

Annual Report  
and Financial  
Statements  
2022



The Maggie Keswick Jencks Cancer Caring Centres Trust  
A company limited by guarantee  
Company number SC162451  
Scottish charity registration number SC024414

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## Welcome from the Chairman

This year has seen economic uncertainty impacting the lives of people with cancer and their families. As we move on from the crisis of the pandemic, the NHS is facing challenges, but I know Maggie's will continue to be a beacon of security and support offering high quality care for those that need us most.

At the end of 2022, our total income was £28.1m with several income streams achieving their strongest results since before the pandemic. The strength of growth in fundraising performance during a year of economic challenges is testament to strong financial management and our focus on the critical needs of the cancer community.

We are, as always, grateful to the individuals who have supported Maggie's during this year. Our long-lasting relationships with individual donors have helped us continue to deliver our comprehensive programme and achieve sustainable and secure growth. Ensuring our reserves remain strong is essential in the current economic environment, allowing Maggie's to be there for those who'll need us in the years ahead.

Our partnerships are central to the continued growth of Maggie's. The long-standing relationship we have with People's Postcode Lottery has helped support Maggie's for over a decade. This year we were pleased to receive an increase of £500,000 on their annual gift which will help support thousands more people with cancer.

As we grow our reputation, Maggie's is an increasingly relevant corporate partner for both regional and national employers. This year has seen Maggie's benefit from outstanding support from Barclays, Sir Robert McAlpine and the Telegraph's Christmas Appeal among others.

We are hugely grateful for the continued support of our president, Her Majesty, The Queen. Her commitment to Maggie's and passion for our work has not wavered throughout her engagements and responsibilities this year.

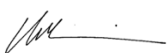
I am also delighted that Sir Simon Robertson dedicated his support to Maggie's this year by becoming the Chair of our Building Hope National Campaign, aiming to accelerate the delivery of nationwide care for people with cancer. Sir Simon will work with Maggie's Board of Directors to develop the Campaign Committee, with a focus on enabling Maggie's to build five new priority centres in the UK.

My work as chairman would not be possible without the assistance of my dedicated and experienced colleagues on the board at Maggie's. We have now been joined by two new members this year. Mark Chambers, a former Associate Director of the Institute of Business Ethics and is a member of our audit and risk committee. Professor Julian Teare, previously a Consultant Gastroenterologist, brings extensive experience to Maggie's from leadership positions across London NHS trusts. We would all like to thank Sue MacDonald and Dori Dana-Hari, who left the board in 2022, for their dedicated support to Maggie's over the years.

The final word however must go to the staff and volunteers at Maggie's. They always inspire and excel in all that they do. Their knowledge and experience across the changing cancer landscape enables Maggie's to lead the way in delivering individualised support alongside the NHS cancer pathway. This is coupled with strong leadership from Chief Executive, Dame Laura Lee, and the executive team, who continue to drive Maggie's forward.

It is remarkable that during this year Maggie's has supported more people than ever before, reaching 10% of the new cancer population in the UK, and 28% of those people diagnosed with cancer local to Maggie's centres. However, we know much more needs to be done.

The end of 2022 marked my second year as Chairman of Maggie's and the conclusion of our 5-year strategy (2017-2022). Working with the board, we have reviewed and developed our strategy as we transition into 2023 and a new period of development. I have full confidence that we are in a position of strength and resilience to meet the growing needs of the cancer population over the years ahead.



**Stuart Gulliver**

## Report from the Chief Executive

This year has been a complex and challenging one for people living with cancer. As we adapt to the aftermath of the pandemic and the impact of the current cost of living crisis, the importance of Maggie's in providing crucial support cannot be overstated.

The pandemic has meant those dealing with cancer have seen significant delays in vital screenings and treatment. In addition, the cost of living crisis is now disproportionately affecting people with cancer. Research we carried out with OnePoll (Aug 2022) showed that more than a quarter of people surveyed were more worried about their finances than their cancer diagnoses. Of the 500 people with cancer polled, 80% were particularly concerned about the cost of travelling to hospital appointments. In a separate poll (Oct 2022), 70 per cent of those polled who were currently not working (372 out of the full survey of 500) were even considering ending their treatment early against their doctor's advice in order to return to work and a full wage.

Maggie's continues to be an essential part of the NHS cancer pathway during these difficult times. In 2022 we received 293,660 visits to our centres, a 20% increase on the previous year. Of them, 67,120 were new visitors to Maggie's centres. Our proportion of male visitors rose and we helped visitors claim over £42million in benefits to ease the financial pressures they were experiencing.

We increased charitable expenditure on cancer support and information by £2.3m to £15.7m and expanded our cancer support teams across our centres to meet the increased demand for our services. More than 97% of visitors gave a positive rating (good or excellent) of their experience at Maggie's.

This promises to be another period of growth for Maggie's. Having opened a new purpose built centre on the Wirral in 2022, we are now set to complete construction of our new centre designed by Daniel Libeskind at the Royal Free Hospital in London by the summer of 2023. We will also start extensions to our centres in Cheltenham and Newcastle.

More than ever, Maggie's will be everyone's home of cancer care in 2023. We are enacting new measures to ensure we support people at every stage of their experience with cancer.

Following the successful pilot delivery of our Ongoing with Cancer programme at all UK centres in 2022, we aim to build on this progress to extend our support to everyone on a non-curable pathway. In Scotland we have also launched our prehabilitation pilot scheme which helps prepare people physically and psychologically for treatment. The expectation is that participants will gain greater control over their situation, experience a reduction in the side effects of treatment and require less time in hospital.

Across the UK we will increase our focus on facilitating support for people with a diagnosis of lung, gynaecological, upper gastrointestinal, urology, prostate or lower gastrointestinal cancer as set out in the national cancer strategy.

Our aim continues to be to help everyone diagnosed with cancer. Currently there are 3 million people living with cancer in the UK and that number is set to rise to 4 million by 2030. It is crucial that we achieve greater awareness of the life enhancing support Maggie's provides. To this end, we are utilising data and insight to enhance our work and developing further partnerships to extend our influence.

At Maggie's, the innovation, expertise and care of everyone means that, together, we are facing the challenges of the future with confidence.



**Laura Lee**

The Directors are pleased to present their annual report and financial statements, which incorporates the requirements of the director's report and strategic report, for the year ended 31 December 2022.

### Objectives, Achievements and Performance

Our long term ambition is to be there for everyone with cancer in the UK, at all 60 NHS cancer centre sites to ensure that all those living with cancer in the UK are able to access the expert psychological and information support they so desperately need and have the best quality of life possible.

We are living through a time of political and social change, with economic uncertainty impacting the lives of people with cancer and their families in many ways and the urgency and scale of the cancer support required has never been greater or more acute.

As we go into our new five-year plan 2023-2027 'The home of cancer care – needed more than ever before', we do so with a proven track record of delivering the highest quality of cancer support and also the ability to generate the income required to deliver this support. Over the next five years we aim to stay at the forefront of cancer care, supporting more people than ever before and taking strides to design and build access to excellence in cancer care across the UK.

We will continue to build on our position as a leader in delivering outstanding cancer care and support and promoting the impact of environment in healthcare. We will extend our reach through opening new centres across the UK, improving awareness and accessibility to our network of established centres, delivering and improving on the excellence of our programme, and always focussing on the needs of every person who walks through the doors. This ambition for people with cancer will be underpinned by robustly growing our income and support and ensuring that all Maggie's supporters feel valued, engaged and inspired.

To achieve this ambition we will strive to

- Deliver excellence in care and support for more people with cancer and their families
- Design and build exceptional places for the future of cancer care
- Partner with others to enhance quality of care for more people with cancer
- Inspire and grow support for Maggie's so that we can be there when people need us most
- Invest in our people and our organisation so we can learn and improve to deliver excellence in all we do

Our model of cancer care and support transforms the way that people live with cancer and, we want to be there for anyone that needs our support when they need it most.

### 2022 Achievements

In 2022, we made an even greater difference to the quality of the lives of those we support. The NHS landscape continues to be complex and challenging and the intensity of the work and the demand for our support as a result of the challenges that covid has presented, means that we have never been needed more.

In 2022:

- Over 67,000<sup>1</sup> people visited a Maggie's for the first time in the UK
- Over 36,000 new people with cancer were supported by our centres in the UK
- In total, our centres in the UK supported 293,000 visits from people with cancer and their family and friends
- Over £42 million was claimed in benefits for people with cancer and their families. For every £1 spent we claimed over £44 for someone with cancer or their loved ones
- 99% of visitors gave a positive rating (good or excellent) of their experience at Maggie's
- We progressed construction of the purpose built centre at The Royal Free Hospital in London.
- The operational international centre network in Barcelona, Tokyo and Hong Kong, who are supported by Maggie's, together supported over 24,000 total visits.

We significantly strengthened our relationships with NHS colleagues in hospitals where our centres are located, the

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<sup>1</sup> visits include in-person, online, face to face and by telephone

pandemic created greater visibility of the value of the support Maggie's offers. There is now greater recognition that Maggie's can play a key role in the cancer patient pathway and this work will continue to be a focus and is central to our plans for 2023 onwards.

We have continued to invest in our professional programme of care and the experts who deliver it and as we go into next year the retention and recruitment strategies continue to be fundamental to making sure that we are able to meet the needs of those accessing our support.

2022 has seen strong awareness growth for Maggie's, driven by a step change in how we approach Communications, Marketing and PR. To enhance our Communications and Marketing across the organisation, this year we appointed our first Director of Communications & Insight. This role is leading and shaping Maggie's approach to communications and reputation development, aiming to develop insight to systematically grow awareness and understanding of Maggie's to help achieve our strategic objectives and growth plan.

For PR, by accessing Press Association newswires we are now able to respond to stories as they happen, and we have also focused on creating PR and Social Media campaigns around our own research generated by OnePoll. Our two cost of living campaigns in Q3 and Q4 generated significant coverage and social media engagement. Our overall reach of our coverage increased dramatically in 2022

We also stepped up our Public Affairs work and engaged with over 100 public figures in the Government, the Opposition and Devolved nations which we believe will lead to greater funding opportunities, advocacy and signposting to our centres. Highlights included a Scottish Parliamentary Reception hosted by Cabinet Health Secretary, now First Minister for Scotland, Humza Yousaf, endorsing our Prehabilitation programme, identification of cross-party contacts areas for new centre development and engagement with Council Leaders and Mayors for Levelling Up proposals for Northampton, Wolverhampton and Coventry.

### Plan for 2023

During 2023 we will continue to support more people through our current centres, raising the necessary funds to do this, and progress our development of more centres across the UK. We will work to increase the understanding of our work with healthcare providers, government, policy influencers and the public. The needs of family and friends of people with cancer are still not being addressed through national cancer strategies, therefore family and friends will be a primary focus of our programme development work during the year.

