre where our unit is based because their clinician isn't aware that the specialist service exists.

Our 2015-2020 strategy was to roll out an outreach nursing and support programme, so that young people who choose to be treated closer to home can still receive support from a Teenage Cancer Trust Clinical Nurse Specialist.

In 2020 we were planning to roll out the programme in a further 10 regions in England (six of which were well underway at the start of the year) and also in Wales. When coronavirus struck at the start of March, we had recruited a further five Clinical Nurse Specialists (two in the South Coast/Wessex region, two in London and one in the South East).

In the initial acute phase of the pandemic, our income took a significant hit and to ensure both the short and long-term survival of our service, our Trustees paused new spend until our finances had been stabilised. This meant we took the difficult but necessary decision to pause the expansion of the outreach nursing and support programme.

## FOCUS FOR 2020

At the outbreak of the pandemic, our focus shifted immediately to protecting our frontline services, as income looked set to fall dramatically.

We continued to invest in nurses and Youth Support Coordinators, who did an incredible job to adapt how they cared for young people by supporting them digitally as well as in person. We did all we could to keep our units open, as hospitals came under increasing pressure for both nurses and spaces.

In response to Government restrictions, we stopped all face-to-face activity outside of hospitals, which meant we were unable to host young people at the Ultimate Backstage Experience at the Royal Albert Hall in March, or hold the annual under-18s Find Your Sense of Tumour (FYSOT) event in June. However, the team were determined not to let the pandemic curtail all of their plans, so we innovated to host the over-18s FYSOT event online in December.

When international travel became extremely challenging, we were forced to postpone the 2020 Global Adolescent and Young Adult Cancer Congress, which we have now reimagined as a virtual event to be held in late 2021.

Our frontline staff in the NHS rose fully to meet the challenges of 2020, and where they were unable to meet young people face-to-face they used Zoom and Teams to stay connected in new and imaginative ways, often reaching young people who would not have been able to attend an in-person activity or event.



We moved quickly to develop and launch Teenage Cancer Trust Connect, a peer support platform for young people with cancer, enabling them to connect digitally when they could no longer meet face-to-face.

Concerned by the drop in new cancer referrals during the first wave of the pandemic, we launched the #BestToCheck campaign to educate young people and families on common cancer symptoms in teenagers and young adults. We encouraged them to contact their GP if they had any worrying symptoms, even during the pandemic.

Fundraising also had to be swiftly reimagined. With the loss of so many in-person fundraising opportunities, we lost a great deal of planned income for 2020. Some of this was replaced by quickly moving to new opportunities, but by the end of the year our income was £5m below budget.



## FOCUS FOR 2021

Our focus for 2021 is to continue the process of **Building Back Stronger** from the pandemic. There are four main pillars to this:

- **Rebuilding revenue:** incrementally building back revenue in a way that is both resilient and sustainable in a post-pandemic world. We have benefitted from some remarkable fundraising activities during the pandemic, and these will be merged into a diversified fundraising portfolio seeking to deliver long-term sustainable growth;
- **Reshaping service delivery and operations:** the pandemic has changed the way that young people are now supported by the NHS, and digital support will play an ever-increasing part in their care. We will respond to the change in needs by developing information, apps and digital solutions that augment the support provided by our nurses and Youth Support Coordinators;



- **Rethinking how we work:** in 2020 we were forced to work in very different ways as we moved quickly to a remote working environment. Much of what we learned in 2020 is here to stay as we shift to more agile ways of working, flattening hierarchies and having a laserlike focus on the needs of our supporters and stakeholders. We will need to focus on hiring and keeping diverse talent, which will demand we create a unique work experience with a renewed emphasis not only on talent development but also on diversity and inclusion;
- **Becoming digital by default:** we will take every opportunity to develop digital ways of working, accelerating the adoption of digital solutions and systems.

Within this broader context, we have two sets of objectives for 2021. The first aim to further stabilise the charity and recover from the pandemic, and the second set our future strategic direction.

Our stabilisation and recovery objectives are:

- Maintain our current service investment
- Continue the growth of our digital offer to young people
- Complete the vital rollout of our Integrated Assessment Mapping (IAM) portal
- Develop and deliver a new website
- Deliver the net income budget of £8.7m.

Setting our future strategic direction includes:

- Developing the next organisational strategy from 2022 and all supporting departmental strategies
- Developing the charity's impact framework
- Developing and delivering talent and diversity plans
- Launching a refreshed brand proposition and strengthening our campaigning voice.

# STRENGTH IN NUMBERS

# 57,729

visits to our information page on cancer warning signs



## OUR SERVICES IN 2020: SOME STANDOUT STATS...



# 57

Teenage Cancer Trust Nurses funded

# 35

Youth Support Coordinators funded

# £9.5 MILLION

invested in life-changing cancer services

# 67

young people piloted Teenage Cancer Trust Connect



# +26

new members joined our Youth Advisory Group



# ACHIEVEMENTS AND PERFORMANCE

**During our 2015-2020 strategy we described our work as focusing on three areas: before diagnosis, during treatment and after treatment has finished.**

2020 is the last year that we'll talk about our services in this way. From 2021 onwards, our service provision will fall into the following three categories:

- Providing care and support directly to young people with cancer
- Providing care and support in partnership, primarily with the NHS but also with other charities who support young people with cancer
- Advocating and influencing to improve the system

## Before diagnosis

### WHAT WE PLANNED

Following a number of years of influencing activity, in 2019 we were successful in securing a commitment for cancer awareness to be part of the National Curriculum in England and we hope Scotland, Wales and Northern Ireland will follow suit.

Our role pre-diagnosis therefore shifted from delivering in-school education sessions to providing resources to help teachers meet the curriculum requirements around cancer.

In 2020 our planned focus was on amplifying the voice and experiences of young people with cancer in our education and information resources, and further improving the quality and quantity of our digital resources and information, particularly for young people – and their family and friends – who might be concerned about cancer.

### WHAT WE DID

As a result of the pandemic, and the significant disruption to teaching in schools, we took the decision to place our education team on furlough leave and focus on providing high quality information online.

This has resulted in a greater breadth and depth of information for people to access on our website, including detailed and regularly updated information for young people shielding from coronavirus.

In the first wave of the pandemic, there were reports that people concerned about signs and symptoms which might be cancer were not visiting their GPs in order to reduce pressure on the NHS. In response, we launched our #BestToCheck campaign, educating young people and families on the most common cancer symptoms in teenagers and young adults, and encouraging them to contact their GP if they have any concerns, even during the pandemic.

**“I didn't realise the symptoms I had were related to cancer. Early diagnosis is really important, so knowing and understanding the signs and symptoms is probably the best thing you could do for yourself.”**

**Angel, London**



**>20m  
PEOPLE**

**saw our #BestToCheck  
campaign posters**

**>7m**

**views of our #BestToCheck  
videos on TikTok**

**50 MPs**

**supported the campaign  
on social media**

# KNOWLEDGE IS POWER

We educated and empowered young people and their families through our coronavirus information and #BestToCheck campaign.

## THE CHALLENGE

Early diagnosis of cancer can save lives. But in the early weeks of lockdown, we became aware that cancer referrals from GPs were significantly down.

Awareness of potential symptoms among young people is low in general, and young people already take longer on average to speak to someone after they first notice something might be wrong.

We were worried that young people were putting off getting cancer symptoms checked due to the pandemic or lockdown restrictions, leading to a potential wave of late diagnoses and long-term complications for them and the NHS.

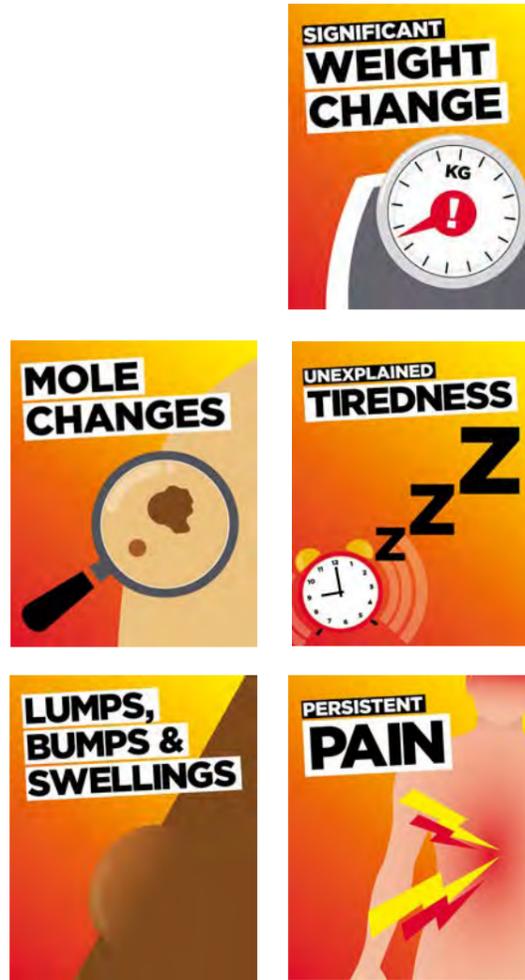
## THE RESPONSE

We developed #BestToCheck over three weeks in April. Young people and our nurses starred in videos sharing the campaign message across social media, and Clear Channel, who run one of the UK's biggest outdoor advertising networks, generously donated a significant amount of space to help us promote the campaign on digital out of home screens nationwide.

We ran the campaign again in October, working with three TikTok creators (with a combined follower count of 5.4 million!) to share the #BestToCheck message with a new audience including many 13-24 year-olds with no prior cancer awareness.

## THE RESULTS

- The public saw our outdoor advertising campaign more than 20 million times
- TikTok users saw our videos more than 7 million times
- #BestToCheck secured around 200 pieces of media coverage with a combined readership of around 90 million
- 50 MPs supported #BestToCheck on social media in October
- We secured a debate in the UK Parliament highlighting the experiences and specific needs of young people with cancer



We also launched a new section of our website with regularly updated information on cancer and coronavirus for young people and families, including guidance on how cancer treatment might be affected by coronavirus, and looking after mental wellbeing during the pandemic. The total number of new users on our website increased by 31% compared with 2019.



## JOE'S STORY

Joe was diagnosed with Hodgkin lymphoma aged 21. He told us how the #BestToCheck campaign resonated with him.

When they told me I had lymphoma, I didn't know what it was. They checked my lymph nodes and found a lump in my neck. I'd just thought it was part of the muscle. I also had night sweats and weight loss, as well as tiredness during my army training - all textbook symptoms of cancer in young people, but I didn't know about them.

I had an operation to remove the lump. The results showed the cancer was at stage 4 - the most progressed - and hearing that was both surreal and scary. I thought I'd left it too late.

I started chemo and Teenage Cancer Trust's Youth Support Coordinator was at the sessions with me. She'd ask how I was doing, see if I had any worries and answer any questions I had. I also made friends with young people on the unit who were further along with treatment, and seeing them three or four months ahead of me and doing well gave me hope.

The #BestToCheck campaign really struck a chord with me. If I'd known the signs and symptoms earlier it would have been a different story. Because my cancer had progressed, my treatment was six months of chemo rather than two or three months.

If one person gets their symptoms checked out as a result of me sharing my experience, then I'd be really happy.

I would encourage every young person to familiarise themselves with the symptoms, so they know if anything's out of the ordinary. I thought the great thing about #BestToCheck was that it gave you all the information really simply and quickly.

When you spend hours of your day watching TV or on social media, you need to make a few minutes for something as important as this.

## During treatment

### WHAT WE PLANNED

The rollout of our outreach nursing and support service across the UK was originally due to be completed in 2020 with the addition of a further 15 new posts.

We also aimed to continue with the rollout of the IAM (Integrated Assessment Mapping) portal, a digital platform to support young people from the point of diagnosis.

And we planned to continue our investment in all existing units, nurses, Youth Support Coordinators and Multi-Disciplinary Team Coordinators, as well as adding 13 new roles.

### WHAT WE DID

We took the difficult decision to pause the rollout of our outreach nursing and support service. This was both due to the impact on fundraising from coronavirus, and because recruiting new nursing roles was going to be impossible when resources in the NHS were rightly focussed on responding to the pandemic.

The rollout of the IAM portal was also delayed for several months as the NHS focused on managing the pandemic, and was not completed in 2020.

Our focus was instead on protecting our existing frontline services – the UK's only specialist network of treatment centres, nurses and experts supporting young people with cancer.

We're pleased to report that despite all the challenges that coronavirus brought, we were able to maintain our services throughout the pandemic.

