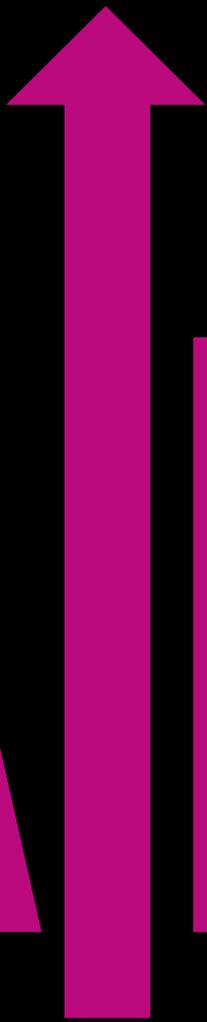


# HALFWAY THERE

Our priorities by 2020



# AIMING

# HIGH

**YOUNG LIVES  
vs CANCER**  
CLIC SARGENT

In 2015 we published a vision for where we would like CLIC Sargent to be by 2025, *Aiming High: Our ambitions for children and young people with cancer*. We have already made two years of great progress against this strategy. We have opened two new Homes from Home, started a Nurse Educator Programme and increased the numbers of families we have worked with, just

to name a few achievements. We have launched our new brand which has given us a range of new opportunities. As a result it feels like a good time to clarify what we hope to achieve for the next three years, taking us to 2020 when we will be 'halfway' to Aiming High. Most importantly we need to ensure that:

### **Our promise**

When cancer strikes young lives CLIC Sargent helps families limit the damage cancer causes beyond their health. We will fight tirelessly for children and young people with cancer, often when they feel they can't. We do this individually, locally and nationally, so that they can focus on the important things, like getting well.

This short document explains the big strategic changes we want to make in all our work between now and December 2020. We have laid out the progress we hope to make in 4 key areas:

- With our services – delivering our promise for young lives
- With our donors and supporters – inspiring others to join our fight
- With our staff and volunteers – being the best we can be
- With our organisation, particularly our financial health – ensuring we are relevant and robust.

Throughout all 4 of these there are some key themes emerging:

1. We are going to further strengthen the ways we work using new technology
2. We are going to strengthen our income
3. We are going to embed our new values, implementing ways of working and learning that create a true 'One Team' culture
4. We will balance the budget and become 'income-led', so that any new ongoing spending commitments are funded by new, sustainable sources of income.

There is much to be done, but together we have already achieved amazing things and can achieve so much more because...

**We are brave**  
**We are confident**  
**We have integrity**  
**We are team CLIC Sargent**

And we made a promise.



## DELIVER OUR PROMISE FOR YOUNG LIVES

**Key priority for 2020:**  
Seek opportunities to *sustainably* increase our reach and impact on young lives by innovating and using new technology.

When cancer strikes young lives, we help families limit the damage cancer causes beyond their health. We have defined six ways in which we do this – the **Six Ways We Help**. These describe how everything we do – all of our services, and all of our policy, research, public affairs and campaigning work, affect change for children, young people, and families.

Going forward, these will be how we talk about, write about, fundraise for, plan and celebrate our work for children, young people and families.

They are:

- When the doctor says cancer
- There's no place like home
- Helping young lives thrive, not just survive
- #Cancer costs
- When a child dies
- Making change happen.

We do a huge amount of work on all of these **Six Ways** and have a lot planned for the next three years.

Across the **Six Ways We Help**, our key objectives for the big changes that we would like to make by 2020 are set out below.

Across everything we do, we will clearly define what, where, when and how we support young lives now and into the future. We will look to sustainably fill the gaps in services identified by those we work with by building on what we do best but also working in different ways. There will be a particular emphasis on meeting needs by using digital and other technology better, and really strengthening our partnerships with public services and other charities.

### When the doctor says cancer

- We will seek funding for more and better digital content to support young people:
  - To better meet the needs and preferences of young people
  - To put young people in the driving seat – in the design and delivery of this content.
- Deliver and evaluate the pilot of the new 'nurse educator' role, which aims to spread best practice in nursing. If the evaluation is positive, look at how we can sustain and embed it within our core nursing service
- Have a new database in use by all our social care teams across the UK that will support better ways of working and help us tell our supporters more about the impact of our work.

### There's no place like home

- Build new Homes from Home in Edinburgh and Southampton to replace and improve on our existing homes in those places
- Make plans for a future Home from Home in Cambridge
- Seek funding so that we can carry out renovations needed in existing Homes from Home.

### Helping young lives thrive, not just survive

- We will seek opportunities to help people 'thrive, not just survive' using partnerships with others and digital channels
- Deliver a new tool for use by our staff and service users that will assess the outcomes of our service for the lives of our service users:
  - We will embed this new assessment tool across our work with young people, parents and carers
  - We will learn from best practice in using the tool and report on the outcomes data it generates.
- Continue involving children and young people fully in what we do, and get better at involving parents and carers. We will have established, tested and evaluated ways to involve parents and carers to inspire and influence who we are, what we do and where we're heading – so that the experience of parents and carers in the future are even better.

## #Cancercosts

- Improve access to financial and welfare advice services through different channels and for users with a range of needs:
  - Make more use of digital resources and other ways of accessing self-service support and advice
  - Ensure more consistent access to high quality advice for users with more complex needs.

## When a child dies

- We will continue to explore partnership opportunities to improve our support for bereaved families.