Our plans for the year focus on our centre growth through:

- The delivery of our core programme of support
- Improved data and insight
- Targeted strategic healthcare and government relationships
- A tailored brand and marketing strategy
- Establishing a national campaign committee
- Investing in our people and organisation to achieve excellence in all that we do

In this current climate of economic uncertainty and political and social change Maggie's Board of Directors and Executive will be working together throughout 2023 to monitor the situation closely and adjust our plans where necessary to ensure we are in the best position to navigate the challenges ahead.

Our key targets for 2023 are:

1. To provide support to over **40,000** new people with cancer for the first time in the UK.
2. Support over **350,000** visits to our centres in the UK, 13% increase on 2022.
3. To open our new building at The Royal Free, commence construction on SMF\* North Wales, Northampton and the extensions at both Newcastle and Cheltenham.
4. To deliver a high-quality experience for people with cancer and their families and friends maintaining overall satisfaction of at least **98%** and with at least **95%** stating that their care needs have been met.
5. To generate revenue income requirement of **£26.8m**.
6. To generate a minimum capital income requirement of **£5m** within a 3 year £30m capital campaign.

7. Increase brand awareness across the UK towards a sustained **50%** public awareness – achieving growth of brand awareness in Scotland (**65%**), England (**30%**) and Wales (**30%**) within 2023.
8. Generate and support **1 million** visits to our Maggie's website and online resources.
9. Develop centre specific plans for engagement with MPs, local authorities and health and NHS networks.
10. Deliver two PR-led campaigns around carers and a brand awareness campaign, focused on building our brand awareness and understanding across the UK.
11. Ensure our people feel well informed and connected to the organisation achieving **75%** satisfaction through our all-staff survey.
12. Maintain annual organisational reserves of between **3-6 months** in line with policy and with an appropriate proportion invested to maintain its capital value.
13. To maintain adequate funds in the designated centre maintenance fund to support planned centre maintenance for a rolling 3-year period.

### Financial Review

The accounts show a surplus of £3.6m for the year before losses on investments of £1.2m. Included in this surplus is £3m of income donated specifically for capital purposes, some of which was spent building new centres during the year or will be spent building new centres in future years. The previous year had been an exceptional year for fundraising and in planning for 2022 we recognized this level of income was unlikely to be repeated and set our financial targets accordingly. We are pleased to report that our surplus for 2022 outlined above was in line with those targets during what remained a challenging and unpredictable economic environment following Covid.

### Incoming resources

Total income for the year was £28.1m, a decrease of £5.7m from 2021. Last year was an extraordinary year where we received £7m more than 2022 from two sources: legacies and fundraising activities through the Facebook digital channel. Excluding these extraordinary sources our income increased by £1.1m, representing a 6% increase. Income from charitable trusts and foundations fell as the one-off grants awarded because of Covid came to an end, however, we saw the full year return of physical fundraising activities and third-party challenge events completed by our supporters. Fundraising costs fell during the year predominantly from costs associated with the 2021 income from the Facebook challenge events in the form of advertising, the provision of participant recruitment incentives such as t-shirts and medals, the moderation of the Facebook groups and other technology to support these campaigns. In 2022 we began to re-invest in our centre fundraising following the return of the supporter-led activities which had diminished during the Covid period.

Following the exceptional year in 2021 net income available for charitable purposes decreased by £4.8m to £19.3m in the year which had been planned for.

### Charitable Expenditure

As outlined in the Statement of Financial Activities we increased charitable expenditure on cancer support, advice and information by £2.3m to £15.7m, an increase of 17%. We expanded our cancer support teams across our centres to meet the increased demand for our services so that we could offer support in the most appropriate way for our centre visitors including face-to-face, online and by telephone depending on their needs.

As part of our charitable objectives we also spent £5.2 million of capital expenditure in the year predominantly on the construction of the new centre at the Royal Free Hospital in London. This was an increase in the year as progression of our new centre capital programme was interrupted due to the pandemic in the previous year. In total we spent £20.9 million on our charitable activities including capital expenditure.

At the end of the year, we had contractual commitments for the completion of our existing construction totalling £4m. Funds have either been received or are pledged to meet these commitments.

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

| Breakdown of total expenditure: | 2022<br>£'000 | 2021<br>£'000 |
|---------------------------------|---------------|---------------|
| Total charitable expenditure:   |               |               |
| Support, advice and information | 15,738        | 13,406        |
| Centre Capital expenditure      | 5,238         | 1,694         |
|                                 | -----         | -----         |
|                                 | 20,976        | 15,100        |
|                                 | -----         | -----         |
| Expenditure on raising funds    | 8,805         | 9,686         |
|                                 | -----         | -----         |
| Total                           | 29,781        | 24,786        |
|                                 | =====         | =====         |

### Net incoming resources for the year

The net incoming resources in the year were £2.4 million (2021: £11.1m) including unrealised losses on investments of £1.2m (2021: unrealised gains of £0.5m) of which restricted net incoming resources were £0.7 million, which predominantly comprise income donated specifically for capital purposes that will be spent in future years less depreciation on restricted assets. We continue to operate with a high level of uncertainty around the impact of the economy on fundraising over the coming period but the Board are committed to meeting the needs of an increasing number of people visiting our centres and extending our services to places where there currently are no Maggie's centres. Our reserves will continue to be important to ensure we can continue to meet these needs and ensure the future financial stability and health of Maggie's.

### Reserves policy

The nature and level of reserves held by Maggie's are reviewed and considered by the Directors each year to support the development of our five-year plan. They aim to provide a balance between meeting the charity's objectives, commitment to future plans and to provide contingency against an unforeseen shortfall in income or unexpected cost for maintaining the operation of our Maggie's centres.

The total funds at the end of 2022 were £87.2 million (2021: £84.9 million) of which £61.0 million were held as Tangible fixed assets, principally our Centres, £10 million as Investments and £16.4 million were net current assets, of which £17.9 million was held in cash.

Maggie's holds four types of reserve funds; endowment funds, restricted reserves, designated funds and free reserves.

The Endowment Fund generates income and is used to fund the general operations of the charity. Restricted funds comprise the net book value of fixed assets purchased with restricted donations and the unexpended balance of income donated for a restricted purpose. At 31 December 2022 £0.9 million was held in the Endowment fund and £53.6 million in restricted funds of which £50.3 million represented the net book value of fixed assets. The balance of £3.3 million represents restricted donations of which £2.5 million is income held towards the construction of new centres and £0.8 million of unexpended donations towards centre operating costs.

Maggie's has three designated funds; the Capital Asset Fund, the New Centre Development Fund and the Centre Maintenance Fund.

The Capital Asset Fund, representing the net book value of tangible fixed assets not held in restricted funds, totals £10.4 million.

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

The New Centre Development Fund is reviewed annually by the Board and comprises funds set aside to underwrite the initial design and planning costs of new centres and to underwrite risks of our construction projects. As a result of the level of income received in the year the Board agreed to transfer £1.0m to this fund. The pandemic and other global events have created significant cost risk and challenges for construction costs going forward which part of this fund will help to mitigate. It may also help to accelerate the construction of new Maggie's centres to extend the reach of services and in particular to areas where fundraising may be challenging due to deprivation.

The Centre Maintenance fund is reviewed annually by the Board and comprises funds set aside to meet annual centre maintenance and centre refurbishments on a rolling three-year basis. A total of £433k was spent from this fund on maintenance and £458k on purchase of fixed assets as part of refurbishments during the year and at 31 December 2022. The fund balance of £1.7m represents the amount set aside for planned requirements over the next three years.

General reserves are funds that are readily realisable and exclude restricted and designated funds. Maggie's reserves policy is to maintain a level of general reserves that will enable us to maintain and support the continuity of our programme of support in our centres and provide sufficient working capital in the event of an unexpected loss of income or increase in expenditure. The impact of the pandemic has made the need for holding sufficient reserves all the more important and they will enable us to increase our services to meet demand during a period of economic uncertainty. The Directors have agreed that we should maintain a level of general funds equivalent to between 3 and 6 months of expenditure budgeted for the following year excluding fixed asset purchases, direct fundraising costs and depreciation. At 31 December 2022 the general reserve fund increased to £10.0 million, equivalent to 5 months of 2023 budgeted expenditure of £23.6 million excluding the purchase of fixed assets, direct fundraising event & activity costs and depreciation.

### Investment policy

The Endowment and a proportion of the General and Designated funds are invested in investment portfolios to maintain their value in real terms. The investments are managed by independent investment managers, James Hambro & Partners, and are appointed by the Directors. The performance of the investment managers is monitored by the Finance & Investment Committee who also review the Investment Policy each year. We do not invest directly in tobacco or armaments. Each portfolio has an objective of optimising returns within an acceptable level of risk. There were no changes to the risk appetite of the Board during the year. Performance is monitored against benchmarks which includes the ARC steady growth and Balanced index. At the 31 December 2022 our total investment funds stood at £10.0 million; £5.0 million representing the General funds, £4.1m representing the designated funds and £0.9 million of Endowment funds. During the year there were unrealised losses on the value of the portfolios totalling £1.2 million. The Board agreed that no changes were required to the portfolios as funds were not required in the short term. This is kept under review.

Additionally, we hold cash balances in fixed term deposit accounts and diversified across more than one bank. During the year income from deposits and accounts amounted to £100k (2021: £8k). This increase is due to improved interest rates offered by banks.

### Responsible Fundraising and Cancer Support provision

We seek feedback from donors, supporters, volunteers and the general public wherever possible to ensure we are meeting the high standards we aspire to in every area of operations. Our centre visitors are invited to complete surveys after they have received support. Our annual audit results for 2022 show that 99% of our Centre visitors gave a positive rating for the support they received. We continue to review our processes and operations to ensure we meet the needs of both our visitors and our supporters.

Maggie's works with various regulatory bodies and associations to ensure we raise funds and provide services safely and effectively. We are regulated by OSCR (Office of the Scottish Charity Regulator) and our fundraising is regulated by the SFAP (Scottish Fundraising Adjudication Panel).

We continue to work with the Data & Marketing Association and Gamble Aware (through our Lotteries Council membership). We follow best practice guidance provided by the Charity Commission and the Chartered Institute of Fundraising and continued to invest in our compliance and process improvement in 2022. In order to ensure that we

provide accurate and helpful tailored financial advice to our visitors we hold membership with the Advice UK, NAWRA (National Association of Welfare Rights Advisors) and are regulated by Financial Conduct Authority.

We continue to ensure our lottery programme and Centre Fundraising lotteries are run in a fully compliant manner. As part of our renewed efforts in this area in 2022 we rolled out Gambling compliance training to ensure that all fundraising staff have a good knowledge of Gambling Commission requirements.

In 2022, Maggie's received a very small number of complaints from supporters, regarding our fundraising activity, which were successfully resolved. Maggie's takes complaints extremely seriously and ensures that these are responded to immediately. Where an investigation is necessary to resolve the complaint, this will be undertaken within one working day of the complaint being received and concluded as quickly as the situation allows. Our complaint policy is regularly reviewed in order to implement improvements.