The vast majority of our 28 hospital units remained open throughout the year, except where for short periods of time a very small number of units were temporarily re-purposed as part of the extraordinary national response to the pandemic. In all these cases we were able to continue delivering our services to young people. We continued to invest in 57 Teenage Cancer Trust Nurses, 35 Youth Support Coordinators and 7 Multi-Disciplinary Team Coordinators.

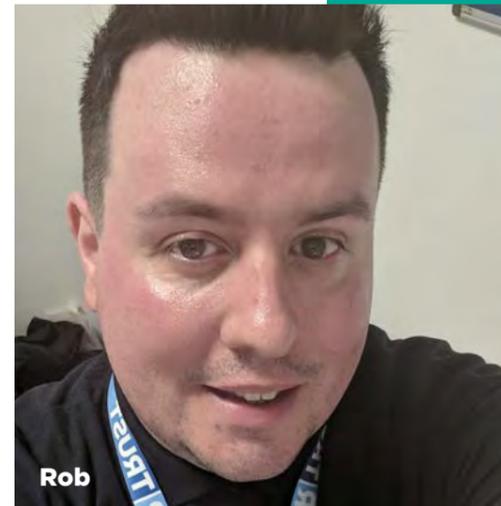
Our frontline staff showed amazing resilience and creativity to continue providing outstanding care under the most difficult circumstances. All of our Youth Support Coordinators had to spend at least some of 2020 working from home, adapting their service to support young people remotely.

We moved quickly to develop and launch Teenage Cancer Trust Connect, our dedicated social media platform for young people with cancer. This was launched in September and has helped Youth Support Coordinators continue to support young people digitally, as well as allowing young people going through treatment to connect and support each other in a safe and secure environment. The platform will have a long-term value in enabling young people to connect in different ways, even after face-to-face support becomes possible again.

While developing Connect, we also launched an advice hub on our website with resources to support young people's wellbeing, and ran a series of webinars to help young people deal with anxiety caused by cancer and coronavirus.



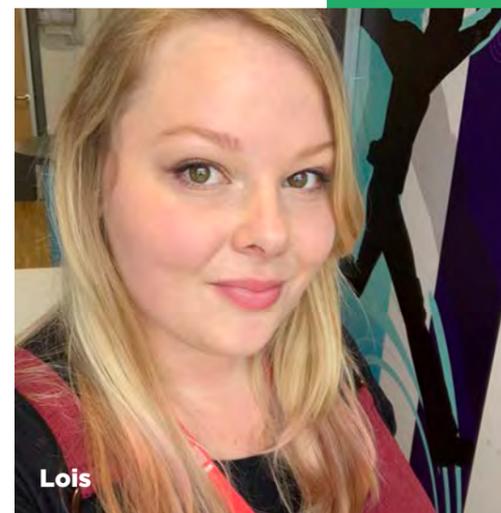
Caroline



Rob



Sue



Lois

# TOGETHER EVERY STEP OF THE WAY

**Nurse Consultant Sue and Youth Support Coordinators Caroline, Rob and Lois told us how they made sure young people with cancer still got the very best care in 2020.**

### THE CHALLENGE

**Caroline:** "Lockdown came at a time when we had a lot of newly diagnosed young people who I hadn't met face-to-face. A huge part of building trusting relationships is people seeing your expressions and getting that human connection."

**Rob:** "When young people are diagnosed now, they're not really going to be seeing other patients at all, and that can be really hard."

**Sue:** "We had to cut down outpatient appointments to avoid too many people being together in the hospital. Those appointments are a way for young people to touch base with us and see their peers, and for us to pick up any troubles they might be having."

### THE RESPONSE

**Rob:** "We were able to set up some online groups quite quickly. We normally do a weekly quiz, which the young people have loved! And we've done art sessions, online escape rooms, team building sessions, ukulele lessons, a 'bonsai club'..."

**Caroline:** "We've had to be creative, think on our feet and ask what young people want, which is actually a big part of our job anyway. I've done lots of one-to-one video calls, talking to young people about things like body image, sexuality, relationships – anything they need practical or emotional support with."

**Lois:** "Every couple of weeks I'll send out a message asking young people to send back a heart emoji, with different colours depending on how you're feeling. It's a way of checking in without the young people having to use words or ask for your help."

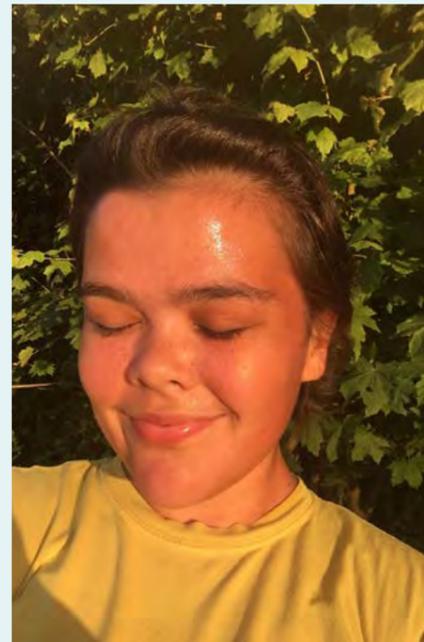
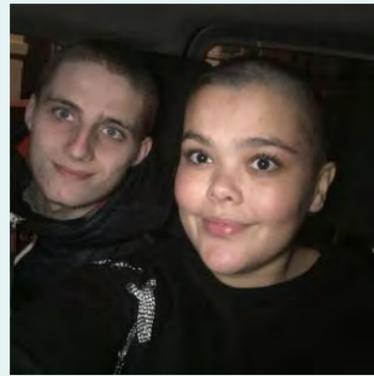
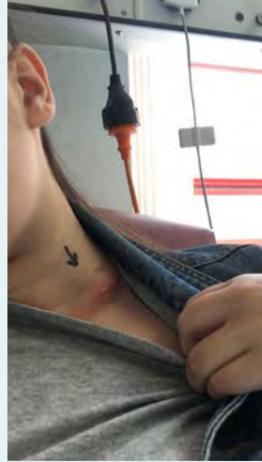
**Sue:** "We're also doing our end-of-treatment meetings with young people online – giving them reassurance at a time when the worries of completing treatment can be intensified by coronavirus."

### THE RESULTS

**Caroline:** "The sense of community, peer support and social interaction the activities provide is so important to young people. And professionally, having regular virtual meetings with the other Youth Support Coordinators around the country has been really valuable."

**Lois:** "My virtual events have different people on them than my 'normal' events like escape rooms and meals out with loads of people, which maybe aren't as accessible for everyone – so there's loads to be said for continuing the virtual support even when we're back to normal."

**Rob:** "Covid-19 doesn't stop teenagers and young adults being diagnosed with cancer. It's about making sure we're still there for young people. And giving them the chance to meet their peers, when that opportunity just isn't there otherwise, can be massively important."



## LAKITA'S STORY

**Throughout 2020, our staff were there for young people during treatment, and those like Lakita navigating life after cancer.**

I went into remission a few months before the country went into lockdown. I was gutted that I was just getting back onto my feet and then the pandemic changed everything.

Teenage Cancer Trust's Youth Support Coordinators Lori and Steve at The Christie were fantastic. They knew that myself and the other young people who'd had cancer treatment needed support now more than ever.

They couldn't do face-to-face activities, but they put together a programme of events which ran every night. There were things like quizzes, games nights, and music events. They also set up virtual talks from local famous people, including Manchester United players, make-up artists and comedians.

I got to know the other young people on the calls really well and feel I know so much about them now. I've met two of my closest friends through the calls and I now speak to them every day without fail.

My mental health was another thing Lori helped me with. I caught coronavirus after going back to university. I was worried about having to isolate and sit with my thoughts for two weeks because my mental health was bad.

Lori listened to me and set me up with some counselling straight away. I was worried in case the thoughts came back, but Lori told me I could ring her at any time. Just knowing she'll always be there for me was so powerful and made me feel so much better.

I don't know what I would do without Lori and Steve. I can't imagine having treatment without Teenage Cancer Trust and they totally, absolutely smashed the support they have given me during coronavirus.

## After treatment has finished

### WHAT WE PLANNED

We provide a variety of activities and services that continue to support young people once they've finished treatment and as they transition to their personal 'new normal'. Most of these activities are usually delivered face-to-face and so were severely impacted by the pandemic.

We had originally planned to deliver the Ultimate Backstage Experience (a week of VIP days out for young people at the Royal Albert Hall), a series of Way Forward weekends and two Find Your Sense of Tumour conferences as face-to-face events.

Our modified target for 2020 was to run one Find Your Sense of Tumour (FYSOT) conference in December. With the usual face-to-face activities unable to run, the team that delivers this work were furloughed for most of the year in order to save money and protect our frontline services.

### WHAT WE DID

We delivered a virtual Find Your Sense of Tumour event for over-18s in December. Although the numbers attending were lower than we'd hoped, this was an initial pilot event which has evaluated positively and will provide a firm foundation to develop further digital events in 2021.

We also brought forward the development of the Teenage Cancer Trust Connect platform in response to the fact that so many of our usual face-to-face post-treatment support activities were unable to run. Connect can be used by young people during or after treatment to meet others who've been through similar experiences and get support from our Youth Support Coordinators.

VIRTUAL  
FIND YOUR  
SENSE OF  
TUMOUR



67

young people and 17  
Teenage Cancer Trust  
Nurses and Youth  
Support Coordinators  
across four NHS Trusts  
signed up to pilot the  
Connect platform



58

young people attended  
the first-ever virtual  
FYSOT, tuning into  
talks on topics from  
wigs, skincare and  
exercise to body  
image, mindfulness and  
fatigue after cancer

"I would 100% sign up for virtual FYSOT again. You can see how much hard work and love has gone into making it an online event. It's just phenomenal that it's still able to happen even during these crazy circumstances."

Jack, Manchester

# INNOVATION VS ISOLATION

**Working quickly, creatively and collaboratively became more important than ever in 2020 to keep young people connected.**

## THE CHALLENGE

Bringing young people with cancer together to support each other has always been a huge part of our work, both on our units and at our post-treatment events.

Having cancer when you're young can be hugely isolating anyway, but coronavirus, lockdown and shielding have made it so much harder. In May we conducted a survey of young people living with or after cancer, which found that 81% had to shield and nearly all (91%) said they'd been impacted by shielding.

So the need for emotional and peer support was greater than ever – but we couldn't provide it in the ways we were used to. We needed to innovate to keep young people connected with our support teams and each other.

## THE RESPONSE

We brought forward our plans to build Teenage Cancer Trust Connect, a private social network for young people with cancer. We launched Connect in September and will work with NHS Trusts to roll it out nationally in 2021.

We transformed Find Your Sense of Tumour (FYSOT) into an online event, collaborating with a wide range of expert speakers and partner organisations to make the weekend as interactive, inspirational and fun-filled as ever.

And our Innovation Fund allows Teenage Cancer Trust Nurses and Youth Support Coordinators to apply for money to support innovative pilot schemes for young people with cancer in their region, giving them the flexibility to offer bespoke, age-appropriate and innovative support.

## THE RESULTS

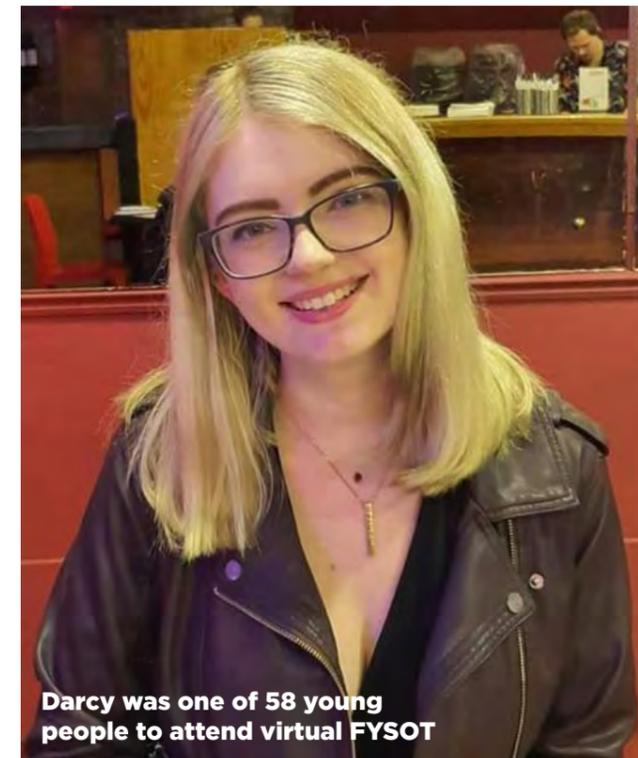
- 63% of attendees returned to the virtual FYSOT platform after the event to catch up on resources and workshops they'd missed – and 100% said they found this useful
- 76% of young people agreed virtual FYSOT improved their understanding of their post-treatment needs
- 69% of young people agreed attending virtual FYSOT increased their peer support network
- 67% of young people agreed attending virtual FYSOT reduced their feelings of isolation and loneliness
- The Connect platform will complement our existing face-to-face and peer support offer, aiming to benefit young people with cancer for generations to come – not just during the current pandemic.