## Making change happen

Make positive change happen and fight to ensure that the system supports young cancer patients and their families.

### We will achieve this by focusing on five key areas:

1. Extending the influence of CLIC Sargent
2. Sustaining and effectively using our robust evidence base
3. Campaigning on #Cancercosts
4. Changing experiences of being diagnosed
5. Getting children and young people's voices heard in the system.

### By 2020 we want to ensure that:

1. CLIC Sargent to be seen by decision makers and external stakeholders as a key influencing organisation creating positive change for young cancer patients and their families
2. CLIC Sargent continuing to be seen as an evidence-based organisation with a reputation for supporting and producing high quality research
3. Government, banks, energy and transport companies recognising the financial and emotional pressures facing young cancer patients and their families, and are working with CLIC Sargent to reduce them
4. Young cancer patients having experiences of diagnosis that are better understood and GPs that are supported to diagnose cancer in children and young people
5. The NHS across the UK is routinely collecting data on cancer patient experience from under 16s.

## INSPIRE OTHERS TO JOIN THE FIGHT

### Key priority for 2020:

Increase our net income, moving to a relationship approach to income generation and engagement, securing and keeping long-term supporters and ambassadors.

To achieve this by 2020, we will:

- Have fully implemented the new CLIC Sargent brand '**Young Lives vs Cancer**' – so that the whole organisation is generating every opportunity to raise awareness of the organisation and our vision
- Be delivering the **One Team, One Target** strategy, increasing our net income to over £15m per year by implementing a supporter-focused engagement approach, always working as 'One Team'
- Know who our **target supporters and audiences** are, so that we can engage them in our fight and manage our supporter relationships in a way that is right and appropriate for them
- Have a new CLIC Sargent **website** that better supports the information needs of all our users, whilst also facilitating an improved online giving experience
- Understand and prioritise what **communication channels** we should use to engage with all supporters and service users
- Focus on story telling around our **six ways of working** in all our internal and external channels, specifically in income generation and communications with donors
- Have created a Fundraising Committee to support **Home from Home growth** to 2025
- Have improved the net returns of our **retail** operation and have developed a future trading strategy.

## BE THE BEST WE CAN BE

### Key priority for 2020:

Bring about a culture change based on embedding our new values, implementing new ways of working and learning to create a true 'One Team' culture, so that we can attract and retain the best staff.

To achieve this by 2020 we will make progress in four key areas:

- Values
- Leadership
- New ways of working
- New ways of learning.

By 2020, we will:

### Values

- Have embedded our new **values** so that all staff know them and can interpret what they mean for them personally. They will be embedded into all significant processes such as appraisal, induction and professional development. The priority will be 'One Team'.

### Leadership

- Have developed our **leadership** culture so that we are brave, confident and have integrity in everything we do
- Have equipped our managers to effectively inspire, guide and support those who work with and for us.

### New ways of working

- Be proactively promoting **new ways of working** with technology, supporting our people to reach service users and supporters in new ways
- Be proactively building a **team-based culture** across CLIC Sargent by recognising and rewarding teams and individuals that innovate, learn and build knowledge cross-organisationally.

### New ways of learning

- Have focused on attracting and retaining the best staff by strengthening our approach to **professional development**. This includes building a meaningful appraisal process and developing a coaching culture.

To achieve all of this we must also have strengthened **the ways we communicate with each other**.

## A RELEVANT AND ROBUST ORGANISATION FOR THE TIMES

### Key priority for 2020:

Balance the budget, so that any new ongoing expenditure commitments are funded by new sources of income, and ensuring that we have the free reserves to withstand short-term fluctuations in income and respond to new opportunities.

In order to get – and keep – our expenditure and income on a sustainable footing, our spaces, places, systems, devices and processes must be **fit for purpose**.

To achieve this by 2020, we will:

- Have **balanced the operating budget and sought to build free reserves**. Between 2017 and 2020 we will review our Reserves Policy to ensure that we have the right 'target range' for our reserves
- Have improved our **spaces, places, systems and devices** over time to:
  - support our teams to work flexibly where they need to
  - inspire innovation
  - ensure our premises stay fit for purpose.
- Have reviewed some of our key internal processes and policies to ensure they are right for the times, to:
  - get even better at managing our projects
  - ensure the ongoing efficiency of our purchasing and legal structures
  - ensure that our policies and procedures are as clear as they can be.

- Have achieved a much clearer understanding of the information our people need to make decisions, and be using the systems we have in the best way possible to ensure that information is available when and where they need it. We want to be able to say that we trust our sources of data, and are all confident to use the information we need to do our jobs – we will have had the training, support, and knowledge we need.



## Our key priorities for 2020

## Young Lives vs Cancer

Seek opportunities to sustainably increase our reach and impact on young lives by innovating and using new technology.



**Deliver our promise for young lives**

Increase our net income, putting the organisation on a more sustainable footing. We will do this by moving to a relationship fundraising approach, engaging, cultivating and retaining long-term supporters.



**Inspire others to join the fight**

Bring about a culture change based on embedding our new values, implementing new ways of working and learning to create a true 'One Team' culture, so that we can attract and retain the best staff.



**Be the best we can be**

Balance the budget so that we are 'income-led', making new ongoing expenditure commitments only when new sources of income have been received, and building up free reserves to the right level so that we can withstand short-term income fluctuations and respond to opportunities.



**A relevant and robust organisation for the times**