Data Security and Privacy is a priority for all staff and volunteers, not only to meet our legal obligations but to ensure we continue to build trust with those who visit and support Maggie's. Data Protection training is undertaken by all staff on an annual basis to ensure expectations in this area are fully met. Maggie's does not swap or sell data to other organisations, and we will always respect the communication preferences of our supporters. We continue to work with the Fundraising Preference Service and Telephone Preference Service to ensure we do not contact those who do not wish to hear from Maggie's. We have a clear and readily available privacy policy that outlines how and when we will use our supporter's data.

Since 2010, Maggie's has had a policy in place explicitly for the protection of children and vulnerable adults. [Disclosure and Barring Service](#) (DBS) and [Protecting Vulnerable Groups](#) (PVG) staff checks are carried out before employment commences and are updated every three years. In 2022 this was rolled out to trustees, and it will continue to be rolled out to all volunteers in 2023. We take safeguarding responsibilities seriously and all staff receive mandatory training on the safeguarding of adults and children annually.

Collectively, these measures help Maggie's protect our visitors and supporters and treat them with respect, dignity and fairness at all times.

Our fundraising teams continue to work closely with third parties to ensure that they also adhere to the high standards Maggie's expects.

### Principal Risks and uncertainties

The Directors have overall responsibility for risk management for Maggie's. This includes ensuring that there are reasonable procedures in place for the prevention and detection of major risks, setting risk appetite and ensuring that risk procedures are reviewed when issues arise.

Following the recommendations from the governance review we have reviewed and reworked our strategic risk register. We continue to concentrate on those risks that have the potential to derail the delivery of our strategic objectives. Other operational risks continue to be tracked and managed via operational risk registers within individual functions and overseen by the Executive and escalated where necessary.

The Audit and Risk Committee assists the Directors in the effective discharge of responsibilities for financial reporting and internal control. The committee reviews the adequacy and effectiveness of Maggie's financial reporting, internal controls and risk management systems for the identification, assessment and reporting of risks. The Finance & Investment Committee reviews and recommends to the Directors for the approval of the annual budget and meet to monitor the performance of the organisation against the budget.

Internal risks are minimised through a robust internal risk management process including

- Organisational risk register to identify and address the major risks that might impact on our ability as an organisation to meet our objectives.
- Financial control procedures are well established across the organisation and ongoing monitoring of these are in place to ensure that these are applied consistently and comply with regulations. In addition we have policies and procedures to identify and manage risks arising from our existing operations and strategic development.

### Plans and performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through the use of key financial and performance indicators which are reported to the Board at each meeting. A phased budget and monthly re-forecasting enables the Directors and the Executive Leadership team to link financial performance with resource and activity levels.

### Governance review

A review of the organisation governance structures was undertaken to strengthen the international financial, legal and governance framework to ensure it can appropriately sustain future developments. The review's recommendations have been completed through 2022.

### Key strategic risks

An overview of our key strategic risks and the actions we take to mitigate them is summarised in the table below.

| Risk                                                                                                                                                                  | How we manage it                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated and subject to compliance testing                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Organisational growth</b><br>Economic factors affecting construction costs<br><br>Inability to secure capital income                                               | <ul style="list-style-type: none"> <li>- Robust operational and governance process in place for all construction projects</li> <li>- Board and Finance &amp; Investment committee monitor cost approval of each project.</li> <li>- Property and trading group reviews progress incl. analysis of expenditure against budget</li> <li>- New Centre Development Fund.</li> <li>- National Campaign Committee to generate capital income</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Revenue Growth</b><br>Inability to grow revenue income in line with organisational growth<br><br>Inability to acquire new donors                                   | <ul style="list-style-type: none"> <li>- Finance and Investment committee meet quarterly to monitor performance</li> <li>- Robust internal financial controls</li> <li>- Strategy to invest, grow and diversify our income in the communities where we operate</li> <li>- Reserves policy in place</li> <li>- Expert management of investment</li> <li>- Monitor new donor cultivation and conversion</li> <li>- Acquisition and retention plans for all income streams</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Leadership</b><br>Retention and succession of senior leadership                                                                                                    | <ul style="list-style-type: none"> <li>- Succession plans in place for Executive team</li> <li>- Personal development reviews</li> <li>- Executive Salary Review</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Cancer care and support</b><br>Failure to maintain the quality of the standards set<br><br><br><br><br>Failure to recruit and retain highly skilled clinical staff | <ul style="list-style-type: none"> <li>- Programme operating model to ensure right level of skills and resource in place to support activity and ensure quality outcomes for the cancer population supported by centres</li> <li>- Annual Assurance Programme established</li> <li>- Lead psychologist oversees staff support and supervision framework</li> <li>- Cancer care programme delivered by qualified/ registered healthcare professionals</li> <li>- Staff support and clinical supervision framework in place</li> <li>- Resource plan in place 2022/23</li> <li>- Clear job profiles and development reviews</li> <li>- Strong recruitment network &amp; process overseen by HR</li> <li>- People Strategy group launched to oversee implementation of 5 year priorities</li> <li>- Benchmarking of compensation and benefits to ensure competitive overseen by Remuneration Committee</li> </ul> |
| <b>Safeguarding</b><br>Serious harm or abuse of vulnerable people                                                                                                     | <ul style="list-style-type: none"> <li>- COO and Lead Psychologist named Safeguarding leads and appropriately trained</li> <li>- Annual mandatory training</li> <li>- PVG checks for all staff, volunteers and Board members</li> <li>- Safeguarding policies and procedures</li> <li>- Escalation and reporting process</li> <li>- Weekly staff support and supervision led by Lead Psychologist</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Strategy implementation and planning</b><br>Loss of management control may lead to inability to achieve strategic objectives                                       | <ul style="list-style-type: none"> <li>- Board has oversight of strategy and delivery of operational plans</li> <li>- Executive Team meet monthly for in depth review by function of activity against the business plans</li> <li>- Strengthened board membership with the addition of expertise in governance and risk</li> <li>- 5 year strategy agreed in plan 2023-2027</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Health and Safety</b><br>Failure to comply with H&S legislation                                                                                                    | <ul style="list-style-type: none"> <li>- Risk assessments in place for all locations</li> <li>- Mandatory annual training</li> <li>- Annual policy review and approval by Board</li> <li>- Incident reporting and follow up procedures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>GDPR</b><br>Data protection breach                                                                                                                                 | <ul style="list-style-type: none"> <li>- Mandatory annual training</li> <li>- Designated Data Protection officer</li> <li>- Data protection policy and procedures approved by Board</li> <li>- Escalation process and procedures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Reputation</b><br>Gifts from Politically Exposed Persons (PEPS) and other high profile donors                                                                      | <ul style="list-style-type: none"> <li>- Gift policy approved by Board</li> <li>- Due diligence undertaken</li> <li>- Approval required by Board prior to engagement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>IT controls</b><br>Cyber security breach                                                                                                                           | <ul style="list-style-type: none"> <li>- Industry standard systems</li> <li>- Strategy aligned to national cyber security framework</li> <li>- Mandatory annual training</li> <li>- Disaster recovery and back up strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## Governance, structure and management

Maggie Keswick Jencks Cancer Caring Centres Trust (referred to as Maggie's or the charity) is constituted as a company limited by guarantee, registration number SC162451. Maggie's is registered with the Office of the Scottish Charity Regulator under registration number SC024414.

The Directors of the charity are its trustees for the purpose of charity law but throughout the report are collectively referred to as Directors. Details of the Directors and Officers during the year are set out at the end of the Directors' Report. For the purposes of meeting our reporting obligations, the Welcome from the Chairman of the Board of Directors and the Report from the Chief Executive form part of this Directors' Report.

## Governing documents

Maggie's is a charitable company limited by guarantee, incorporated and registered as a charity on 3 January 1996. The company was formed under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

## Objectives

The objectives of the charity as set out in its Memorandum of Association are:

- (a) To initiate patient-orientated Centres where persons with cancer are actively encouraged to participate in their treatment.
- (b) To promote, establish and administer both in the United Kingdom and elsewhere, Centres for the support and care of persons with cancer or cancer related illnesses.
- (c) To support cancer patients at all stages by the provision of information, practical, psychological and emotional support.
- (d) To support the families and carers of people with a cancer diagnosis by the provision of information, practical, psychological and emotional support.
- (e) To initiate and finance research into the care and psychological and physical well-being of cancer patients.
- (f) To initiate training programmes for individuals concerned with the care and psychological and physical well-being of cancer patients.
- (g) To publish and distribute the results of research into the care and psychological and physical well-being of cancer patients.

Maggie's provides support for anyone affected by cancer in an informal, non-institutional environment. The Centres are located in the grounds of specialist cancer hospitals, allowing people with cancer and their family and friends to drop in at any point for a cup of tea and a chat, a browse of the library, the chance to explore our programme of support or just somewhere quiet to sit and relax. Our programme of support is for people affected by every type and stage of cancer. Our aim is to enable people to manage the physical and emotional impact of living with, through and beyond a cancer diagnosis and to make their own contribution to their treatment and recovery. Our evidence-based programme is provided by a team of cancer specialists and can transform the way that people live with cancer. Under one roof people can access help with information, benefits and welfare support, psychological support, (both individually and in groups), courses and stress reduction techniques. There is no need to make an appointment or be referred – everything we offer is free of charge.

## Board of Directors

The Board of Directors is responsible for setting the overall strategy and for the governance of Maggie's Centres in line with a written Directors' handbook. The Board meets quarterly. Matters reserved specifically for Board decision include the following:

- Strategy
- Annual revenue and capital budgets
- Financial reporting and controls
- Structure and controls
- Board membership and other appointments
- Remuneration policy
- Corporate governance
- Key organisational policies
- Major financial transactions
- Procedures for Board decisions between Board meetings

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

### Senior Independent Director

The Board has appointed Karen Seward, one of the independent Non-Executive Directors and Deputy Chairman, as Senior Independent Director from March 2020, to provide a sounding board for the chairman and to serve as an intermediary and provide a communication channel for the other directors ensuring their views are given due consideration.

There are also four active sub-committees of the Board, the members of which include Directors and external advisers, where appropriate. The Chairman of each sub-committee reports to the Board. The Terms of Reference for the sub-committees are summarised below. The members of the sub-committees are set out at the end of the Directors' Report.

### Audit & Risk Committee

The Committee is responsible for monitoring and reviewing the policies and processes in place for the identification and management of risk, the scope and effectiveness of the external audit and the appointment of an external auditor.

### Finance & Investment Committee

The Committee is responsible for reviewing the annual budget and for monitoring the performance of the organisation against its annual budget and business plan.

### Nominations & Governance Committee

The Committee is responsible for identifying and nominating candidates for election to the Board and its sub-committees. It is also responsible for monitoring Directors' induction, support and development and ensuring high levels of governance.

### Remuneration Committee

The Committee reviews and determines Maggie's policy on remuneration and advises the Board on the specific remuneration packages of all employees of Maggie's, and in particular the Executive management.