We're very grateful to The Carole and Geoffrey Lawson Foundation for their support of Connect.

“We are passionate about helping young people, and there can be fewer situations where they need more support than when dealing with cancer. Teenage Cancer Trust does an amazing job of supporting teenagers with cancer, and giving them a community where they can support each other and compare notes.

It had been clear to us for a long time that the traditional methods of communication were not optimised for the 21st century, and the Connect platform would allow young people to genuinely connect wherever and whenever they wished. It is our privilege to support this and make a difference to these young people's quality of life.”

**Eddie Lawson**



**Darcy was one of 58 young people to attend virtual FYSOT**

## DARCY'S STORY

**Darcy was diagnosed with skin cancer at 21. She became a pioneer by attending our first-ever virtual Find Your Sense of Tumour.**

“I hadn't been to any face-to-face events as coronavirus struck not long after I was diagnosed. The online support from Teenage Cancer Trust was incredible though. When I saw an advert for virtual FYSOT, I signed up straight away.

Throughout the weekend there were lots of webinars and then we'd jump back into Zoom groups. I'd already met some people in my group so that helped me settle in, but it was good to meet some new young people too.

Usually when I'm part of online game nights with my regional group, we have nice chats, but the breakout sessions at FYSOT helped us have more meaningful conversations. The sessions on mindfulness and resilience allowed us to open up about mental health.

I still go for scans and waiting for them makes me really nervous. I was also told when I was diagnosed that the cancer probably wasn't because of anything I'd done, but that it could have been. I tend to put quite a bit of blame on myself anyway, and I found that difficult.

So I was particularly interested in the sessions at virtual FYSOT on being kind to yourself. I've had cognitive behavioural therapy, but this really helped me build on that and come up with new techniques to help cope with worries and anxiety.

Overall I thought the event was amazing. I can't believe how much thought and planning went into it. I was worried I'd be glued to the computer the whole time and I'd get a bit lethargic. But there were sessions where we were online in our group and could talk and listen, but instead of just staring at the screen we were doing things like drawing or making models out of plasticine.

It almost felt like we were sat together in person. It's great that I've extended my friendship circle with people who can relate to what I've been through.”

## Policy and campaigning

**Our Policy, Public Affairs and Campaigns team achieved some great things despite our plans for 2020 completely changing due to the onset of the coronavirus pandemic.**

Before lockdown in March, we were active in the UK Parliament. We spent time developing relationships with newly elected MPs following the election in 2019, to help ensure that young people with cancer were at the forefront of their thinking. Throughout the year we still managed 45 meetings with MPs and Ministers to share the experiences and needs of young people with cancer.



**Alisha before her diagnosis**

In February we delivered a public meeting of the All Party Parliamentary Group for Children, Teenagers and Young Adults with Cancer alongside CLIC Sargent. At an event attended by MPs and the Minister for Cancer, Jo Churchill MP, we were able to show the needs and challenges of young people with cancer in getting a swift and accurate diagnosis. Alisha, a young person we're supporting after her cancer diagnosis at 21, spoke about the delays she experienced – empowering other young people not to sit on symptoms, and influencing key decision-makers in the room to work to improve the diagnosis experience of young people with cancer.



As the first wave of the pandemic hit, we were concerned about falling cancer referrals across the country, and how this might be impacting young people.

In response, we developed the #BestToCheck campaign, running throughout April and May to encourage young people to contact their GPs if they had concerns or noticed symptoms. We then ran a second iteration of the campaign later in the year, providing a specific focus on young people to complement the NHS's cancer awareness raising activity.

Alongside this, we proactively came together with other cancer charities as part of the One Cancer Voice coalition to provide clear and consistent information about coronavirus for young people with cancer. Our Policy team represented the organisation on weekly (at times bi-weekly) calls with the Deputy Chief Medical Officer and the NHS Cancer Programme, to make sure Teenage Cancer Trust could help young people access the information they needed about shielding, possible impacts on treatment and what national measures meant for them.

We were delighted to work with Jim Shannon MP to secure a Westminster Hall debate to highlight the specific needs of young people with cancer – a debate where the work of Teenage Cancer Trust was referenced 20 times by MPs.

We worked with frontline staff to conduct a study into how the pandemic was impacting young people with cancer. We published a report in June that highlighted these experiences, including how young people were feeling more isolated than ever before, and facing reduced access to members of their treatment teams such as physiotherapists and psychologists.

Our Chief Executive Kate Collins is also the Chair of the Children & Young People's Cancer Coalition and was invited to join the NHSE Cancer Recovery Taskforce to ensure that the needs of children and young people were identified as part of the wider recovery of cancer services in England.

We worked with Shadow Minister for Health, Alex Norris MP, to meet with members of Teenage Cancer Trust's Youth Advisory Group and hear about their experiences. Alex Norris spoke in glowing terms about the meeting, recalling it as "eye-opening, hard to hear at times, but so inspiring".



## Research

**We continued to fund two clinical academic researchers, one at the University of Leeds and the other hosted by the National Cancer Research Institute.**

Outcomes from this funding include a portfolio of research on young people with cancer (including the evaluation of teenage and young adult specialist care, outcomes for young people with cancer and young people's experiences of diagnosis), the instigation of new studies, submission of new funding applications and the publication of papers in peer-reviewed journals to inform an evidence-based approach to improve outcomes for young people with cancer.



## Training and support

**Continuing to develop and share world-leading knowledge and expertise through a professional network is fundamental to our work.**

We continued to support the professional development of the nurses and Youth Support Coordinators we fund in the NHS through two educational programmes at undergraduate and postgraduate level.

As an organisation, we're committed to ensuring that young people's voices are heard throughout our work. Our Youth Advisory Group was created in 2018 to make sure young people are represented in the charity and consulted on a variety of different issues. These young people, who all have experience of cancer as a teenager or young adult, come from across the UK, with different diagnoses, ages, and backgrounds to reflect the diversity of the group they represent.

In 2020 there were 20 active members who met in person once (in February before the pandemic struck) and continued to communicate online between meetings. Over July and August, we recruited 26 new young people to the second cohort of our Youth Advisory Group, who had their first virtual meeting in November. Like their predecessors they'll work with us on a variety of issues, including taking part in the recruitment of senior team members, helping develop our IAM portal, giving feedback on many areas of service delivery, helping shape our planned new strategy and speaking at events to showcase our impact on young people.

## Plans for 2021

**Together we achieved a huge amount for young people with cancer in 2020, and we've learned so much along the way.**

We found out that we're more resilient and more creative than we'd ever thought possible this time last year. We're also in a much more stable position as a charity, having outperformed our emergency budget thanks to the amazing efforts of so many people.

As a result, we have a solid plan to build back stronger in 2021 – not just returning to where we were before the pandemic, but picking up the best of what we've learned in 2020 and running with it.

In 2021 we're moving away from describing our services as before, during and after treatment. In line with our emerging strategic direction, our services will fall into the following three areas:

- **Providing care and support directly to young people with cancer.** This will include developing high-quality age-appropriate information in the format that works best for young people; developing digital apps and solutions so that we can reach more young people; re-imagining conferences and support events in the post-coronavirus world; and providing funds so that our Youth Support Coordinators can provide personalised support in a way that works best for the young people in their care.
- **Providing care and support in partnership, primarily with the NHS.** This is the main body of our service provision, where we work in partnership with the NHS to provide age-appropriate spaces and specialist staff. In future we intend to expand our partnership working, with new partners including other charities, working together to meet the complex needs of young people with cancer. By working this way, we can draw on a variety of experts to deliver the best care for young people, ensuring that there are no gaps in meeting their needs while avoiding duplication.



- **Advocating and influencing to improve the system.** This work includes campaigning and influencing with and on behalf of young people, with the aim of improving the system and service provision for all young people facing cancer. We will put young people at the heart of this work, making sure their voices are heard and their needs are not forgotten in policy and healthcare decisions.

In 2021, in each of these three areas we plan to deliver the following.

### Providing care and support directly:

- Two digital Find Your Sense of Tumour events
- Further rollout, evaluation and development of the Connect social media platform

- Rollout of the holistic Integrated Assessment Mapping (IAM) tool across all regions of the UK so that all young people have access to this tool from the point of diagnosis. The IAM tool helps young people and healthcare professionals work together to identify the emotional and clinical support they need as they go through cancer treatment, driving personalised care. The data we collect through IAM will also help us shape future services in response to the needs identified
- Funds to allow Youth Support Coordinators to work directly with young people and hold social events to support their wellbeing
- The provision of age-appropriate, high-quality information via our website, social media platforms and in print format.

### Providing care and support in partnership:

- The funding of 107 frontline roles in NHS hospitals across the UK, including: 63 (44.2 FTE) nurses, 36 (31.25 FTE) Youth Support Coordinators and 8 (6.7 FTE) Multi-Disciplinary Team Coordinators
- Ongoing maintenance and upkeep of our 28 Teenage Cancer Trust units
- Thanks to Morgan Stanley, funding for the Proton Beam Therapy Centre at University College Hospital London

- Funding for the Young Adult and Morgan Stanley Unit within the University College Hospital London Grafton Way Building
- Funding for the refurbishment of our unit at Sheffield Royal Hallamshire Hospital.

### Advocating and influencing to improve the system:

- Ensuring young people with cancer aren't invisible as cancer services in the NHS are restored after the coronavirus pandemic
- Development of the Youth Advisory Group to strengthen the voice of all young people with cancer
- Clinical training and development courses for our funded staff
- Delivery of a digital Global Congress to replace the event originally planned for July 2020 but postponed due to the pandemic
- Development of a Research and Evidence team to identify the needs of young people with cancer and provide insight to inform our future plans and activities and demonstrate the impact of our services
- Delivery of a series of campaigns to raise awareness of the needs of young people with cancer.

# FUNDRAISING ACTIVITIES AND PERFORMANCE



**In a year where so much has changed and there's been so much uncertainty for Teenage Cancer Trust, one thing that hasn't changed is the passion and commitment of our supporters.**

We rely wholly on voluntary fundraising, so all the support we offer to young people with cancer is the direct result of the generosity and determination of people and organisations across the UK and Channel Islands.

In 2020, we set out aiming to raise over £18.3m. The makeup of our fundraising meant that the pandemic hit us hard: for example, our week-long series of shows at the Royal Albert Hall was set to open on 23 March, the exact day that lockdown began. So in April, following some detailed scenario planning, we revised our income forecast for the year to £10m.

Our incredible supporters went above and beyond in 2020 to raise a total of £13.7m.

We were humbled (but not surprised) by our supporters' amazing response to the emergency fundraising appeal we launched as the pandemic took hold. This raised a total of £1.9m, including an extraordinarily generous one-off donation of £1m from Children with Cancer UK. We're so grateful to everyone who understood the potential impact of the pandemic on young people with cancer, and responded by providing funds to help protect our vital work.

With flagship challenge events like the London Marathon all postponed or cancelled, our supporters up and down the country were also quick to embrace virtual fundraising, most notably raising a phenomenal total of nearly £2m through three fitness challenges on Facebook.

We're also immensely grateful for the continued support of our corporate partners including Aldi, Domino's Pizza, Morgan Stanley, and Plumbing & Heating (whose partnership with us has now entered its groundbreaking ninth year!)

At such a challenging time across the charity and healthcare sectors, the money we raised together helped us continue to deliver our essential frontline services throughout 2020, when young people needed us the most. Thank you to every single supporter for their dedication and loyalty.

Looking to the future, we need to make sure we can be there to meet the changing needs of young people with cancer as the long-term impact of this crisis becomes clearer.

Our task now is to build back stronger and recover our income, which saw a drop against budget of almost £5m in 2020, to make sure no young person faces cancer alone.

## Our future strategy

**2021 will be the year we develop our next strategy for 2022 and beyond. This will lay down our next set of strategic goals, within the overarching mission of improving the experience of young people with cancer.**

This strategy will build on the work of the last 30 years, which has centred around the development of a national teenage and young adult cancer service embedded in the NHS.

This is the beginning. The next challenge is to build on these foundations to develop a seamless provision of care and support, from the point of diagnosis until a young person no longer needs us. The end goal is the provision of personalised, high-quality holistic care for every young person diagnosed with cancer in the UK.

Our next strategy will dig deeper into understanding the unmet needs as articulated by young people, and will seek to build on our existing services in the three areas outlined above: providing care and support directly, providing care and support in partnership, and advocating and influencing to improve the system.

2020 was a tough year for everyone and every sector – few more so than for young people facing cancer. But coronavirus also brought exciting opportunities and the acceptance of widespread use of digital solutions across the NHS. We can build on this with innovation and vision to develop a high-quality care offering that blends the very best in face-to-face care with the immediacy and accessibility of digital support.



## Our approach to fundraising

**We've seen incredible dedication and commitment from our supporters this year, and we work tirelessly to make sure their support changes the lives of young people with cancer.**

Like so many charities, we were hit hard by the coronavirus pandemic. Our fundraising was particularly vulnerable as so much of it relied on social contact, including challenge events and our flagship Royal Albert Hall gigs, which we had to cancel in 2020 and again in 2021.

The exciting plans we'd made in 2019 to develop our fundraising were put on hold. We made a range of changes to our approach so that we could focus on working with all our incredible supporters but through a smaller staff team, while making maximum use of the government's job retention scheme.

This year brought benefits that we're keen to learn from and build on: faster and more agile ways of working, simpler team structures and closer cross-team collaboration.

We also discovered new and exciting ways to fundraise. And we saw incredible dedication from so many organisations and individuals, as life-changing gifts were given, partnerships extended, and new relationships developed.

We continued to focus on our Fundraising Principles to guide our work and help supporters understand exactly what to expect from us.

We work in partnership with our fundraisers, supporting them with resources and advice to make sure their fundraising is safe and legal. We work hard with all our fundraising staff to make sure that any vulnerable supporters - in particular - are treated with respect and care, and in line with our Vulnerable Persons Policy.

We're committed to ethical fundraising and are members of the Fundraising Regulator and Chartered Institute of Fundraising, and adhere to the Fundraising Regulator Code of Fundraising Practice. In 2020 we implemented the change to the compliance function agreed in 2019, including a new roadmap to fundraising compliance signed off by Trustees. This included developing new and updated policies on Fundraising and Complaint Handling.

In 2020, we engaged an agency to carry out telephone fundraising on our behalf. We worked closely with the agency to ensure this was carried out in line with our values.

Additionally, we were delighted to work with Omaze (a company that partners with charities to raise funds through various prize draw events) in 2020 to raise significant funds to support our work through entries to their Million Pound House Draw.

In 2020 we received 58 complaints (out of a total of 119,200 interactions with our supporters). We are not aware of any complaints being made to the Fundraising Regulator.

Teenage Cancer Trust relies wholly on public donations. We receive no NHS funding, and other than benefiting from the furlough scheme in 2020, we receive no government funding either. The fundraising efforts carried out by individuals and companies on our behalf are vital to ensure we're there for the young people who need us.

In a year when sticking together in tough times felt more important than ever, the way our supporters stuck with us in 2020 makes us extremely grateful.

**YOU'RE ALL LEGENDS - THANK YOU.**

# CHALLENGE ACCEPTED

6,886 amazing supporters  
around the UK raised a total of  
**£2.5 MILLION**  
through head shaves, virtual quiz  
nights and other challenges

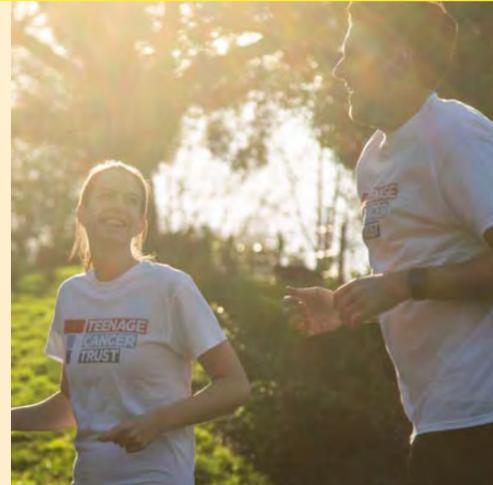


**OUR SUPPORTERS  
PROVED THEY'RE A  
TRULY UNSTOPPABLE  
COMMUNITY IN 2020...**



We partnered with  
**Omaze** to raise  
**£250,000**  
through their Million  
Pound House Draw

**4,235 people** each ran  
100 miles in August  
raising an incredible  
**£858,000**



The legends at  
**Domino's Pizza**  
reached the total of  
**£4m**  
in five years

Our friends **Aldi**  
reached the incredible  
fundraising total of  
**£5m**  
in three years

**5,843 people** each did  
3,000 push ups, raising an unbelievable

# £1 MILLION!

**11 LEGENDARY ARTISTS**  
donated exclusive unseen footage  
from our Royal Albert Hall shows,  
clocking up **over 1 million YouTube  
views** to raise vital funds and  
**HELP MAKE SURE NO YOUNG  
PERSON FACES CANCER ALONE.**



# HOW WE RAISED AND SPENT MONEY IN 2020

## HOW WE RAISED MONEY

**£1.6m**  
(10.2%)  
**Music and events**  
Income from music and special events.

**£1.6m**  
(10.2%)  
**Trusts and foundations**  
Grants from charitable foundations and trusts.

**£1.1m**  
(7.1%)  
**Coronavirus Job Retention Scheme**  
The charity used the government's furlough scheme during the pandemic to reduce costs and ensure frontline services could be maintained.

**£3.6m**  
(23.1%)  
**Corporate partnerships**  
Income from corporate partners including charity of the year partnerships and employee fundraising.



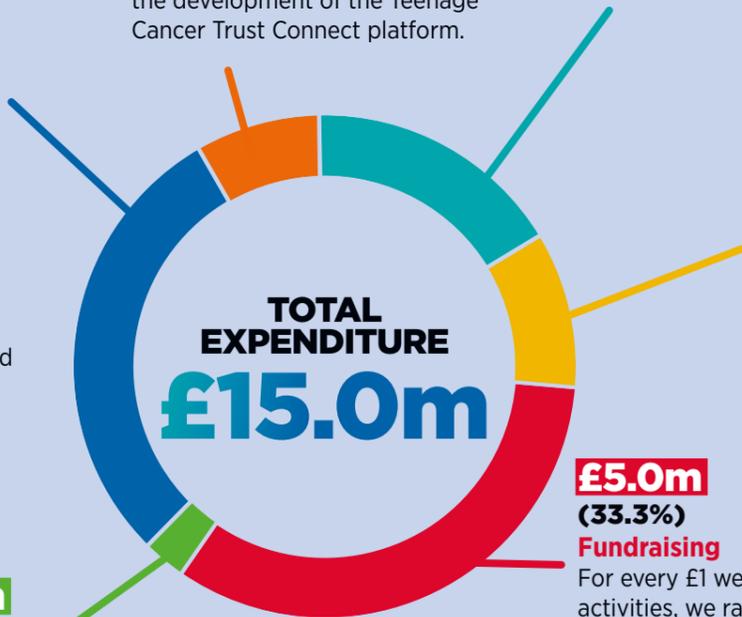
**£7.7m**  
(49.4%)  
**Donations and public fundraising**  
This includes individual and group fundraising from challenge, community and special events as well as one-off or regular donations.

## HOW WE SPENT MONEY

**£4.4m**  
(29.3%)  
**Supporting young people during treatment**  
This includes running and maintaining 28 units in hospitals across the UK; funding our expert nurses, Youth Support Coordinators and Multi-Disciplinary Team Coordinators; and funding and development of NHS nursing and support staff.

**£1.2m**  
(8.0%)  
**Supporting young people after treatment**  
This includes our virtual Find Your Sense of Tumour event and the development of the Teenage Cancer Trust Connect platform.

**£2.5m**  
(16.7%)  
**Before diagnosis**  
This includes our work to raise awareness of cancer.



**£5.0m**  
(33.3%)  
**Fundraising**  
For every £1 we spent on fundraising activities, we raised £2.73 to make sure no young person faces cancer alone.

**£1.5m**  
(10.0%)  
**Underpinning our services**  
This includes our policy and influencing work, safeguarding, research and service development.

**£0.4m**  
(2.7%)  
**Trading**

# THANK YOU

We're extremely grateful for the support of all the trusts, foundations and individuals that supported our work in 2020, including:

Anthony and Tina Hene

Barclays UK

Baroness Ros Altmann

BBC Children in Need

Christian Salbaing

David Sullivan

Elizabeth and Prince Zaiger Trust

Garfield Weston Foundation

Moondance Foundation

Paskin Children's Trust

Paul Williams

Peter and Janice George

Robert and Liina Small

Shahe Ouzounian

Sir Graham Wylie Foundation

Sir Robin and Lady Saxby

The Carole and Geoffrey Lawson Foundation

The Coffey Foundation

The Geoff and Fiona Squire Foundation

The Hon Giles Wigoder

Three Ells Trust

Vichai Srivaddhanaprabha Foundation

Waterloo Foundation

...and every individual who made a donation, large or small.





# SHARING IN CELEBRATION

Even though we couldn't get together in person this year, we still found ways to celebrate some of the amazing people who exemplify our purpose, values and passion.

## TEENAGE CANCER TRUST 2020 AWARDS

In July we hosted the inaugural Teenage Cancer Trust Awards, supported by Morgan Stanley.

Our Honorary Patrons HRH Princess Beatrice and HRH Princess Eugenie presented awards to seven winners, including young people, fundraisers and frontline staff, whose feats have supported our vision of a world where cancer doesn't stop young people living their lives.

We know there are so many more incredible people who deserve to be celebrated and thanked – and these Awards will become an annual event so we can do just that.

### Full list of Teenage Cancer Trust 2020 Awards winners:

- Enid Waterfall
- Julie Gonzalez
- Crystal Marshall
- Mike and Pascale O'Leary
- Alex Charlton
- The Truants & The Heavy Metal
- Truants
- Nicky Pettitt

## FOUNDERS' AWARDS

In December, our Honorary Patron Sarah, Duchess of York, along with Their Royal Highnesses Princess Beatrice and Princess Eugenie, joined us for an emotional virtual event celebrating 30 years of the charity.

Along with our founders Adrian and Myrna Whiteson, they thanked just a few of the people whose vision and determination have helped revolutionise cancer care for young people since our first unit opened in 1990.

This included our Honorary Patron Roger Daltrey CBE, who has tirelessly championed young people with cancer and helped raise millions through our flagship Royal Albert Hall gigs; Stephen Sutton MBE, who made a huge impact as an ambassador and fundraiser before his death in 2014 aged 19; and Nurse Consultant Sue Morgan MBE, who was instrumental in setting up the now beloved Find Your Sense of Tumour conference.

### Full list of Founders' Awards winners:

- Derwent London (Simon Silver and Paul Williams)
- Roger Daltrey CBE
- The Who
- Sarah, Duchess of York
- Simon Davies
- SJM (Rob Ballantine, Chris York and Simon Moran)
- Stephen Sutton MBE
- Sue Morgan MBE
- Professor Tim Eden
- Trinifold Management (Bill Curbishley and Robert Rosenberg)

## Teenage Cancer Trust 2020 Awards



## ALTOGETHER UNSTOPPABLE

At another virtual event in December, we welcomed over 100 guests (representing 33 of our partners) to our first ever 'Altogether Unstoppable' awards, to recognise the phenomenal contribution our corporate partners have made to Teenage Cancer Trust, and celebrate outstanding achievements from the past two years.

### Full list of Altogether Unstoppable winners:

- Domino's Pizza Group
- Pam McCulloch, Plumbing and Heating
- Aldi's Rainbow products
- New Look September Challenge
- Morgan Stanley London to Paris team
- Dobbies Garden Centre
- Aldi Neston Region
- Tangle Teezer
- MandM Direct
- Dr.PAWPAW



Sarah, Duchess of York at the opening of our Bristol unit in 2014



Our founders Adrian and Myrna Whiteson in the early years of the charity

A huge thank you to all our award winners and nominees – and to every single person who's played a part in helping us achieve so much for young people with cancer in the last 30 years.

# FINANCIAL REVIEW

## The consolidated statement of financial activities set out on page 50 shows the financial results for Teenage Cancer Trust and its trading subsidiary.

The coronavirus pandemic struck early in our financial year, before we had started to invest in our expansion plans.