### Roles of Chairman and Chief Executive

The Chairman is responsible for the leadership, operation and governance of the Board and ensuring it operates effectively. The Chief Executive is appointed by the Board to manage the day-to-day operations of the charity and the implementation of the strategic plan and policies as agreed by the Board.

### Appointment of Directors

Under the Articles of Association, the members of the Board of Directors are elected to fill a vacancy or as an additional Director, provided that the appointment does not cause the number of Directors to exceed 14. A Director so appointed shall hold office as a co-opted Director only until the next Annual General Meeting.

### Board of Directors

Under the requirements of the Articles of Association, the Directors shall be appointed for a term not exceeding 3 years and shall be eligible for re-appointment for a second and final term not exceeding 3 years. In exceptional circumstances, and what is considered exceptional shall be determined by the Directors, a Director may be appointed by a simple majority to serve a third 3 year term. After serving a third term, a Director shall be required to stand down and shall not be eligible for re-appointment. Biographies of Directors can be found on the charity's website.

### Directors' induction and training

On joining, Directors undergo an induction programme suitable to their needs with training being provided during the year where necessary. Directors receive a Director's handbook with details of governance and policies reserved for Board decision. Induction also includes a tour of an operational centre and meeting key staff within the charity.

### Advisory Committees & Networks

In addition to the sub-committees there is a professional advisory network and a number of advisors to the Executive. These are:

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

- Professional Advisory Network – Maggie’s centres have an identified lead healthcare professional who will act as a local clinical ambassador and spokesperson, support the Centre Head and their team with strengthening engagement with their local cancer centre and NHS colleagues, provide advice, guidance and meet when necessary on operational, strategic and reputational issues and/or opportunities that may arise and be responsible for advice and support to the Executive on the professional programme of cancer support provided by Maggie’s. The first meeting of the full group is planned for September 2023 and will be chaired by Professor Arnie Purushotham, Professor of Breast Cancer at King’s College London and Honorary Consultant Surgeon at Guy’s and St Thomas’ NHS Foundation Trust and Maggie’s Board Director.
- Arts Advisor, Sandy Nairn. This role advises and supports Maggie’s on all its art curation, acquisition and relationships with Art institutions.
- Reputational Advisor, Nick Claydon. This role advises and supports Maggie’s through any reputational issues that may arise and affect Maggie’s ability to deliver the best possible cancer support.
- Public Affairs, Richard Jukes -Grayling. This role advises and supports Maggie’s with its Public Affairs strategy across England, Wales and Scotland.

### Key Management Personnel and remuneration policy

The Board of Directors, who are also the trustees, comprises the non-executive directors and the Chief Executive. The key management personnel of the charity are comprised of the Board together with the Chief Operating Officer, Fundraising Director and the Finance Director, who are responsible for directing and controlling, running and operating the charity on a day to day basis. The Board of Directors give of their time freely and no board director, other than the Chief Executive, received remuneration. Details of expenses reimbursed to the Board of Directors are shown in note 8.

The Board, on the recommendation of its Remuneration Committee, determines the remuneration of all staff at Maggie’s including the key management personnel. Periodically key management remuneration is reviewed by reference to charity and healthcare benchmarks and to ensure remuneration takes into account the requirements to deliver the strategy and ambitions of the organisation. The last external review on executive & key personnel total remuneration with market intelligence and benchmarking data took place in 2017, with a new review due in 2023.

### Statement of Directors’ responsibilities

The Directors are responsible for preparing the Directors’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and the group and the incoming resources and application of resources, including the net income and expenditure, of the group for the year. In preparing the financial statements the Directors are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK 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 charitable company and the group will continue in operation.

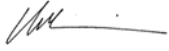
The Directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements, comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Directors are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors are aware:

- There is no relevant audit information of which the charitable company’s auditor is unaware; and
- The Directors have taken all steps that they ought to have taken to make them aware of any relevant audit information and to establish that the auditor is aware of that information.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report of the Directors, which includes the Strategic Report has been approved by the Board of Directors and is signed on their behalf:



Stuart Gulliver  
Chairman

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## President, Patrons, Directors and Officers

### Founders

Maggie Keswick Jencks and Charles Jencks

### President

Her Majesty, The Queen

### Honorary Patrons

Sarah Brown

Janet Ellis

Lord Foster of Thamesbank

Frank Gehry

John Jencks

Lily Jencks

Mary McCartney

Judy Naake

Patricia Steane, OBE

Kirsty Wark

### Directors

Jo Bucci

Mark Chambers (appointed 9<sup>th</sup> November 2022)

Dori Dana-Haeri (resigned 17<sup>th</sup> October 2022)

Stuart Gulliver (Chairman)

Laura Lee

Sue MacDonald (resigned 19<sup>th</sup> January 2022)

Caroline Macinnes

James Martin

Professor Anand Purushotham

Karen Seward (Deputy Chairman)

Professor Julian Teare (appointed 9<sup>th</sup> November 2022)

### Company Secretary

Allison Wood

### Audit & Risk Committee

Caroline Macinnes (Chairman)

James Martin

Mark Chambers

### Finance & Investment Committee

Stuart Gulliver (Chairman)

Jo Bucci

James Martin

Laura Lee

Allison Wood

### Nominations & Governance Committee

Karen Seward (Chairman)

Jo Bucci

Mark Chambers

Stuart Gulliver

Laura Lee

### Remuneration Committee

Karen Seward (Chairman)

Caroline Macinnes

Professor Anand Purushotham

### Executive Officers

Sarah Beard, Business Development Director

David Henderson, Communication & Insight Director

Laura Lee, Chief Executive

Sharon O'Loan, Fundraising Director

Katie Tait, PR & Public Affairs Director

Ann-Louise Ward, Chief Operating Officer

Allison Wood, Finance Director

Siobhan Wyatt, Property Director

Website [www.maggies.org](http://www.maggies.org)

### Registered Office

The Gatehouse

10 Dumbarton Road

Glasgow G11 6PA

### Glasgow Office

The Gatehouse

10 Dumbarton Road

Glasgow G11 6PA

### London Office

20 St James Street

London W6 9RW

### Auditor

Moore Kingston Smith

9 Appold Street

London

Ec2A 2AT

### Investment Manager

James Hambro & Partners LLP

45 Pall Mall

London SW1Y 5JG

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF MAGGIE'S**

**Opinion**

We have audited the financial statements of The Maggie Keswick Jencks Cancer Caring Centres Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF MAGGIE'S (Continued)**

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or

otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 13, 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 and 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 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 to you in accordance with regulations made under those Acts.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF MAGGIE'S (Continued)**

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Explanation as to what extent the audit was considered 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.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF MAGGIE'S (Continued)**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, 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 or intentional misrepresentations, or through collusion.

**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 Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Date: 24<sup>th</sup> May 2023

Neil Finlayson (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House  
9 Appold Street London EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Consolidated statement of financial activities for the year ended 31 December 2022

|                                                              | Notes | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Endowment<br>Funds<br>£'000 | Total<br>Funds<br>2022<br>£'000 | Total<br>Funds<br>2021<br>£'000 |
|--------------------------------------------------------------|-------|--------------------------------|------------------------------|-----------------------------|---------------------------------|---------------------------------|
| <b>Income from:</b>                                          |       |                                |                              |                             |                                 |                                 |
| Donations and legacies                                       | 4     | 18,621                         | 6,909                        |                             | 25,530                          | 31,366                          |
| Other trading activities                                     | 5     | 2,340                          | 8                            | -                           | 2,348                           | 2,344                           |
| Investment income                                            |       | 206                            | -                            | 10                          | 216                             | 59                              |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Total income</b>                                          |       | 21,167                         | 6,917                        | 10                          | 28,094                          | 33,769                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Expenditure on:</b>                                       |       |                                |                              |                             |                                 |                                 |
| <b>Raising funds</b>                                         |       |                                |                              |                             |                                 |                                 |
| Raising voluntary income                                     | 6     | 7,761                          | -                            | 2                           | 7,763                           | 8,968                           |
| Fundraising events                                           | 6     | 1,042                          | -                            | -                           | 1,042                           | 718                             |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
|                                                              |       | 8,803                          | -                            | 2                           | 8,805                           | 9,686                           |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Net income available for charitable activities</b>        |       | 12,364                         | 6,917                        | 8                           | 19,289                          | 24,083                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Charitable activities*</b>                                |       |                                |                              |                             |                                 |                                 |
| Cancer Support                                               | 6     | 8,466                          | 6,223                        | 4                           | 14,693                          | 12,387                          |
| Cancer Information & Awareness                               | 6     | 1,045                          | -                            | -                           | 1,045                           | 1,019                           |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Total direct charitable expenditure</b>                   |       | 9,511                          | 6,223                        | 4                           | 15,738                          | 13,406                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Total expenditure</b>                                     |       | 18,314                         | 6,223                        | 6                           | 24,543                          | 23,092                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| Net unrealised (losses)/gains on investment                  | 10    | (1,075)                        | -                            | (113)                       | (1,188)                         | 465                             |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Net income and net movement in funds before transfers</b> |       | 1,778                          | 694                          | (109)                       | 2,363                           | 11,142                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| Transfers between funds                                      |       | -                              | -                            | -                           | -                               | -                               |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Net income and net movement in funds for the year</b>     |       | 1,778                          | 694                          | (109)                       | 2,363                           | 11,142                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| Reconciliation of funds                                      |       |                                |                              |                             |                                 |                                 |
| Total funds brought forward                                  |       | 30,942                         | 52,912                       | 1,023                       | 84,877                          | 73,735                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           | -----                           |
| <b>Total funds at 31 December 2022</b>                       | 14    | 32,720                         | 53,606                       | 914                         | 87,240                          | 84,877                          |
|                                                              |       | =====                          | =====                        | =====                       | =====                           | =====                           |

Movements in funds are disclosed in note 14 to the financial statements.

All gains and losses are recognised in the statement of financial activities.

All activities are classed as continuing.

\*The cost of charitable activities does not include £ 5.2 million (2021: £1.7 million) of capital expenditure additions on building new Centres as shown in note 10.