By the end of February there had been no further rollout of either the outreach nursing and support service or of the Integrated Assessment Mapping tool, which were the two main areas of additional investment planned for 2020.

As the pandemic took hold during March, and we headed for national lockdown, the Trustees took swift and decisive action to stop all discretionary spend and preserve cash wherever possible.

We were in the process of recruiting new roles to support the ambitious fundraising strategy, but all new recruitment was halted in March.

In some cases, this meant that new employees working their notice periods in their previous roles stayed with their employer so that they could take advantage of the government's job retention scheme. We eventually began recruiting again in November.

By the first weekend in April the Board had signed off an emergency coronavirus budget which reflected these decisions as well as the financial impact of putting 60% of staff on the Coronavirus Job Retention Scheme with immediate effect. Many staff stayed on furlough as its provisions were extended, only returning as additional capacity was required as activities began to resume.

The Board also took the very difficult decision to ask working staff to work on reduced hours for reduced pay throughout May and June. The Board remain indebted to staff for what was achieved across the charity during the year, but in particular during this time when pressures were exceptionally great.

As the table below shows, results for 2020 were remarkable under the circumstances – far better than we could have imagined back in April. The emergency coronavirus budget allowed for a deficit of £5m in the anticipation of a dramatic fall in income.

Actual results exceeded this by £5.6m, generating a surplus of £665,000 (2019: £880,000). This was achieved through a combination of income exceeding budget by £5.4m and expenditure falling short of budget by £0.3m. Income was down £2.7m on the previous year, and therefore these results were achieved by cutting back expenditure while protecting frontline services.

The principal reasons for the strong fundraising performance were:

- the swift and successful adoption of digital fundraising events, where we enjoyed great success through three Facebook challenge events
- an emergency fundraising appeal which raised £1,866,000
- and the ongoing success of our corporate fundraising relationships including Aldi, Domino's Pizza, Morgan Stanley, Omaze and Plumbing and Heating Ltd.

Because of the priority to raise money to fund current services, instead of investing for the future, and the impact of a much-reduced headcount, the return on fundraising investment was higher than in recent years, so net income from fundraising was £9m.

Although the expenditure was stripped back in the emergency coronavirus budget, further savings were realised due to capital expenditure being delayed to 2021, autumn events being cancelled or held digitally and the extension of the furlough scheme, all of which provided further savings amounting to £2.2m.

## RESERVES

In setting the emergency coronavirus budget, the Board agreed that reserves were not to fall below £10m, to give the charity the resources it would need to rebuild from the pandemic.

This level of reserves was within the agreed reserves policy, but despite the immediate pressures, we were reluctant to allow reserves to fall too far, in recognition that the road back from coronavirus would be long and complex. It would not just be a matter of building back to 2019 levels of activity, but a need to rethink ways of working, renew strategies and invest in new and ambitious ways of delivering services and raising money in a post-coronavirus world.

All of these would need a rapid and broad adoption of digital technologies and investment in data competencies to support this expansion.

In the event, the surplus for the year added to the already robust reserves position, leaving year end reserves of £15.5m. This is an extremely positive position to be in and gives the charity real choices and opportunities to build back stronger and develop a new ambitious strategy that retains the heart of the old service strategy with the best of the new digital ways of working.

For 2021 the Board have signed off a budget with a deficit of £3m, to allow investment in new and diverse fundraising streams to increase the sustainability of the portfolio, as well as digital solutions and data competencies so that the charity can become a robust, resilient and impactful charity, that will ensure the provision of the very best care for young people with cancer. This investment will see reserves fall to £12.5m by the end of the year if the budget is realised.

### Financial budget and results in summary:

Financial budget and results in summary:	Original budget 2020	Emergency coronavirus budget 2020	Actual results 2020	Actual results 2019
<b>Income</b>	£18.5m	£10.2m	£15.6m	£18.3m
<b>Expenditure</b>	£23.3m	£15.2m	£15.0m	£17.5m
<b>Net surplus / deficit</b>	(£4.8m)	(£5.0m)	£665k	£880k
<b>Reserves at 31 December</b>	£10.1m	£9.9m	£15.5m	£14.9m

# FINANCIAL AND MANAGEMENT POLICIES

## Principal risks and uncertainties

The Trustees have developed a risk framework that clearly differentiates between the different types of risk that we face. These are:

- Strategic risks, which impact our ability to deliver our strategy
- Operational risks, which are risks associated with internal operations, processes and ways of working
- Project risks, which are associated with the delivery of individual projects
- Event risks, linked to specific events

The Trustees are responsible for the governance of the charity's strategic risks. These must all be understood and managed if the charity is to achieve long-term success.

At 31 December 2020, the highest scoring strategic risks and their management strategies were:

Risk	Management strategy
Service delivery – the risk that we are unable to consistently deliver frontline services	<ul style="list-style-type: none"> <li>■ Carry out a review of the existing funded staff workforce to ensure it delivers best value in a post-coronavirus NHS when resources are stretched and there is greater acceptance of the use of digital solutions</li> <li>■ Keep ongoing log of local coronavirus situation and take action as necessary if service is unduly disrupted</li> <li>■ Establish a consistent offer to young people as part of the development of the 2022 strategy</li> <li>■ Maintain and develop strong and purposeful relationships with all NHS Trusts where we fund staff</li> </ul>
Impact – the risk that we are unable to clearly demonstrate the impact of our work, limiting opportunities to attract supporters, partners and funders	<ul style="list-style-type: none"> <li>■ Development of theory of change which clearly and simply articulates the difference we seek to make</li> <li>■ Development and implementation of impact framework directly linked to the theory of change</li> <li>■ Investment in staff skilled in impact measurement</li> <li>■ Development of clear, purpose-driven goals</li> </ul>
Financial sustainability – the risk that each year we spend more than we raise, gradually eroding financial resilience	<ul style="list-style-type: none"> <li>■ Development of clear strategy aligned with the theory of change, which is clearly and demonstrably focussed on meeting the needs of young people with cancer</li> <li>■ Development and delivery of a diversified and realistic fundraising strategy for steady and sustainable growth</li> <li>■ Ability to clearly demonstrate the impact of our work</li> <li>■ Maximise use of technology and digital solutions</li> </ul>
People and skills – the risk of not having the right people, skills and resources in place, adversely affecting performance	<ul style="list-style-type: none"> <li>■ Develop a strategic workforce plan that includes a leadership and management framework, a leadership development programme, a reward and retention strategy and a competency framework</li> <li>■ Development of People and Culture sub-committee to bring Trustee scrutiny to management of this risk</li> <li>■ Appoint Head of Culture, Talent and Development Lead and Diversity and Inclusion Lead</li> </ul>

## Our work in Scotland

Teenage Cancer Trust is registered with the office of the Scottish Charity Regulator (OSCR) (registration number SC039757). In Scotland, we deliver specialist teenage and young adult cancer services in hospitals in Glasgow and Edinburgh as well as various regional hospitals across the country.

In 2020 Teenage Cancer Trust provided specialist cancer facilities and specialist staff at the Royal Hospital for Children and The Beatson West of Scotland Cancer Centre in Glasgow, and at the Royal Hospital for Sick Children and Western General Hospital in Edinburgh. Throughout the year there were continuing delays to the opening of the new Edinburgh Hospital for Children and Young People due to issues with the ventilation system. We're delighted to report that the new hospital, including the newly built Teenage Cancer Trust unit, finally opened in March 2021.

Due to ongoing issues within the ventilation system at the Royal Hospital for Children Glasgow, our services have been operational within the neighbouring Queen Elizabeth University Hospital since September 2018. The schedule of works that will allow the reopening of Ward 2A & 2B is due for completion in May 2021, although this may be impacted by coronavirus restrictions.

The charity has three regional fundraisers working across Scotland. During 2020 these staff were placed on the government's job retention scheme for several months to save costs while fundraising was severely restricted due to social distancing.

## Reserves policy

### RESTRICTED FUNDS

Our policy is to spend restricted funds as soon as we can. We hold onto them until we can spend them according to our supporters' wishes, and in the rare event that's not possible, our Trustees contact the supporter to ask if their donation can be transferred to our unrestricted funds or if they would prefer it to be returned to them.

### UNRESTRICTED FUNDS

During the year, the Trustees reviewed the reserves policy to ensure it was robust and effective and able to support the charity as it rebuilds after the coronavirus pandemic. There are many factors that need to be considered when agreeing the appropriate level of reserves, but in the end it is a matter of judgement. The risk factors that would indicate the need to maintain a significant level of reserves include:

- the charity has a limited number of income streams and very little in the way of recurring income. The reliability of income year on year is therefore quite low. Reserves may therefore be needed to fill any shortfall in budgeted income;
- the charity is planning for steady strategic growth which will require ongoing investment in new services, skills and innovation in order to succeed. Some of the funds needed for this will come from reserves;
- particularly in the wake of the pandemic and the uncertain economic outlook, the Trustees' appetite for financial risk has reduced and is currently very low, thus increasing the minimum reserves level that they are prepared to accept;
- the demand for services is growing, particularly due to the complications caused by the pandemic and the financial constraints of the NHS. This means that the need for the NHS to find strong, purposeful partners in the charity sector has never been greater. To become such a reliable partner will take ongoing investment in areas such as impact, information governance; compliance and brand recognition. Again some of the funding for this will come from reserves.

For the full details of our risk policy and risk management framework see page 43 This is the end of the charity's strategic report as required by the Companies Act.



Within this context, the Trustees have agreed that reserves are needed:

- to ensure continuity of service provision to beneficiaries if income falls below budget;
- to cover the current funding gap. Although the results for 2020 show a surplus of £665k, the budget for the year was a loss of £5m. The improved result was because income far exceeded expectations and spending was further curtailed due to internal constraints and ongoing social distancing measures. However, service costs are expected to increase in the coming years and therefore we may need to use reserves to fund this excess of costs until income grows sufficiently. The ability to cover this shortfall ensures that beneficiaries are not impacted. However, it is accepted that this is not sustainable in the long term;
- to invest in a variety of strategic initiatives to ensure the future of the charity. These include:
  1. investment in a range of new service initiatives to meet the unmet needs of young people with cancer and their families;
  2. diversification of fundraising streams to mitigate the risk of income falling and drive steady and sustainable growth for the future;
  3. investment in digital, data and technological skills and resources to ensure efficiency and that the needs of supporters and beneficiaries are met;
  4. investment in core teams such as finance, technology, people, learning and development to ensure that the charity has the skills and capacity to support its strategic vision.

Based on this analysis, the Trustees agreed that the charity should hold reserves to cover the equivalent of at least six months of expenditure, but preferably between six and nine months' worth of expenditure. Using current financial plans, this policy translates to ensuring that the charity has a minimum of £9m in reserves by the end of 2021, which equates to six months' expenditure.

At 31 December 2020, reserves amounted to £15.5m. This is well within the parameters (six to nine months of expenditure) of the agreed reserves policy. However, the budget for 2021 has an excess of expenditure over income of £3m. If realised this will mean that reserves will fall to £12.5m by the end of the year. This equates to eight months of expenditure and remains within the agreed parameters.

During 2021 senior leadership and Trustees will develop and agree the strategy for 2022 and beyond. This will be supported by a detailed financial plan and reserves projections. In the context of this plan and the vision that it sets out, the Trustees will revisit the reserves policy again to ensure that they are happy that the plan does not erode the long-term financial viability of the charity.

Within this context, the Trustees will carefully consider any business cases that require further use of these reserves, weighing up the balance between each opportunity and the potential risk involved.

## Investment policy

Due to the continued uncertainty in the markets and the banking sector, our investment policy remained unchanged in the year under review. Our policy stipulates that funds can only be held by banks with a high credit quality (A- or above as per Fitch Ratings scale) security rating.

To this end, all cash deposits were held at Royal Bank of Scotland and Barclays Bank, our chosen retail banks.

During 2021 the charity will investigate options for investing a portion of reserves in the stock market in order to drive a return from the assets that it holds.

## Employees

Teenage Cancer Trust operates an equal opportunities recruitment policy. Our Remuneration Committee is responsible for overseeing the charity's pay and reward structures and approving annual pay increases.

The long-term success and performance of Teenage Cancer Trust is directly linked to the talents, motivation and accomplishments of our employees, and we recognise the importance of developing our employees and building our capability as an organisation.

We do this by recruiting great people, by building high levels of relevant skills and knowledge through our learning and development programme, and by providing a stimulating and rewarding work environment.

## Pensions

The pension benefits offered by Teenage Cancer Trust consist of a defined contribution scheme into which Teenage Cancer Trust will contribute up to 5% of gross salary (dependent on employee contribution) to assist staff in reaching their target pension.



# GOVERNANCE

# AND MANAGEMENT

## Governing document

Teenage Cancer Trust is a company limited by guarantee and governed by its Memorandum and Articles of Association, which were last modified on 28 July 2014. It is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

### OBJECTIVE

The objective of Teenage Cancer Trust is: 'The relief of sickness in young persons with cancer and related diseases'.

### PUBLIC BENEFIT

The principal beneficiaries of the work of Teenage Cancer Trust are the teenagers and young adults with cancer who are treated either on our specialist units within NHS hospitals or via our Nursing and Support Services. Secondary beneficiaries of the work of Teenage Cancer Trust are the families and friends of the young people with cancer. The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives and planning future activities. In particular, the Trustees consider how the planned activities will contribute to the aims and objectives they have set.

### THE BOARD

The Board of Trustees is responsible for the strategic governance of the charity. In the year ending 31 December 2020, the number of Trustees serving on the Board was eight (2019: nine).

The Board of Trustees meets six times a year and is responsible for setting our overall strategy. At each meeting the Board receives written reports on all aspects of our work. The Board operates an equal opportunities recruitment policy and Trustees are required to have demonstrable experience in the areas identified by a skills audit.

New Trustees follow a similar induction process to that of all new staff. Although modified as a result of social distancing measures, all new Trustees spend time with senior members of staff and fellow Trustees, virtually visit a unit and meet funded staff. Trustees also undergo safeguarding training and generally gain an understanding of all aspects of our work. We provide ongoing training as needed, and Trustees are also required to gain a full understanding of the role's legal obligations. Trustees are initially appointed for four years.

Following this initial term all Trustees can be reappointed for a further four years - up to a maximum of three consecutive terms - by a majority decision of the other Trustees. After three terms the Trustee must retire from office and will only be eligible for reappointment after a period of at least one year.

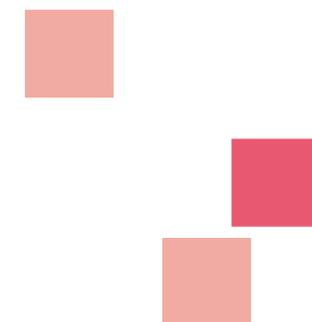
During the year the Trustees and Senior Leadership Team used the findings from an assessment of performance against the Charity Governance Code to implement changes and improve the impact and performance of the Board. In May 2021 the Board formally agreed to adopt the Charity Governance Code to guide and support the ongoing development of the charity's governance practices.

All members of the Board became more involved in the work of the charity as a result of the pandemic. The newly formed sub-committees met often to address the emerging and changing situation and good decisions were made quickly and effectively.

At the end of the year, through an open recruitment round, we recruited two new Trustees with new sets of skills that were needed to ensure further diversity of skill and experience. Both Trustees will join the Board early in 2021.

In February 2020 David Hoare retired as Chair of the Board of Trustees after a tenure of ten years. The Board and staff would like to acknowledge the enormous contribution that David made to the work of the charity. He was replaced by Paul Spanswick, a Trustee for nine years. Paul acted as Deputy Chair of the charity since July 2019, following his return from a period living and working in Japan. Under Paul's chairmanship the Board shifted quickly and efficiently to remote working and his first full Board meeting in April 2020 was focussed on the initial response to the outbreak of the pandemic and signing off the revised coronavirus budget.

The board keeps a register of interests for Trustees, which is available to the public upon request at [hello@teenagecancertrust.org](mailto:hello@teenagecancertrust.org)



## Strategic management

The Board delegates certain areas of governance to committees. These committees bring together Trustees with relevant professional experience, who then make recommendations to the Board. The committees active in 2020 were:

- the Finance and Audit Committee, to meet with the auditors before and after the main audit and to meet monthly with the Director of Finance and Corporate Operations to consider monthly results and the new reforecast and related matters arising. During 2020 a great deal of time was spent considering the implications of the job retention scheme and the plans for restructuring and redundancies;
- the Risk and Safeguarding Committee, which meets four times a year and is responsible for reviewing strategic risks and ensuring we have robust risk management and safeguarding practices in place throughout the charity. Their remit also includes reviewing incidents, complaints and the policy framework;
- the Remuneration Committee, which is responsible for overseeing our pay and reward structures and approving annual pay increases;
- the People and Culture Committee, which is responsible for providing strategic governance on key People policies and plans, ensuring that they contribute effectively to organisational business needs and also meet the needs of our people.

## CHIEF EXECUTIVE

- The Board delegates the running of the charity to the Chief Executive, who is responsible for delivering the agreed strategy and ensuring the charity adheres to its policies. The Chief Executive is assisted by the Senior Leadership Team, who report to her and meet weekly.

## ADVISORY GROUPS

Along with our staff, funded staff and Trustees, we also have several advisory groups who input into many different projects and are fundamental in shaping our work. We want to thank everyone who has supported our work in this way over the last year. These groups include:

### Youth Advisory Group

Our panel of young people with first-hand experience of cancer and our services are a part of every big decision we make, from recruitment to shaping our strategy. During 2020 we recruited our new panel of 26 young people to replace the original group. They will support the work of the charity for the next two years, with a range of opportunities to advise, inform and influence.

Our current Youth Advisory Group members are: Adam, Alice, Amber, Angel, Borys, Caitlin, Chloe, Chloe, Conor, Craig, Debora, Evanne, Fiza, Isaac, James, Jessica, Joanna, Kira, Lisa, Molly, Natalia, Tash, Niamh, Peter, Rachael, Tegan.

### Corporate Board

Launched in September 2019, the Corporate Board is a group of 16 business leaders who have committed to support Teenage Cancer Trust through introductions to potential corporate partners, as well as strategic advice and expertise to ensure the team is as successful as possible.

Gary Adey (Chair)  
Jonathan Allan  
Gareth Barker

Simon Coble  
Fabian DePrey  
Steph Docherty  
Vimi Grewal-Carr  
Paul Lockstone  
Steve McCrystal  
David Noyes  
Shaun Pulfrey  
Phil Smith  
Fiona Spooner  
Mike Tomkins  
David Wheldon  
Mark Woods

### Music Board

Our board of advisors and industry professionals who collaborate regularly with us on all our music and events.

Brian Rose  
Jeanette Lee  
Mike Smith  
Emma Greengrass  
Simon Esplen  
Terri Hall  
Cerne Canning  
Ben Bodie  
Sammy Andrews  
Ian Neil  
Nick Raphael

# RISK AND SAFEGUARDING

**The Risk and Safeguarding Committee comprises two Trustees. They meet four times a year with senior members of staff who represent relevant aspects of the charity's work, including the Director of Finance and Corporate Operations (who is the executive lead on risk management) and the charity's designated safeguarding lead.**

## Risk

The Trustees have a formal risk management process in place to assess major risks. This process:

- identifies the risks we face;
- prioritises them according to how likely they are to occur and how much impact they could have; and
- ensures, where appropriate, that adequate measures are in place to minimise their impact.

Overall responsibility for ensuring this process is carried out effectively lies with the Board of Trustees. Risk management practices, including incident reporting, are embedded throughout all operations. They form an integral part of business decisions and underpin strategic thinking. Risk management is also the main driver for the development of the policy and procedures framework, which covers all areas of operations. All projects and events are risk assessed at the planning stage, and this plays a key role in determining whether the event or project should go ahead.

Details of the most significant risks facing the charity and its subsidiary are detailed on page 38 together with the associated strategies for managing each risk. Each quarter, progress against the strategy is formally measured and reviewed, and the most significant risks to our strategic goals are identified and reported to the Trustees.

## Safeguarding

The Trustees have overall responsibility for ensuring we have proper safeguarding procedures and policies in place to ensure the safety and protection of the children and vulnerable adults we work with. They have due regard to the guidance issued by the Charity Commission and have all read the Department of Education's guidance document, 'Safeguarding for Trustees'.

We've implemented the following safeguarding policies and procedures:

- the appointment of a Trustee with overall responsibility for safeguarding and a safeguarding lead;
- safe recruitment policies including DBS (Disclosure and Barring Service) checks for all staff;
- safeguarding training for all Trustees and staff, in line with their roles and responsibilities – repeated every two years; and
- robust risk and safeguarding assessment practices, so that individual events are always managed in a way that protects young people, staff and volunteers.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

## **The Trustees are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).**

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including income and expenditure, for the year.

In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate and proper accounting records. These must be sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity. The Trustees should also ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Additionally, the Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

## **Going concern**

The charity's financial position has been outlined on page 50 of this report. The Trustees have assessed projected income to the end of 2022 and related plans for expenditure and use of reserves.

They have considered the charity's reserves position, strategic risks, the various income streams on which the charity relies, the liquidity of its assets and hence the charity's ability to withstand a fall in income. Based on this information, the Trustees have concluded that Teenage Cancer Trust and its subsidiary The Teenage Trust (Trading) Limited have adequate resources to continue activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in the preparation of these accounts.

The impact of coronavirus is not yet fully known at the time of writing.

## **Auditors**

BDO LLP was re-appointed as auditors in the year in accordance with the Companies Act 2006.

## **Related parties**

None of the Trustees of the charity receives any remuneration or other benefit from their work with the charity.

## **Trustees' awareness statement**

Each of the Trustees has confirmed that, so far as they are aware, there is no relevant audit information of which the charity's auditors are unaware. They have also done everything they should have done, as a Trustee, to make themselves aware of any relevant audit information and to ensure the charity's auditors are aware of it.

**The Report of the Trustees (incorporating the Strategic Report) was approved by the Board of Trustees on 21 June 2021 and authorised to be signed on its behalf by:**



**Paul Spanswick**  
Chair of the Board

# INDEPENDENT AUDITOR'S REPORT

## Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 December 2020 and of the Group's incoming resources and application of resources and the Parent Charitable Company's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of Teenage Cancer Trust ("the Parent Charitable Company") and its subsidiary ("the Group") for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Consolidated and Parent Charitable Company balance sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

## Basis for opinion

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

## Conclusions related to going concern

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

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

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

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises: the Chair and Chief Executive's Statement and the Report of the Trustees (including the Strategic Report).

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion:

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

## Responsibilities of Trustees

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

- We enquired of management, and the Finance and Audit Committee, including obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company. These include, but are not limited to, compliance with the Companies Act 2006, UK GAAP, the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010 and tax legislation.
- We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

### *Audit response to risks identified*

- We reviewed the financial statement disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- We read minutes of meetings of those charged with governance, and reviewed correspondence with HMRC and serious incident reports filed with the Charity Regulators; and
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws

and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

## Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
*Fiona Condron*  
BC8C15A11E97446...

Fiona Condron (Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
Gatwick, UK  
Date 24 June 2021

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# ACCOUNTS



## REPORT AND ACCOUNTS 31 DECEMBER 2020

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an income and expenditure account) For the year ended 31 December 2020

Note	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2020	2020	2020	2019	2019	2019
	£000s	£000s	£000s	£000s	£000s	£000s
<b>INCOME</b>						
Donations and legacies	11,754	2,032	13,786	12,885	1,795	14,680
Trading activities	679	-	679	3,595	-	3,595
Income from Coronavirus Job Retention Scheme	1,130	-	1,130	-	-	-
Interest earned on cash deposits	31	2	33	63	11	74
<b>TOTAL INCOME</b>	<b>13,594</b>	<b>2,034</b>	<b>15,628</b>	<b>16,543</b>	<b>1,806</b>	<b>18,349</b>
<b>EXPENDITURE</b>						
<b>Cost of raising funds</b>						
Fundraising activities	5,058	-	5,058	5,026	-	5,026
Trading activities	361	-	361	2,158	-	2,158
<b>Total cost of raising funds</b>	<b>5,419</b>	<b>-</b>	<b>5,419</b>	<b>7,184</b>	<b>-</b>	<b>7,184</b>
<b>Expenditure on charitable activities</b>						
Before diagnosis	2,476	-	2,476	2,040	20	2,060
During treatment	2,333	2,071	4,404	4,479	994	5,473
After treatment	1,113	63	1,176	578	461	1,039
Underpinning our services	1,453	35	1,488	1,711	-	1,711
<b>TOTAL EXPENDITURE</b>	<b>12,794</b>	<b>2,169</b>	<b>14,963</b>	<b>15,992</b>	<b>1,475</b>	<b>17,467</b>
<b>Net income/(expenditure) before other recognised gains and losses</b>	<b>800</b>	<b>(135)</b>	<b>665</b>	<b>551</b>	<b>331</b>	<b>882</b>
<b>Net movement in funds</b>	<b>800</b>	<b>(135)</b>	<b>665</b>	<b>551</b>	<b>331</b>	<b>882</b>
<b>Total funds brought forward</b>	<b>13,893</b>	<b>982</b>	<b>14,875</b>	<b>13,342</b>	<b>651</b>	<b>13,993</b>
<b>Total funds carried forward</b>	<b>14,693</b>	<b>847</b>	<b>15,540</b>	<b>13,893</b>	<b>982</b>	<b>14,875</b>

All activities arise from continuing operations.