The notes starting on page 25 form part of these financial statements

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

Prior year consolidated statement of financial activities for the year ended 31<sup>st</sup> December 2021

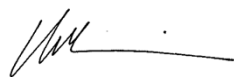
|                                                              | Notes | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Endowment<br>Funds<br>£'000 | Total<br>Funds<br>2021<br>£'000 |
|--------------------------------------------------------------|-------|--------------------------------|------------------------------|-----------------------------|---------------------------------|
| <b>Income from:</b>                                          |       |                                |                              |                             |                                 |
| Donations and legacies                                       | 4     | 23,519                         | 7,847                        |                             | 31,366                          |
| Other trading activities                                     | 5     | 2,287                          | 57                           |                             | 2,344                           |
| Investment income                                            |       | 49                             |                              | 10                          | 59                              |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Total income</b>                                          |       | 25,855                         | 7,904                        | 10                          | 33,769                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Expenditure on:</b>                                       |       |                                |                              |                             |                                 |
| <b>Raising funds</b>                                         |       |                                |                              |                             |                                 |
| Raising voluntary income                                     | 6     | 8,966                          | -                            | 2                           | 8,968                           |
| Fundraising events                                           | 6     | 718                            | -                            | -                           | 718                             |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
|                                                              |       | 9,684                          | -                            | 2                           | 9,686                           |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Net income available for charitable activities</b>        |       | 16,171                         | 7,904                        | 8                           | 24,083                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Charitable activities*</b>                                |       |                                |                              |                             |                                 |
| Cancer Support                                               | 6     | 5,341                          | 7,042                        | 4                           | 12,387                          |
| Cancer Information & Awareness                               | 6     | 1,019                          | -                            | -                           | 1,019                           |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Total direct charitable expenditure</b>                   |       | 6,360                          | 7,042                        | 4                           | 13,406                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Total expenditure</b>                                     |       | 16,044                         | 7,042                        | 6                           | 23,092                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| Net gains on investment                                      | 10    | 370                            | -                            | 95                          | 465                             |
| Loss on disposal of fixed asset                              | 10    | -                              | -                            | -                           | -                               |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Net income and net movement in funds before transfers</b> |       | 10,181                         | 862                          | 99                          | 11,142                          |
| Transfers between funds                                      |       | -                              | -                            | -                           | -                               |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Net income and net movement in funds for the year</b>     |       | 10,181                         | 862                          | 99                          | 11,142                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| Reconciliation of funds                                      |       |                                |                              |                             |                                 |
| Total funds at 1 January 2020                                |       | 20,761                         | 52,050                       | 924                         | 73,735                          |
|                                                              |       | -----                          | -----                        | -----                       | -----                           |
| <b>Total funds at 31 December 2021</b>                       | 14    | 30,942                         | 52,912                       | 1,023                       | 84,877                          |
|                                                              |       | =====                          | =====                        | =====                       | =====                           |

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

Consolidated balance sheet as at 31 December 2022

|                                              | Notes | 2022<br>£'000 | 2022<br>£'000 | 2021<br>£'000 | 2021<br>£'000 |
|----------------------------------------------|-------|---------------|---------------|---------------|---------------|
| <b>Fixed assets</b>                          |       |               |               |               |               |
| Tangible assets                              | 10    |               | <b>60,789</b> |               | <b>57,971</b> |
| Investment                                   | 10    |               | <b>10,018</b> |               | <b>11,119</b> |
|                                              |       |               | -----         |               | -----         |
|                                              |       |               | <b>70,807</b> |               | <b>69,090</b> |
| <b>Current assets</b>                        |       |               |               |               |               |
| Debtors                                      | 11    | <b>1,578</b>  |               | <b>903</b>    |               |
| Cash at bank                                 |       | 17,737        |               | 17,072        |               |
|                                              |       | -----         |               | -----         |               |
|                                              |       | 19,315        |               | 17,975        |               |
|                                              |       | -----         |               | -----         |               |
| <b>Current liabilities</b>                   |       |               |               |               |               |
| Creditors                                    | 12    | 2,882         |               | 2,188         |               |
|                                              |       | -----         |               | -----         |               |
| <b>Net current assets</b>                    |       |               |               |               |               |
|                                              |       |               | 16,433        |               | 15,787        |
|                                              |       |               | -----         |               | -----         |
| <b>Total assets less current liabilities</b> |       |               |               |               |               |
|                                              |       |               | 87,240        |               | 84,877        |
|                                              |       |               | =====         |               | =====         |
| <b>Funds</b>                                 |       |               |               |               |               |
| Endowment funds                              | 14    |               | 914           |               | 1,023         |
| Restricted funds                             | 14    |               | 53,606        |               | 52,912        |
| Unrestricted funds:                          |       |               |               |               |               |
| Designated funds                             | 14    |               | 22,717        |               | 22,698        |
| General fund                                 | 14    |               | 10,003        |               | 8,244         |
|                                              |       |               | -----         |               | -----         |
|                                              |       |               | 87,240        |               | 84,877        |
|                                              |       |               | =====         |               | =====         |

Approved by the Board of Directors and signed on its behalf by:



-----  
Stuart Gulliver

Director



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Laura Lee

Director

Date: 23<sup>rd</sup> May 2023

Company Number: SC162451

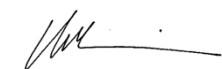
The notes starting on page 25 form part of these financial statements

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

Company Balance Sheet as at 31 December 2022

|                                              | Notes | 2022<br>£'000 | 2022<br>£'000 | 2021<br>£'000 | 2021<br>£'000 |
|----------------------------------------------|-------|---------------|---------------|---------------|---------------|
| <b>Fixed assets</b>                          |       |               |               |               |               |
| Tangible assets                              | 10    |               | 60,789        |               | 57,971        |
| Investment                                   | 10    |               | 10,018        |               | 11,119        |
|                                              |       |               | -----         |               | -----         |
|                                              |       |               | 70,807        |               | 69,090        |
| <b>Current assets</b>                        |       |               |               |               |               |
| Debtors                                      | 11    | 1,397         |               | 787           |               |
| Cash at bank                                 |       | 17,606        |               | 17,034        |               |
|                                              |       | -----         |               | -----         |               |
|                                              |       | 19,003        |               | 17,821        |               |
|                                              |       | -----         |               | -----         |               |
| <b>Current liabilities</b>                   |       |               |               |               |               |
| Creditors                                    | 12    | 2,570         |               | 2,034         |               |
|                                              |       | -----         |               | -----         |               |
| <b>Net current assets</b>                    |       |               |               |               |               |
|                                              |       |               | 16,433        |               | 15,787        |
|                                              |       |               | -----         |               | -----         |
| <b>Total assets less current liabilities</b> |       |               |               |               |               |
|                                              |       |               | 87,240        |               | 84,877        |
|                                              |       |               | =====         |               | =====         |
| <b>Funds</b>                                 |       |               |               |               |               |
| Endowment fund                               | 14    |               | 914           |               | 1,023         |
| Restricted funds                             | 14    |               | 53,606        |               | 52,912        |
| Unrestricted funds:                          |       |               |               |               |               |
| Designated funds                             | 14    |               | 22,717        |               | 22,698        |
| General fund                                 | 14    |               | 10,003        |               | 8,244         |
|                                              |       |               | -----         |               | -----         |
|                                              |       |               | 87,240        |               | 84,877        |
|                                              |       |               | =====         |               | =====         |

Approved by the Board of Directors and signed on its behalf by:



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Stuart Gulliver

Director



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Laura Lee

Director

Date: 23<sup>rd</sup> May 2023

Company Number: SC162451

The notes starting on page 25 form part of these financial statements

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Consolidated Statement of Cash flows for the year ended 31 December 2022

|                                                        | Notes | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------------------|-------|---------------|---------------|
| Cash provided by operating activities                  | 22    | 5,687         | 12,903        |
| <b>Cash flows from investing activities</b>            |       |               |               |
| Interest received                                      |       | 216           | 59            |
| Purchase of tangible fixed assets                      |       | (5,238)       | (1,694)       |
| Purchase of investments                                |       | -             | (6,500)       |
|                                                        |       | -----         | -----         |
| Cash used in investing activities                      |       | (5,022)       | (8,135)       |
|                                                        |       | -----         | -----         |
| Increase in cash and cash equivalents                  |       | 665           | 4,768         |
| Cash and cash equivalents at the beginning of the year |       | 17,072        | 12,304        |
|                                                        |       | -----         | -----         |
| Cash and cash equivalents at the end of the year       |       | 17,737        | 17,072        |
|                                                        |       | =====         | =====         |

## Company Statement of Cash flows for the year ended 31 December 2021

|                                                        | Notes | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------------------|-------|---------------|---------------|
| Cash provided by operating activities                  | 23    | 5,594         | 12,946        |
| <b>Cash flows from investing activities</b>            |       |               |               |
| Interest received                                      |       | 216           | 59            |
| Purchase of tangible fixed assets                      |       | (5,238)       | (1,694)       |
| Purchase of investments                                |       | -             | (6,500)       |
|                                                        |       | -----         | -----         |
| Cash used in investing activities                      |       | (5,022)       | (8,135)       |
|                                                        |       | -----         | -----         |
| Increase in cash and cash equivalents                  |       | 572           | 4,811         |
| Cash and cash equivalents at the beginning of the year |       | 17,034        | 12,223        |
|                                                        |       | -----         | -----         |
| Cash and cash equivalents at the end of the year       |       | 17,606        | 17,034        |
|                                                        |       | =====         | =====         |

The notes starting on page 25 form part of these financial statements

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 1. Company information

The Maggie Keswick Jencks Cancer Caring Centres Trust is a company limited by guarantee incorporated in Scotland with registered company number SC162451. The registered office is The Gatehouse, 10 Dumbarton Road, Glasgow, G11 6PA. The consolidated financial statements have been presented in Pounds Sterling as this is the functional and presentational currency of the group.

### 2. Accounting policies

#### Accounting convention

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Maggie Keswick Jencks Cancer Caring Centres Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### Consolidation

These consolidated financial statements comprise the financial statements of Maggie Keswick Jencks Cancer Caring Centres Trust and Maggie's Trading Limited. The dormant charities noted in note 16 have not been consolidated on the basis of materiality.

#### Going concern

These consolidated financial statements have been prepared on a going concern basis. The Directors have assessed the Charitable Group's ability to continue as a going concern and have reasonable expectation that the Charitable Group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing these consolidated financial statements.

#### Significant judgements and estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. As the estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant, actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

##### (i) Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for carrying amounts of tangible assets.

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 2. Accounting policies

#### Donations and grants

Donations and grants are recognised in the year in which they are received or receivable, whichever is the earlier, unless they relate to a future time period in which case they are deferred. Income for events is recognised in the year in which the event takes place.

#### Legacies

Legacies are credited to the Statement of Financial Activities in the year in which they are receivable, which is when the charity becomes entitled to the income, it is probable that it will be received and the amount can be measured reliably.

#### People's Postcode Lottery

People's Postcode Lottery (PPL) income represents amounts raised from lotteries held by People's Postcode Lottery. Fees and expenses for PPL lotteries are determined by PPL and Maggie's receive proceeds net of costs, hence income is recognised on a net basis.

#### Bank interest

Interest on deposits is dealt with on an accruals basis.

#### Resources expended

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs not directly related to a particular activity are apportioned on the basis of staff numbers.

Costs of raising funds comprise the salaries, direct expenditure and overheads for community and other fundraising except for event fundraising. Direct costs of fundraising events include the salaries of the events team, and the logistics and costs of the events, and attributable overheads.

The costs of charitable activities include the salaries of staff who provide the services and workshop costs and the costs of running the Centres. Governance costs are the costs of the Board meetings and the external audit.