All gains and losses are included above.

For the purposes of the Companies Act, net income of £665k (2019: £882k) is total income of £15,628k (2019: £18,349k) less gifts in kind of £779k (2019: £508k) minus total expenditure of £14,963k (2019: £17,467k) less gifts in kind of £779k (2019: £508k).



## REPORT AND ACCOUNTS 31 DECEMBER 2020

### CONSOLIDATED AND CHARITY BALANCE SHEETS (Company Number: 3350311) As at 31 December 2020

Note	Group 2020	Group 2019	Charity 2020	Charity 2019
	£000s	£000s	£000s	£000s
<b>Fixed assets</b>				
Tangible fixed assets	-	14	-	14
<b>Current assets</b>				
Stock	8	13	-	-
Debtors	1,934	1,895	2,526	3,036
Cash held in deposit accounts	1,043	4,038	1,043	4,038
Cash at bank and in hand	15,464	10,907	14,806	9,669
	<b>18,449</b>	<b>16,853</b>	<b>18,375</b>	<b>16,743</b>
<b>Creditors: amounts falling due within one year</b>	<b>(2,909)</b>	<b>(1,992)</b>	<b>(2,838)</b>	<b>(1,884)</b>
<b>Net current assets</b>	<b>15,540</b>	<b>14,861</b>	<b>15,537</b>	<b>14,859</b>
<b>Total net assets</b>	<b>15,540</b>	<b>14,875</b>	<b>15,537</b>	<b>14,873</b>
<b>Represented by:</b>				
<b>Funds and reserves</b>				
Restricted funds	847	982	847	982
Unrestricted funds				
General fund	14,693	13,893	14,690	13,891
<b>Total funds</b>	<b>15,540</b>	<b>14,875</b>	<b>15,537</b>	<b>14,873</b>

Teenage Cancer Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006 not to provide a separate Statement of Financial Activities for the charity. The results for the charity for the year were:

Total income £15,267k (2019: £16,191k);  
Total expenditure £14,602k (2019: £15,309k); and  
Overall surplus of £665k (2019: £882k).

The financial statements were approved and authorised for issue by the Board of Trustees on ..... 21 June 2021 .....

  
.....  
**Chair of the Trustees**  
Paul Spanswick

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**For the year ended 31 December 2020**

	Note	2020 £000s	2019 £000s
<b>Cash flows from operating activities</b>			
<b>Surplus for the financial period</b>		<b>665</b>	882
Investment income and bank interest		(33)	(74)
Depreciation	8	14	30
Decrease in stock		5	2
Increase in debtors	10	(39)	(656)
Increase/(decrease) in creditors	11	917	(692)
<b>Net cash generated by/(used in) operating activities</b>		<b>1,529</b>	(508)
<b>Cash flows from investing activities</b>			
Interest received and investment income		33	74
<b>Net cash provided by investing activities</b>		<b>33</b>	74
<b>Net increase/ (decrease) in cash and cash equivalents</b>		<b>1,562</b>	(434)
Cash and cash equivalents at beginning of period		14,945	15,379
Cash and cash equivalents at end of period		<b>16,507</b>	14,945
<b>Cash and cash equivalents comprise:</b>			
Cash held in deposit accounts		1,043	4,038
Cash at bank and in hand		15,464	10,907
		<b>16,507</b>	14,945

**NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT**  
**For the period ended 31 December 2020**

**1 ACCOUNTING POLICIES**

The principal accounting policies adopted in the preparation of the financial statements are summarised below and have been consistently applied throughout the year and to the preceding period.

**a) BASIS OF PREPARATION**

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2019), for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities and Trustee Investment (Scotland) Act 2005.

The charity meets the definition of a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**b) GOING CONCERN**

In the recovery phase from the pandemic the Trustees will continue to scrutinise financial plans supporting the emerging strategic planning for 2022 and beyond. The charity has maintained a strong reserves base, which was not eroded in 2020 as sufficient savings were made to offset any reduction of income caused by the pandemic and related social distancing measures. Liquidity also remains strong as reserves are held in cash balances.

The Trustees have approved a budget for 2021 which shows a deficit of £3m, which would reduce reserves to £12.5m by the end of the year. This is a worst-case scenario and still maintains reserves within the parameters of the agreed reserves policy.

During the year Trustees will closely monitor progress against the plan and review monthly forecasts so that any concerns can be identified in good time.

Given these measures, management's forecasts for the next twelve months, and the liquidity of cash, the Trustees consider it appropriate for the financial statements to be prepared on a going concern basis and have not identified any material uncertainties relating to this.

**c) PARENT COMPANY DISCLOSURE EXEMPTIONS**

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- No cash flow statement has been presented for the parent company; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

**d) SCOPE OF CONSOLIDATED ACCOUNTS**

The group financial statements consolidate the accounts of the charity and its subsidiary undertaking, The Teenage Trust (Trading) Limited. The transactions, assets and liabilities of this company have been consolidated with those of Teenage Cancer Trust as they are ultimately controlled by the Trustees of the charity.

**e) INCOME**

**Fundraising activities**

Income is recognised in the period in which Teenage Cancer Trust is entitled to receipt of that income and when the amount can be measured with reasonable accuracy.

Legacy income is recognised when entitlement to the legacy exists - this is when the executors have informed the charity that a payment which can be measured reliably may be made following the agreement of the estate's accounts. A discount is applied where there is any uncertainty of a property sale achieving its expected sale price.

Gift Aid is accounted for as income in the same period as the donation to which it relates.

**Gifts in kind**

Gifts in kind over £10,000 are recognised as both income and expenditure and are included in the statement of financial activities at its fair market value that would have been charged if purchased from the donor.

**Income from trading activities**

Income from fundraising events received in advance is recognised at the time of the event. Other fundraising income is recognised when it falls due.

**Investment income**

Investment income comprises interest receivable and is recognised on an accruals basis. Interest is receivable from short-term, fixed rate deposits.

**Volunteers**

Teenage Cancer Trust benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP, the economic contribution of general volunteers is not recognised in the accounts.

**f) EXPENDITURE**

Expenditure is accounted for on an accruals basis and is classified in the following categories:

- cost of raising funds; and
- charitable activities.

Cost of raising funds includes expenditure incurred on fundraising activities.

Charitable activities include expenditure directly relating to the delivery of the services (including staff costs) provided by the charity. Grants to fund hospital units or other projects are recognised in the accounts at the date of commitment once approved by the Trustees and communicated to the recipient.

**Allocation of support and governance costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, technology, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on staff time spent on each area of work.

Governance costs represent the costs of governance arrangements including setting the strategic directions of the charity. Governance costs also include external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements.

**g) TANGIBLE FIXED ASSETS AND DEPRECIATION**

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is calculated to write off the cost less estimated residual value of all tangible fixed assets by equal instalments over their expected useful lives.

The rates generally applicable are:

- Finance system development 25% on cost

**h) LEASED ASSETS**

Payments in respect of operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

**i) STOCK**

Stock is stated at the lower of cost and net realisable value after making due allowance for obsolete and slow moving items.

**j) DEBTORS**

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

**k) INVESTMENTS**

Investments comprise of shares in the Trading subsidiary (note 9).

**l) CREDITORS AND PROVISIONS**

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

**m) FINANCIAL INSTRUMENTS**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**n) PENSION COSTS**

Contributions to employees' personal pension plans are charged to the statement of financial activities in the year in which they become payable. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on staff time spent on each area of work in line with the underlying salary.

**o) TERMINATION PAYMENTS**

Termination payments are recognised as an expense in the statement of financial activities immediately.

**p) FUND ACCOUNTING**

The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

Designated funds are monies set aside out of the general fund and designated for specific projects.

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor imposed conditions.

**q) SIGNIFICANT MANAGEMENT JUDGEMENTS AND KEY SOURCES OF ESTIMATION AND UNCERTAINTY**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

However, management do not consider there to be any material judgements or estimation and uncertainty requiring disclosure other than judgement in relation to Going Concern, which is discussed at Note 1b.

**NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT**

**For the year ended 31 December 2020**

**2 NET INCOME OF TRADING SUBSIDIARY**

The charity has one wholly owned trading subsidiary, The Teenage Trust (Trading) Limited, which is incorporated in the United Kingdom and which organises and holds fundraising events in support of Teenage Cancer Trust. The subsidiary company passes its taxable surplus to Teenage Cancer Trust under Gift Aid.

A summary of the subsidiary company's trading results for the period is given below.

	2020	2019
	£000s	£000s
Income	679	3,595
Expenditure	(361)	(2,158)
Surplus	318	1,437
Amount paid under Gift Aid to Teenage Cancer Trust	(318)	(1,437)
Retained surplus for the period	-	-

**3 GIFTS IN KIND**

	2020	2019
	£000s	£000s
Production/Editing/ Consultancy for Unseen	307	-
General Free Marketing	449	-
Free marketing for Royal Albert Hall shows	-	146
Production of Royal Albert Hall shows	-	247
Free marketing for Memories That Matter	-	12
Shopping vouchers	23	17
Mental health subscription	-	36
Challenge tops & vests	-	50
	779	508

**4 ANALYSIS OF EXPENDITURE**

	Direct costs	Grants payable	Direct staff costs	Support & governance costs	Total 2020	Total 2019
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost of raising funds</b>						
Fundraising activities	1,028	-	3,123	907	5,058	5,026
Trading activities	361	-	-	-	361	2,158
	1,389	-	3,123	907	5,419	7,184
<b>Direct charitable expenditure</b>						
<b>Before diagnosis</b>						
- Raising awareness	512	-	1,541	423	2,476	2,060
	512	-	1,541	423	2,476	2,060
<b>During treatment</b>						
- Building, running and maintaining new and existing units	620	-	464	109	1,193	4,683
- Funding and development of NHS nursing and support staff	2,945	-	30	6	2,981	386
- Direct support to young people during treatment	39	-	145	46	230	404
	3,604	-	639	161	4,404	5,473
<b>After treatment</b>						
- Support (events) for young people after treatment	192	-	769	215	1,176	1,039
	192	-	769	215	1,176	1,039
<b>Underpinning our services</b>						
- Policy	128	-	464	114	706	665
- Quality, impact and safeguarding	0	-	211	48	259	414
- Professional training and development	125	-	97	25	247	334
- Research, management and development of the specialism	106	-	143	27	276	298
	359	-	915	214	1,488	1,711
<b>Total charitable expenditure</b>	4,667	-	3,864	1,013	9,544	10,283
<b>TOTAL EXPENDITURE IN THE YEAR TO 31 DECEMBER 2020</b>	6,056	-	6,987	1,920	14,963	17,467
<b>Total expenditure in the year to 31 December 2019</b>	7,998	191	7,300	1,978	17,467	

NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT  
For the year ended 31 December 2020

5 SUPPORT & GOVERNANCE COSTS

	2020 £000s	2019 £000s
Office costs	628	671
Finance and professional fees	61	72
Information technology	496	383
Human Resource costs including recruitment, training and welfare	124	191
Marketing	67	71
Other costs	17	36
Governance costs	527	572
	<b>1,920</b>	<b>1,996</b>

ANALYSIS OF GOVERNANCE COSTS

	2020 £000s	2019 £000s
Audit	30	30
Other direct costs	80	95
Staff costs (See note 7)	359	388
Support costs	58	59
<b>Total for the charity</b>	<b>527</b>	<b>572</b>

Governance costs are reflected in both staff costs and support costs in Note 4 - costs are allocated to each activity based on the amount of time staff spend working in each area.

6 NET INCOME

This is stated after charging:	2020 £000s	2019 £000s
Staff costs	7,106	7,222
Auditors' remuneration - audit	30	30
Auditors' remuneration - tax and other	3	3
Operating lease rentals	470	472
Depreciation	14	30

7 STAFF COSTS

Staff costs including non payroll costs during the period were as follows:	2020 £000s	2019 £000s
Salaries and wages	6,052	6,107
Social security costs	618	642
Other pension costs & benefits	436	473
	<b>7,106</b>	<b>7,222</b>
Temp and non payroll costs	240	466
	<b>7,346</b>	<b>7,688</b>
Staff costs allocated to Governance (See note 5)	(359)	(388)
Direct staff cost (See note 4)	<b>6,987</b>	<b>7,300</b>

During the year to 31 December 2020 the charity incurred termination payments amounting to £257k (2019: £193k). This amount is made up of payment in lieu of notice £125k, holiday pay £27k and termination payments of £105k which were recognised in the accounts period that the final salaries were paid.

The number of employees at 31 December 2020 was 137 (2019: 165) made up of 124 full time staff (2019: 148) and 13 part-time staff (2019: 17).

In the year to 31 December 2020, the average full time equivalent number of staff was 152 (2019: 164).

Staff numbers per function were as follows:

	2020 Number	2019 Number
Fundraising	72	70
Charitable activities - before diagnosis	33	32
Charitable activities - during treatment	13	25
Charitable activities - after treatment	17	13
Charitable activities - underpinning services	17	24
	<b>152</b>	<b>164</b>

NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT  
For the year ended 31 December 2020

7 STAFF COSTS contd

During the year, the number of employees with remuneration within the following salary brackets (including taxable benefits, but excluding employer pension contributions), was as follows:

	2020 Number	2019 Number
£60,000-£69,999	4	1
£70,000-£79,999	2	3
£80,000-£89,999	1	2
£110,000-119,999	1	1
	<b>1</b>	<b>1</b>

Pension contributions paid to higher paid employees in the year amounted to £71k (2019: £69k).

Remuneration paid to key management personnel

Key management personnel comprises of the Chief Executive and Senior Management Team of six directors (2019: five directors). The total remuneration, including employer's national insurance contributions and pension contributions, paid to the Key Management Personnel in the year was £664k (2019: £570k).

The Chief Executive's salary, excluding pension contributions is 3.01 times the average salary.

8 TANGIBLE FIXED ASSETS

	Computer and office equipment £000s	Website development £000s	Finance system development £000s	Total £000s
<b>Charity and group</b>				
Cost at 1 January 2020	91	196	115	402
Depreciation				
At 1 January 2020	91	196	101	388
Charge in the period	-	-	14	14
At 31 December 2020	91	196	115	402
Net book value at 31 December 2020	-	-	-	-
Net book value at 31 December 2019	-	-	14	14

9 INVESTMENTS

Charity	Shares in group undertakings £
Cost or valuation	
At 1 January 2020	2
At 31 December 2020	2
Market value at 31 December 2020	2
Market value at 31 December 2019	2

The charity's investment in its subsidiary company represents the cost of the called up ordinary share capital of the Teenage Trust (Trading) Limited, a company registered in England and Wales. The principal activity of the company during the period was the organisation and holding of fundraising events to raise monies for Teenage Cancer Trust.

At 31 December 2020 the aggregate of the share capital and reserves of The Teenage Trust (Trading) Limited amounted to £2,591 (2019: £2,591) and the retained surplus for the year ended 31 December 2020 was £nil (2019: £nil).

NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT  
For the year ended 31 December 2020

10 DEBTORS	Group 2020 £000s	Group 2019 £000s	Charity 2020 £000s	Charity 2019 £000s
Trade debtors	29	167	6	9
Amount owed by subsidiary company	-	-	1,202	1,721
Taxation recoverable	-	2	-	2
Prepayments and other debtors	1,905	1,726	1,318	1,304
	<b>1,934</b>	<b>1,895</b>	<b>2,526</b>	<b>3,036</b>

11 CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR	Group 2020 £000s	Group 2019 £000s	Charity 2020 £000s	Charity 2019 £000s
Trade creditors	755	414	755	386
Social security costs and other taxes	192	175	165	157
Grants payable (see note 13)	73	367	73	367
Other creditors	81	66	71	66
Accruals and deferred income	1,808	970	1,774	908
	<b>2,909</b>	<b>1,992</b>	<b>2,838</b>	<b>1,884</b>

12 DEFERRED INCOME	Group 2020 £000s	Group 2019 £000s	Charity 2020 £000s	Charity 2019 £000s
Balance as at 1 January 2020	154	167	138	132
Amount released to income earned from charitable activities	(46)	(167)	(33)	(132)
Amount deferred in the year	366	154	355	138
	<b>474</b>	<b>154</b>	<b>460</b>	<b>138</b>

Deferred income comprises income received in respect of events taking place after 31 December 2020.

13 GRANT COMMITMENTS

As at 31 December 2020 the charity had entered into the following funding commitments:

	2020 £000s	2019 £000s
<b>Charity and Group</b>		
As at 1 January 2020	367	541
New in the year	-	191
Payments in the year	(294)	(365)
As at 31 December 2020	<b>73</b>	<b>367</b>
<b>Disclosed as:</b>		
Falling due within one year	<b>73</b>	<b>367</b>

Analysis of commitments charged in the year:

University College London Hospitals	-	86
Sheffield Royal Hallamshire Hospital	-	48
Altnagelvin Area Hospital	-	13
Aberdeen Royal Infirmary	-	12
Bristol Haematology and Oncology Centre	-	11
Birmingham Queen Elizabeth Hospital	-	3
Sheffield Weston Park Hospital	-	2
Other (under £10k per institution)	-	16
	<b>-</b>	<b>191</b>

NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT  
For the year ended 31 December 2020

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

As at 31 December 2020

Funds are represented by:  
Current assets  
Creditors: amounts falling due within one year  
**Total net assets**

	General £000s	Restricted funds £000s	Total 2020 £000s
	17,602	847	18,449
	(2,909)	-	(2,909)
	<b>14,693</b>	<b>847</b>	<b>15,540</b>

As at 31 December 2019

Funds are represented by:  
Tangible fixed assets  
Current assets  
Creditors: amounts falling due within one year  
**Total net assets**

	General £000s	Restricted funds £000s	Total 2019 £000s
	14	-	14
	15,871	982	16,853
	(1,992)	-	(1,992)
	<b>13,893</b>	<b>982</b>	<b>14,875</b>

15 FUND MOVEMENTS

Current year

General fund

Total consolidated unrestricted funds

Restricted funds

Morgan Stanley supporting front line services in London and South East

Non disclosed donor supporting front line services in Southampton and the Channel Islands

Children with Cancer UK supporting front line services nationally through early stages of the pandemic

YSC Activities in North West

Outreach Nursing in Wales

Funds with income and expenditure less than £100k

Total consolidated restricted funds

Total funds

	As at 1 January 2020 £000s	Income £000s	Expenditure £000s	As at 31 December 2020 £000s
<b>General fund</b>	13,893	13,594	(12,794)	14,693
<b>Total consolidated unrestricted funds</b>	<b>13,893</b>	<b>13,594</b>	<b>(12,794)</b>	<b>14,693</b>
<b>Restricted funds</b>				
Morgan Stanley supporting front line services in London and South East	529	211	(300)	440
Non disclosed donor supporting front line services in Southampton and the Channel Islands	139	-	(82)	57
Children with Cancer UK supporting front line services nationally through early stages of the pandemic	-	1,001	(1,001)	-
YSC Activities in North West	-	103	(70)	33
Outreach Nursing in Wales	-	101	-	101
Funds with income and expenditure less than £100k	314	618	(716)	216
<b>Total consolidated restricted funds</b>	<b>982</b>	<b>2,034</b>	<b>(2,169)</b>	<b>847</b>
<b>Total funds</b>	<b>14,875</b>	<b>15,628</b>	<b>(14,963)</b>	<b>15,540</b>

Restricted funds come from various donors and are allocated to the unit, area of our work or region in which the donor has requested they are spent. Restricted funds are expended at the earliest possible opportunity. 90% of the restricted funds at the year end are expected to be expended within the following year.

# ADMINISTRATIVE DETAILS

## NOTES TO THE ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENT For the year ended 31 December 2020

### 15 FUND MOVEMENTS contd

	As at 1 January 2019	Income	Expenditure	As at 31 December 2019
	£000s	£000s	£000s	£000s
<b>Previous year</b>				
<b>General fund</b>	13,342	16,543	(15,992)	13,893
<b>Total consolidated unrestricted funds</b>	13,342	16,543	(15,992)	13,893
<b>Restricted funds</b>				
Non disclosed donor supporting front line services in Southampton and the Channel Islands	189	1	(51)	139
Southampton General Hospital	113	28	(85)	56
Queens Trust supporting peer support activities after treatment	101	167	(268)	-
Daisy Chain supporting services in the West and the Midlands	-	115	(115)	-
Morgan Stanley supporting front line services in London and South East	-	529	-	529
Peer Power Programme	-	141	(141)	-
Funds with income and expenditure less than £100k	248	825	(815)	258
<b>Total consolidated restricted funds</b>	651	1,806	(1,475)	982
<b>Total funds</b>	13,993	18,349	(17,467)	14,875

### 16 OPERATING LEASE COMMITMENTS

At 31 December 2020, the charity and group had the following total future minimum lease payment commitments under non-cancellable operating leases:

	2020	2020	2019	2019
	Land and buildings	Other	Land and buildings	Other
	£000s	£000s	£000s	£000s
Operating lease payments due:				
Within less than one year	511	4	511	4
Within one to two years	511	1	511	4
Within two to five years	375	-	886	1

### 17 LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members, being the number of Trustees at the time, are required to contribute an amount not exceeding £1.

### 18 TAXATION

Teenage Cancer Trust is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The subsidiary company makes qualifying donations of all taxable profit to The Teenage Cancer Trust. No corporation tax liability on the subsidiary arises in the accounts.

No tax charge arose in the period (2019: £nil).

### 19 RELATED PARTY TRANSACTIONS

No Trustee received any remuneration for their services during the period (2019: £nil).

No Trustee expenses were reimbursed during the period (2019: £nil).

No Trustee or any party connected with a trustee had any beneficial interest in any contract with the charity or its subsidiary during the period.

During the period, The Teenage Trust (Trading) Limited transferred its taxable profit of £318k (2019: £1,437k) to the charity under Gift Aid and paid the charity a management charge of £175k (2019: £477k). There were no other transactions between the parent company and the subsidiary. Further, The Teenage Trust (Trading) Limited received £1,130k in respect of payments under the Coronavirus Job Retention Scheme on behalf of the charity. These are included in the intercompany balance.

As at 31 December 2020, The Teenage Trust (Trading) Limited owed the charity £1,202k (2019: £1,721k) (note 10).

### Teenage Cancer Trust

Company registration number: 3350311;  
Charity registration number: 1062559;  
Scottish Charity registration number: SC039757.

Registered Office: 3rd Floor, 93 Newman Street, London, W1T 3EZ

### Constitution

Teenage Cancer Trust, 'the charity', is constituted as a company limited by guarantee and is registered for charitable purposes with the Charity Commission and the Office of the Scottish Charity Regulator (OSCR). The charity's governing document is the Memorandum and Articles of Association.

### Chair of Trustees

David Hoare (until 5 February 2020)  
Paul Spanswick (from 6 February 2020)

### Board of Trustees

Ronald Harris  
Caren Hindmarsh  
Andrew Hughes  
Sue Morgan (appointed 4 May 2021)  
Richard Rosenberg  
Jeremy Seigal  
Varda Shine  
Jeremy Shute  
Richard Waterworth (appointed 11 February 2021)

### Chief Executive

Kate Collins

### Senior Leadership Team

Paul Brown	Director of Marketing & Communications
David Crosby	Interim Director of Services & Impact (appointed 16 November 2020)
Jill Long	Director of Finance & Corporate Operations
Paul McKenzie	Director of Fundraising (appointed 3 August 2020)
Louise Soanes	Director of Services (until 22 November 2020), Chief Nurse (from 23 November 2020)
Liz Tait	Director of Fundraising (until 23 July 2020)
Karen Turnbull	Director of People & Culture

### Bankers

Barclays Bank plc, 21 Hanover Square, London W1S 1JW

The Royal Bank of Scotland plc, Commercial Banking, Charing Cross Commercial Centre, 3rd Floor, Cavell House, 2a Charing Cross Road, London WC2H 0NN

### Auditors

BDO LLP, 2 City Place, Beehive Ring Road, Gatwick, West Sussex, RH6 0PA

### Solicitors

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



[www.teenagecancertrust.org](http://www.teenagecancertrust.org)   

Teenage Cancer Trust is a registered charity: 1062559 (England & Wales), SC039757 (Scotland)