#### Tangible fixed assets and depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its expected useful life as follows:

|                                        |   |                                    |
|----------------------------------------|---|------------------------------------|
| Tenants improvements                   | - | between 5 years and the lease term |
| Freehold land and buildings            | - | 50 years                           |
| Furniture and fittings                 | - | 4 years                            |
| Office equipment and computer software | - | 3 years                            |

Items of office equipment are capitalised where the purchase price exceeds £2,000.

Depreciation is not charged on tenant improvements and freehold land and buildings for Centres while still in the course of construction.

#### Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 2. Accounting policies

#### Fund accounting

##### Unrestricted funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

##### Designated funds

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

##### Restricted funds

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

##### Endowment funds

Endowment funds are donated funds to be invested to provide annual income to be used for the purposes of running Maggie's Cancer Caring Centres.

##### Debtors

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

##### Cash at bank and in hand

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

##### Creditors

Creditors are recognised where the company 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

##### Financial instruments

The company 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.

##### Pension

The charity operates a group personal pension arrangement on a defined contribution basis for the majority of staff. Pension contributions are paid in accordance with the rules of the scheme.

Certain employees are members of the National Health Service Pension Scheme under a Direction arrangement whereby membership extends to non-NHS bodies engaged in the provision of health services. This is a defined benefit scheme administered in Scotland by the Scottish Public Pensions Agency and in England and Wales by the NHS Pensions Agency. The scheme provides benefits on final pensionable pay. Under Financial Reporting Standard 102 this is a multi-employer scheme and the contributions have been accounted for as if it were a defined contribution scheme as the assets of the scheme are not ring fenced for each employer.

##### Operating lease commitments

Rentals payable under operating leases are charged in the statement of financial activities on a straight-line basis over the lease term.

##### Irrecoverable VAT

The charity is not registered for VAT and accordingly irrecoverable VAT is charged against the category of resources expended to which it relates.

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 3. Incoming resources from generated funds

|                                                               | Unrestricted | Restricted | Endowment | 2022   | 2021   |
|---------------------------------------------------------------|--------------|------------|-----------|--------|--------|
|                                                               | £'000        | £'000      | £'000     | £'000  | £'000  |
| Charitable trusts, grants and National Lottery Community Fund | 851          | 3,874      | -         | 4,725  | 5,003  |
| Donations                                                     | 10,294       | 3,029      | -         | 13,323 | 12,146 |
| Legacies                                                      | 1,566        | -          | -         | 1,566  | 2,712  |
| People's Postcode Lottery                                     | 3,000        | -          | -         | 3,000  | 2,515  |
| Facebook campaigns                                            | 2,906        | -          | -         | 2,906  | 8,712  |
| Other                                                         | 4            | 6          | -         | 10     | 278    |
|                                                               | -----        | -----      | -----     | -----  | -----  |
|                                                               | 18,621       | 6,909      | -         | 25,530 | 31,366 |
|                                                               | =====        | =====      | =====     | =====  | =====  |

### 4. Incoming resources from other trading activities

|                             | Unrestricted | Restricted | 2022  | 2021  |
|-----------------------------|--------------|------------|-------|-------|
|                             | £'000        | £'000      | £'000 | £'000 |
| Maggie's Fundraising Events | 2,265        | 8          | 2,273 | 2,287 |
| Sale of Merchandise         | 75           | -          | 75    | 57    |
|                             | -----        | -----      | ----- | ----- |
|                             | 2,340        | 8          | 2,348 | 2,344 |
|                             | =====        | =====      | ===== | ===== |

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 5. Total resources expended

|                                | Direct<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | Total<br>2022<br>£'000 | Direct<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | Total<br>2021<br>£'000 |
|--------------------------------|--------------------------|---------------------------|------------------------|--------------------------|---------------------------|------------------------|
| <b>Expenditure on:</b>         |                          |                           |                        |                          |                           |                        |
| <b>Raising funds</b>           |                          |                           |                        |                          |                           |                        |
| Raising Voluntary Income       | 6,941                    | 822                       | 7,763                  | 8,205                    | 763                       | 8,968                  |
| Fundraising events             | 992                      | 50                        | 1,042                  | 684                      | 34                        | 718                    |
| <b>Charitable activities:</b>  |                          |                           |                        |                          |                           |                        |
| Cancer Support                 | 13,334                   | 1,359                     | 14,693                 | 11,082                   | 1,305                     | 12,387                 |
| Cancer Information & Awareness | 962                      | 83                        | 1,045                  | 936                      | 83                        | 1,019                  |
|                                | -----                    | -----                     | -----                  | -----                    | -----                     | -----                  |
| <b>Total</b>                   | <b>22,229</b>            | <b>2,314</b>              | <b>24,543</b>          | <b>20,907</b>            | <b>2,185</b>              | <b>23,092</b>          |
|                                | =====                    | =====                     | =====                  | =====                    | =====                     | =====                  |

### Allocation of Support Costs

|                                | Manage-<br>ment<br>£'000 | Govern-<br>ance<br>£'000 | Finance<br>£'000 | IT<br>£'000 | HR<br>£'000 | Premises<br>£'000 | Total<br>2022<br>£'000 | Total<br>2021<br>£'000 |
|--------------------------------|--------------------------|--------------------------|------------------|-------------|-------------|-------------------|------------------------|------------------------|
| <b>Expenditure on:</b>         |                          |                          |                  |             |             |                   |                        |                        |
| <b>Raising funds</b>           |                          |                          |                  |             |             |                   |                        |                        |
| Raising Voluntary Income       | 125                      | -                        | 194              | 234         | 119         | 150               | 822                    | 763                    |
| Fundraising events             | 8                        | -                        | 12               | 14          | 7           | 9                 | 50                     | 34                     |
| <b>Charitable activities:</b>  |                          |                          |                  |             |             |                   |                        |                        |
| Cancer Support                 | 204                      | 21                       | 315              | 381         | 194         | 244               | 1,359                  | 1,305                  |
| Cancer Information & Awareness | 13                       | -                        | 20               | 24          | 12          | 14                | 83                     | 83                     |
|                                | -----                    | -----                    | -----            | -----       | -----       | -----             | -----                  | -----                  |
| <b>Total</b>                   | <b>350</b>               | <b>21</b>                | <b>541</b>       | <b>653</b>  | <b>332</b>  | <b>417</b>        | <b>2,314</b>           | <b>2,185</b>           |
|                                | =====                    | =====                    | =====            | =====       | =====       | =====             | =====                  | =====                  |

### 6. Net income for the year

|                                                           | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------------|---------------|---------------|
| This is stated after charging/(crediting):                |               |               |
| Depreciation                                              | 2,420         | 2,384         |
| Directors' remuneration                                   | 181           | 173           |
| Auditor's remuneration – audit services including VAT     | 22            | 19            |
| Auditor's remuneration – non-audit services including VAT | 4             | 2             |
|                                                           | =====         | =====         |

Employer's pension contributions of £36,320 were paid on behalf of the Chief Executive (2021: £32,254).

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

### Notes to the consolidated financial statements for the year ended 31 December 2021

#### 7. Staff costs

|                       | 2022   | 2021   |
|-----------------------|--------|--------|
|                       | £'000  | £'000  |
| Salaries              | 12,638 | 10,517 |
| Social security costs | 1,437  | 1,127  |
| Pension contributions | 1,301  | 1,158  |
|                       | -----  | -----  |
|                       | 15,376 | 12,802 |
|                       | =====  | =====  |

The average number of employees during the period was 294 (2021: 250). The split of the 294 employees is as follows:

|                | 2022   | 2021   |
|----------------|--------|--------|
|                | Number | Number |
| Programme      | 161    | 139    |
| Fundraising    | 99     | 81     |
| Administration | 18     | 16     |
| Communications | 16     | 14     |
|                | -----  | -----  |
| Total          | 294    | 250    |
|                | =====  | =====  |

In addition we use a number of paid professional 'sessional' staff to deliver many of the courses run in our Centres. There were 87 sessional staff delivering these courses across the Centres during the year.

The key management personnel of the charitable group comprise the Non-Executive Directors, Chief Executive, Chief Operating Officer and Finance Director. The total employee benefits of the key management personnel of the charitable group during the year were £486,171 (2021: £461,674).

Laura Lee, who is a Director of the company, is remunerated as the charity's Chief Executive. The Articles of Association include a clause permitting remuneration of Directors. Emoluments, including benefits in kind, are within the range of £180,000 to £189,999, not including retirement benefits accruing under the National Health Service arrangement.

No other Director of the company received any remuneration. They are paid expenses for attending meetings and duties directly related to their role as Directors. In 2022 no (2021 one) Director was paid expenses (2021: £28 for travel, subsistence and reimbursement of items purchased on behalf of Maggie's Centres). The funds of the charity have been used to pay premiums for Directors and Officers insurance amounting to £2,198 (excl tax) for the year to 31 December 2022 (2021: £2,145).

The number of other employees whose emoluments as defined for tax purposes amounted to over £60,000 in the year was as follows:

|                     | 2022   | 2021   |
|---------------------|--------|--------|
|                     | Number | Number |
| £60,000 - £69,999   | 8      | 10     |
| £70,000 - £79,999   | 10     | 10     |
| £80,000 - £89,999   | 6      | 2      |
| £90,000 - £99,999   | 2      | 1      |
| £110,000 - £119,999 |        | 3      |
| £120,000 - £129,999 | 3      | 1      |
| £130,000 - £139,999 | 1      | -      |
| £170,000 - £179,999 | -      | 1      |
| £180,000 - £189,999 | 1      | -      |

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 7. Staff costs (Continued)

These employees have retirement benefits accruing under a defined contribution scheme, and NHS Superannuation scheme. Contributions totalling £326,639 were made in the year (2021: £281,994).

|                                                               | 2022<br>Number | 2021<br>Number |
|---------------------------------------------------------------|----------------|----------------|
| Number of employees with retirement benefits accruing under:- |                |                |
| Defined contribution schemes                                  | 223            | 189            |
| NHS Superannuation scheme                                     | 100            | 81             |
|                                                               | =====          | =====          |

### 8. Taxation

The company is a registered charity and enjoys the tax advantages commensurate with that status.

### 9. Fixed assets – group and company

|                       | Freehold<br>Land &<br>Buildings<br>£'000 | Tenants<br>Improve-<br>ments<br>£'000 | Furniture<br>& Fittings<br>£'000 | Office<br>Equipment<br>& Computer<br>Software<br>£'000 | Total<br>£'000 |
|-----------------------|------------------------------------------|---------------------------------------|----------------------------------|--------------------------------------------------------|----------------|
| <b>Cost</b>           |                                          |                                       |                                  |                                                        |                |
| At 1 January 2022     | 2,160                                    | 67,520                                | 3,153                            | 483                                                    | 73,316         |
| Additions             | -                                        | 5,076                                 | 152                              | 10                                                     | 5,238          |
| Disposals             | -                                        | -                                     | -                                | -                                                      | -              |
|                       | -----                                    | -----                                 | -----                            | -----                                                  | -----          |
| At 31 December 2022   | 2,160                                    | 72,596                                | 3,305                            | 493                                                    | 78,554         |
|                       | -----                                    | -----                                 | -----                            | -----                                                  | -----          |
| <b>Depreciation</b>   |                                          |                                       |                                  |                                                        |                |
| At 1 January 2022     | 474                                      | 12,097                                | 2,443                            | 331                                                    | 15,345         |
| Charge for year       | 44                                       | 1,969                                 | 329                              | 78                                                     | 2,420          |
| Disposals             | -                                        | -                                     | -                                | -                                                      | -              |
|                       | -----                                    | -----                                 | -----                            | -----                                                  | -----          |
| At 31 December 2022   | 518                                      | 14,066                                | 2,772                            | 409                                                    | 17,765         |
|                       | -----                                    | -----                                 | -----                            | -----                                                  | -----          |
| <b>Net book value</b> |                                          |                                       |                                  |                                                        |                |
| At 31 December 2022   | 1,642                                    | 58,530                                | 533                              | 84                                                     | 60,789         |
|                       | =====                                    | =====                                 | =====                            | =====                                                  | =====          |
| At 31 December 2021   | 1,686                                    | 55,423                                | 710                              | 152                                                    | 57,971         |
|                       | =====                                    | =====                                 | =====                            | =====                                                  | =====          |

### Investments – group and company

|                                  | £'000   |
|----------------------------------|---------|
| Market Value at 1 January 2022   | 11,119  |
| Disposals                        | -       |
| Additions                        | -       |
| Net income re-invested           | 17      |
| Net loss on investments          | (1,118) |
|                                  | -----   |
| Market Value at 31 December 2022 | 10,018  |
|                                  | =====   |
| Historic cost                    | 10,323  |
|                                  | =====   |

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 10. Debtors

|                                         | 2022<br>£'000 | Group<br>2021<br>£'000 | 2022<br>£'000 | Company<br>2021<br>£'000 |
|-----------------------------------------|---------------|------------------------|---------------|--------------------------|
| Other debtors and prepayments           | 1,578         | 903                    | 1,377         | 785                      |
| Amounts due from subsidiary undertaking | -             | -                      | 20            | 2                        |
|                                         | -----         | -----                  | -----         | -----                    |
|                                         | 1,578         | 903                    | 1,397         | 787                      |
|                                         | =====         | =====                  | =====         | =====                    |

Debtors include accrued legacy income, grants, gift aid and bank interest receivable at 31 December 2022.

### 11. Creditors

|                                       | 2022<br>£'000 | Group<br>2021<br>£'000 | 2022<br>£'000 | Company<br>2021<br>£'000 |
|---------------------------------------|---------------|------------------------|---------------|--------------------------|
| Amounts due to subsidiary undertaking | -             | -                      | 504           | 306                      |
| Other taxes and social security costs | 390           | 327                    | 390           | 327                      |
| Other creditors                       | 1,081         | 898                    | 738           | 566                      |
| Accruals                              | 937           | 273                    | 464           | 145                      |
| Deferred income                       | 474           | 690                    | 474           | 690                      |
|                                       | -----         | -----                  | -----         | -----                    |
|                                       | 2,882         | 2,188                  | 2,570         | 2,034                    |
|                                       | =====         | =====                  | =====         | =====                    |

Other creditors include trade creditors.

|                                                |       |
|------------------------------------------------|-------|
|                                                | £'000 |
| Deferred income comprises:                     |       |
| Brought forward                                | 690   |
| Released to incoming resources during the year | (412) |
| Deferred in year                               | 196   |
|                                                | ----- |
| Carried forward                                | 474   |
|                                                | ===== |

### 12. Analysis of net assets between funds

|                       | Endowment<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Designated<br>Funds<br>£'000 | General<br>Funds<br>£'000 | Total<br>£'000 |
|-----------------------|-----------------------------|------------------------------|------------------------------|---------------------------|----------------|
| Tangible fixed assets | 914                         | 50,341                       | 14,581                       | 4,971                     | 70,807         |
| Net current assets    | -                           | 3,265                        | 8,136                        | 5,032                     | 16,433         |
|                       | -----                       | -----                        | -----                        | -----                     | -----          |
|                       | 914                         | 53,606                       | 22,717                       | 10,003                    | 87,240         |
|                       | =====                       | =====                        | =====                        | =====                     | =====          |

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

Notes to the consolidated financial statements for the year ended 31 December 2022

## 13. Movement in funds

|                                                                      |       | At 1<br>January<br>2022<br>£'000 | Incoming<br>resources<br>£'000 | Outgoing<br>resources<br>£'000 | Transfers<br>£'000 | At 31<br>December<br>2022<br>£'000 |
|----------------------------------------------------------------------|-------|----------------------------------|--------------------------------|--------------------------------|--------------------|------------------------------------|
| <b>Endowment fund:</b>                                               | (i)   |                                  |                                |                                |                    |                                    |
| Blakenham fund                                                       |       | 301                              | (30)                           | (2)                            | -                  | 269                                |
| The Charles Jencks fund                                              |       | 602                              | (60)                           | (3)                            | -                  | 539                                |
| Maggie's Manchester fund                                             |       | 120                              | (13)                           | (1)                            | -                  | 106                                |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
|                                                                      |       | 1,023                            | (103)                          | (6)                            | -                  | 914                                |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Restricted funds:</b>                                             |       |                                  |                                |                                |                    |                                    |
| Centres capital and fixed asset funds                                | (ii)  | 52,177                           | 2,946                          | (2,312)                        | -                  | 52,811                             |
| Summerfield Trust for Cheltenham extension                           |       | 25                               | -                              | (25)                           | -                  | -                                  |
| <b>Restricted revenue funds:</b>                                     | (iii) |                                  |                                |                                |                    |                                    |
| Centre programme funds                                               |       | 710                              | 3,135                          | (3,050)                        | -                  | 795                                |
|                                                                      |       | -                                |                                |                                |                    |                                    |
| Steve Morgan Foundation/Department for Culture,<br>Media and Sport * |       | -                                | 750                            | (750)                          | -                  | -                                  |
| National Lottery Community Fund Awards<br>For all Scotland**         |       |                                  | 7                              | (7)                            | -                  | -                                  |
| National Lottery Community Fund Awards<br>For all England***         |       |                                  | 10                             | (10)                           | -                  | -                                  |
| City Bridge Trust****                                                |       | -                                | 44                             | (44)                           | -                  | -                                  |
| CSV Falkirk and District*****                                        |       | -                                | 25                             | (25)                           | -                  | -                                  |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
| <b>Total restricted funds</b>                                        |       | 52,912                           | 6,917                          | (6,223)                        | -                  | 53,606                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Unrestricted funds:</b>                                           |       |                                  |                                |                                |                    |                                    |
| Designated funds:                                                    |       |                                  |                                |                                |                    |                                    |
| Capital asset fund                                                   | (iv)  | 10,098                           | -                              | (118)                          | 468                | 10,448                             |
| New centre development fund                                          | (v)   | 10,000                           | (440)                          | -                              | 1,000              | 10,560                             |
| Centre maintenance fund                                              | (vi)  | 2,600                            | -                              | (433)                          | (458)              | 1,709                              |
| General fund                                                         | (vii) | 8,244                            | 20,528                         | (17,763)                       | (1,010)            | 10,003                             |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
| <b>Total unrestricted funds</b>                                      |       | 30,942                           | 20,092                         | (18,314)                       | -                  | 32,720                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Total funds</b>                                                   |       | 84,877                           | 26,906                         | (24,543)                       | -                  | 87,240                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |

\*The Steve Morgan Foundation and Department for Culture, Media and Sport as part of the Community Match Scheme donated £750,000 restricted to programme salaries in England.

\*\*National Lottery Community Fund Awards For all Scotland donated £7,000 towards Highlands CSS and zoom room

\*\*\*National Lottery Community Fund Awards For all England donated £10,000 towards Leeds Cancer Support Specialist

\*\*\*\*City Bridge Trust, the funding arm of The City of London Corporation's charity, Bridge House Estates donated £43,922 towards the London Benefits Advisor

\*\*\*\*\*CSV Falkirk and District donated £25,000 towards Forth Valley Cancer Support Specialist and Psychologist  
The Stoller Charitable Trust paid £150,347 towards our Oldham Centre running costs

13. Movement in funds (continued)

The above funds carried forward at 31 December 2022 represent:

- (i) **Endowment fund** – donations received to be invested to provide annual income to be used for the purposes of running Maggie's Cancer Caring Centres.
- (ii) **Centres capital and fixed asset funds** – restricted grants and donations received as part of the campaigns to develop new Maggie's Centres and funds held for the construction of new Centres. The expenditure relates to depreciation for operational Centres, direct campaign fundraising and construction management costs and centre operational expenditure raised within the campaign for new Centres.
- (iii) **Restricted revenue funds** – grants and donations given for specific Centre programmes, fundraising or publicity. Details are given in respect of restricted funds for the National Lottery Community Fund where separate disclosure is required by them.
- (iv) **Capital asset fund** – the net book value of general funds invested in tangible fixed assets, other than those covered by restricted funds (see (ii) above) and which are not, by the nature of fixed assets, available for use for other purposes. Expenditure represents the depreciation charge of those assets for the year. The transfer represents capital expenditure on new and operational centres funded out of general funds.
- (v) **New centre development fund** – the amount that has been set aside to develop and build new centres identified in our plan, to meet capital commitments not funded by restricted funds and to underwrite construction cost risk. A transfer of £1.0 million was made in the year.
- (vi) **Centre maintenance fund** – the amount that has been set aside for a planned three-year rolling centre maintenance and refurbishment plan. The transfer of £1.0 million has been made in the year to meet these needs.
- (vii) **General fund** – this comprises the amount agreed by the board to be set aside to meet possible shortfalls in funding and unexpected increases in costs. £8.0 million was transferred into the new centre development fund and £1.0m into the centre maintenance fund at the end of the year to meet the identified needs outlined above.

## THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

### Prior year movement in funds

|                                                                      |       | At 1<br>January<br>2021<br>£'000 | Incoming<br>resources<br>£'000 | Outgoing<br>resources<br>£'000 | Transfers<br>£'000 | At 31<br>December<br>2021<br>£'000 |
|----------------------------------------------------------------------|-------|----------------------------------|--------------------------------|--------------------------------|--------------------|------------------------------------|
| <b>Endowment fund:</b>                                               | (i)   |                                  |                                |                                |                    |                                    |
| Blakenham fund                                                       |       | 273                              | 30                             | (2)                            | -                  | 301                                |
| The Charles Jencks fund                                              |       | 545                              | 60                             | (3)                            | -                  | 602                                |
| Maggie's Manchester fund                                             |       | 106                              | 15                             | (1)                            | -                  | 120                                |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
|                                                                      |       | 924                              | 105                            | (6)                            | -                  | 1,023                              |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Restricted funds:</b>                                             |       |                                  |                                |                                |                    |                                    |
| Centres capital and fixed asset funds                                | (ii)  | 51,406                           | 3,031                          | (2,260)                        | -                  | 52,177                             |
| Summerfield Trust for Cheltenham extension                           |       | -                                | 25                             | -                              | -                  | 25                                 |
| <b>Restricted revenue funds:</b>                                     | (iii) |                                  |                                |                                |                    |                                    |
| Centre programme funds                                               |       | 643                              | 3,352                          | (3,285)                        | -                  | 710                                |
| Steve Morgan Foundation/Department for Culture,<br>Media and Sport * |       | -                                | 1,313                          | (1,313)                        | -                  | -                                  |
| The Vardy Foundation/Department for Culture,<br>Media and Sport**    |       | -                                | 108                            | (108)                          | -                  | -                                  |
| The Rank Foundation/Department for Culture,<br>Media and Sport ***   |       | -                                | 25                             | (25)                           | -                  | -                                  |
| National Lottery Community Fund Wales<br>People and Places           |       | -                                | 50                             | (50)                           | -                  | -                                  |
| The National Lottery Community Fund for<br>Maggie's Oldham           |       | 1                                | -                              | (1)                            | -                  | -                                  |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
| <b>Total restricted funds</b>                                        |       | 52,050                           | 7,904                          | (7,042)                        | -                  | 52,912                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Unrestricted funds:</b>                                           |       |                                  |                                |                                |                    |                                    |
| Designated funds:                                                    |       |                                  |                                |                                |                    |                                    |
| Capital asset fund                                                   | (iv)  | 9,991                            | -                              | (124)                          | 231                | 10,098                             |
| New centre development fund                                          | (v)   | 2,000                            | -                              | -                              | 8,000              | 10,000                             |
| Centre maintenance fund                                              | (vi)  | 2,088                            | -                              | (545)                          | 1,057              | 2,600                              |
| General fund                                                         | (vii) | 6,682                            | 26,225                         | (15,375)                       | (9,288)            | 8,244                              |
|                                                                      |       | -----                            | -----                          | -----                          | -----              | -----                              |
| <b>Total unrestricted funds</b>                                      |       | 20,761                           | 26,225                         | (16,044)                       | -                  | 30,942                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |
| <b>Total funds</b>                                                   |       | 73,735                           | 34,234                         | (23,092)                       | -                  | 84,877                             |
|                                                                      |       | =====                            | =====                          | =====                          | =====              | =====                              |

\*The Steve Morgan Foundation and Department for Culture, Media and Sport as part of the Community Match Scheme donated £1,312,500 restricted to programme salaries in England

\*\*The Vardy Foundation and Department for Culture, Media and Sport as part of the Community Match Scheme donated £107,803 restricted to benefits advice in Newcastle, Leeds, Manchester and Oldham

\*\*\*Rank Foundation and Department for Culture, Media and Sport as part of the Community Match Scheme donated £25,000 restricted to programme in Cheltenham

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

### 14. Charity statement of financial activities

|                                                       | Total<br>Funds<br>2022<br>£'000 | Total<br>Funds<br>2021<br>£'000 |
|-------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Income from:</b>                                   |                                 |                                 |
| Donations and legacies                                | 25,530                          | 31,366                          |
| Other trading activities                              | 2,348                           | 2,344                           |
| Investment income                                     | 216                             | 59                              |
|                                                       | -----                           | -----                           |
| <b>Total income</b>                                   | <b>28,094</b>                   | <b>33,769</b>                   |
|                                                       | =====                           | =====                           |
| <b>Expenditure on:</b>                                |                                 |                                 |
| Raising funds                                         | 8,805                           | 9,686                           |
|                                                       | -----                           | -----                           |
| <b>Net income available for charitable activities</b> | <b>19,289</b>                   | <b>24,083</b>                   |
|                                                       | -----                           | -----                           |
| <b>Expenditure on:</b>                                |                                 |                                 |
| Charitable activities*                                | 15,738                          | 13,406                          |
|                                                       | -----                           | -----                           |
| <b>Total expenditure</b>                              | <b>24,543</b>                   | <b>23,092</b>                   |
|                                                       | =====                           | =====                           |
| Net income and net movement in funds for the year     | 3,551                           | 10,677                          |
| Net (loss) gains on investments                       | (1,188)                         | 465                             |
| Loss on disposal of asset                             | -                               | -                               |
| Total funds at 1 January 2022                         | 84,877                          | 73,735                          |
|                                                       | -----                           | -----                           |
| <b>Total funds at 31 December 2022</b>                | <b>87,240</b>                   | <b>84,877</b>                   |
|                                                       | =====                           | =====                           |

\*The cost of charitable activities does not include £5,328 million (2021: £1,694 million) of capital expenditure on building new Centres as shown in note 10.

### 15. Subsidiary Companies

The Maggie Keswick Jencks Cancer Caring Centres Trust has the following subsidiary companies with the same charitable objects as the Trust, both are registered in Scotland:

The Maggie Keswick Jencks Cancer Caring Centres Trust (Dundee); and  
The Maggie Keswick Jencks Cancer Caring Centres Trust (Glasgow)

These are companies limited by guarantee but due to the influence of the composition of the Board of Directors and the membership they are considered to be subsidiary companies. The subsidiary companies were dormant throughout the year.

Maggie Keswick Jencks Cancer Caring Centres Trust England is a charitable company limited by guarantee, registered in England with a year end of 31 January. It is also considered to be a subsidiary company due to the influence of the composition of the Board of Directors. The company was dormant throughout the year and at 31 January 2022 the company had net funds of £62.

# THE MAGGIE KESWICK JENCKS CANCER CARING CENTRES TRUST

## Notes to the consolidated financial statements for the year ended 31 December 2022

The following subsidiaries are included in the consolidated financial statements:

Maggie's Trading Limited, a company registered in Scotland, was engaged by the charity to design and build a number of its new Centres.

### 16. Related party transactions

Maggie's Hong Kong, a charitable limited company entity that has been set up in Hong Kong, is supported by the charity and the Keswick Foundation Ltd. Although Maggie's Hong Kong is not controlled by the charity, Laura Lee is also a Director of Maggie's Hong Kong. A donation of £1,500 was received in the year from Maggie's Hong Kong (2021: nil).

The Kalida Private Foundation is a Charitable Assistance Foundation set up in Spain. The Foundation is not controlled by the charity but Laura Lee is a Patron of the Foundation. A donation of £8,286 was received in the year from Kalida (2021: £8,326).

During the year the charity received donations from several Directors, either directly or through other entities in which the Directors also have an interest.

| 17. Capital commitments                                                         | 2022<br>£'000  | 2021<br>£'000  |
|---------------------------------------------------------------------------------|----------------|----------------|
| Capital expenditure contracted for but not provided in the financial statements | 4,044<br>===== | 4,512<br>===== |

Funds are in place, either in cash or pledges to meet these commitments.

### 18. Other financial commitments

At 31 December 2022 the Trust had total future minimum lease payments under non-cancellable operating leases expiring as set out below:

|                             | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------|---------------|---------------|
| <b>Land &amp; buildings</b> |               |               |
| Payable within one year     | 392           | 410           |
| Payable two to five years   | 313           | 704           |
| Payable over five years     | 370<br>=====  | 378<br>=====  |

Payments made under land and buildings operating leases in the year amounted to £429,748 (2021: £413,097).

|                           | 2022<br>£'000        | 2021<br>£'000        |
|---------------------------|----------------------|----------------------|
| <b>Other assets</b>       |                      |                      |
| Payable within one year   | 15                   | 26                   |
| Payable two to five years | 3                    | 17                   |
|                           | -----<br>18<br>===== | -----<br>43<br>===== |

Payments made under other operating leases in the year amounted to £26,000 (2021: £32,000).

Notes to the consolidated financial statements for the year ended 31 December 2022

19. Pensions

During the year the Trust operated a group personal pension arrangement for certain employees to which the Trust is contributing 6% of salary. Other employees are members of the National Health Service Pension Scheme under a scheme of Direction to which the Trust makes contributions at 14.38% of salary for the England and Wales scheme and 14.9% for the Scottish scheme. The total pension charge for the year was £ 1,301 (2021: £1,158k). Pension costs outstanding at 31 December 2022 were £ 84 k (2021: £139k).

20. Contingent liabilities

There are two completed Centres where a formal lease has not been signed with the appropriate Health Authority. These will be signed as soon as legal formalities are concluded.

| 21. Reconciliation of net movement in funds to net cash flow from operating activities | 2022<br>Group<br>£'000   | 2021<br>Group<br>£'000   |
|----------------------------------------------------------------------------------------|--------------------------|--------------------------|
| Net movement in funds                                                                  | 2,363                    | 11,142                   |
| Deduct interest income shown in investing activities                                   | (216)                    | (59)                     |
| Add back losses (gains) on investments                                                 | 1,101                    | (491)                    |
| Add back depreciation                                                                  | 2,420                    | 2,384                    |
| Increase/Decrease in debtors                                                           | (675)                    | 169                      |
| Increase/Decrease in creditors                                                         | 694                      | (242)                    |
|                                                                                        | -----                    | -----                    |
| Net cash provided by operating activities                                              | 5,687                    | 12,903                   |
|                                                                                        | =====                    | =====                    |
|                                                                                        | 2022<br>Company<br>£'000 | 2021<br>Company<br>£'000 |
| Net movement in funds                                                                  | 2,363                    | 11,142                   |
| Deduct interest income shown in investing activities                                   | (216)                    | (59)                     |
| Add back losses (gains) on investments                                                 | 1,101                    | (491)                    |
| Add back depreciation                                                                  | 2,420                    | 2,384                    |
| Increase/Decrease in debtors                                                           | (610)                    | 255                      |
| Increase/Decrease in creditors                                                         | 536                      | (285)                    |
|                                                                                        | -----                    | -----                    |
| Net cash provided by operating activities                                              | 5,594                    | 12,946                   |
|                                                                                        | =====                    | =====                    |

Notes to the consolidated financial statements for the year ended 31 December 2022

Analysis of Changes in Net Debt - Group

|                           | 2021   | Cash<br>flows | Non-cash changes<br>Finance<br>leases | Other<br>changes | 2022   |
|---------------------------|--------|---------------|---------------------------------------|------------------|--------|
|                           | £      | £             | £                                     | £                | £      |
| Long-term borrowings      | -      | -             | -                                     | -                | -      |
| Short-term borrowings     | -      | -             | -                                     | -                | -      |
|                           | -----  | -----         | -----                                 | -----            | -----  |
| Total liabilities         | -      | -             | -                                     | -                | -      |
|                           | -----  | -----         | -----                                 | -----            | -----  |
| Cash and cash equivalents | 17,072 | 812           | -                                     | -                | 17,884 |
|                           | -----  | -----         | -----                                 | -----            | -----  |
| Total net debt            | -      | -             | -                                     | -                | -      |
|                           | =====  | =====         | =====                                 | =====            | =====  |