

YOUNG LIVES
vs CANCER
CLIC SARGENT

WE WILL BE

BETTER
FASTER
STRONGER



A Strategy for 2020–2025

LIFE IS GETTING HARDER FOR YOUNG CANCER PATIENTS. THAT'S WHY WE'LL BE BETTER, FASTER, STRONGER IN 2020-2025.

From the moment the doctor says cancer, life is never the same again. It's bad enough having to go through gruelling treatment at what should be an exciting time of life, but cancer threatens so much more than your health. Your ambitions for the future – education, relationships, career, travel – suddenly seem very far away.

Cancer is completely unfair, especially when you're young. If you're under 25 and have cancer, you're likely to travel twice as far for treatment, you're more likely to fall through the gaps in the benefits system, you're more likely to suffer in education or employment, and you're more at risk of being isolated socially or have more mental health issues than your peers. That's why we fight to stop cancer destroying young lives. Treatment is vital in helping a young cancer patient's health, and survival rates are increasing. But society has not caught up with the disruption cancer causes beyond a young person's health, or the impact on the wider family. **That's what we're here for.**

We believe a cancer diagnosis when you are young should not affect the rest of your life, or your family's. Every child or young person with cancer has a right to equitable, age-appropriate support during treatment, based on their individual needs, and a voice and choice in how that support is delivered.

There's a lot we can't change about what people go through, especially the cancer itself, but our expert and experienced support plus our role as changemakers – challenging the system where young cancer patients and their families are disadvantaged – has a significant and lasting impact.

The ultimate aim of our work is to make sure that across the UK, everyone under 25 with cancer, and their families, get the support they need to get through cancer treatment and manage the additional pressures cancer brings. We do this so:

- Children and young people can get their lives back on track after treatment. We have great ambitions for young lives, and we want to help them thrive, not just survive.
- Parents and carers can adjust to their lives following their child's cancer or bereavement.

Sadly, we know not everyone survives. Between one and two in 10 under-25s with cancer don't survive more than five years. For those young people who won't survive, we'll make sure they are supported to plan well for their death.

Our work is more urgent than ever

In the UK, one in 180 people under the age of 25 will be diagnosed with cancer. That means childhood cancer is no longer classed as a rare disease.

The impact of that diagnosis is changing too, because life in the UK is harder. Even before a cancer diagnosis, more and more families are struggling to cope. 4.1 million children live in poverty, a rise of 500,000 in five years. Two-thirds of those living in poverty in the UK come from working families. Up to 8.3 million people in the UK are unable to pay off debts or household bills. 50% of mental health issues are established by the age of 14, and 75% by 24. And the biggest killer of 15 to 34-year-olds in England and Wales is suicide.

4.1

MILLION CHILDREN

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8.3

MILLION PEOPLE

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And then there's cancer

Then on top of this, around 4,500 under-25s will be diagnosed with cancer every year. Emotionally, physically and financially devastating, this often brings families to breaking point.

As the UK's largest children and young people's cancer charity, it's up to us to be there for them. We know we can't do it on our own so we will call on others – partners, organisations, individuals and young cancer patients themselves – to join with us. Together, Team Young Lives won't rest until everyone under the age of 25 diagnosed with cancer, and their families, gets the support they need.

We're already doing a good job in achieving this. Our 2020-2025 strategy builds on what we do and drives us to be a better, faster and stronger organisation.

There are three pillars at the heart of our strategy.

1 REACH ALL CHILDREN AND YOUNG PEOPLE WITH CANCER

There are around 900 under-25s struggling with the devastating impact of cancer without the help of CLIC Sargent. We have to get better to change this; we have to be there for anyone who needs the age-specialist support we provide.

This goal is complex, because it isn't necessarily about increasing resources. There are systemic challenges in the NHS which need tackling, such as some young cancer patients being treated in adult hospitals, or others who don't need chemotherapy being treated with surgery by teams who don't know CLIC Sargent. Making the changes needed in the NHS to improve this will be hard, but we love a challenge, and this is a challenge worth fighting for.

To achieve this goal we'll also develop strategic partnerships and collaborate with other organisations. We'll create digital solutions. Our communications will maximise our reach by being clear and consistent about how we help. And we'll improve ways young people can self-refer by making it easier for them to access our services directly.

STRATEGIC GOAL 1.1

Reach: Everyone who needs us will know about us, and can access support on treatment.



2 CREATE AN EQUITABLE SERVICE ACROSS THE UK

Over the years, our expert teams across the UK have provided a range of services which have proved a huge benefit to families affected by childhood cancer. Part of this has been specialist support developed by localised teams when they've identified specific need.

Those additional services have, in theory, been part of what CLIC Sargent has offered to families, but because they have been different in different places, not everyone could access them. This has led to a varied level of service, leaving families unsure of how exactly we can help them.

We'll establish a CLIC Sargent offer that all families can access which delivers real impact and is equitable across the UK. This will include our vital financial help, plus a range of primarily digital services, including access to reliable information, advice and guidance from our qualified experts, plus peer-to-peer support.

This will enable us to reach the 900 families we don't currently support at all. On top of that we will deliver additional specialist services to families who need it most, in an equitable and transparent way.

All this will be underpinned by a revolution in the way we listen to and act on what young cancer patients, and their families, tell us. After all, they know better than anyone what it's like to face cancer. We'll empower them with a stronger voice inside and outside CLIC Sargent and invite them not just to contribute but co-design our work – from the service we provide to the issues we stand up for – to make sure we are genuinely shaped by them.

STRATEGIC GOAL 2.1

Equity of impact: The support we provide will be based on what people need

STRATEGIC GOAL 2.2

To maximise the impact of everything we do: We'll invest in the things that make the biggest difference for everyone we reach

STRATEGIC GOAL 2.3

A right to a voice: Children, young people and their families have a right to be involved in all decisions that affect them

A note on post-treatment support

Cancer has a long-lasting impact, and families have told us loud and clear of the importance of support after treatment.

We don't have the resources to deliver in-depth social care support well beyond the end of treatment. But there's still a lot we can do to improve long-term outcomes. We will continue to deliver in-depth support during treatment to build resilience for the long term. Our highly skilled social workers will prioritise providing emotional support at the most difficult of times.

We will build on what we do now to develop best practice models to better support the transition to life after cancer. This includes thinking creatively about how we use digital channels. And we will build on our reputation as expert navigators by connecting families to other organisations who can help, and influencing them to ensure their support works for under-25s.



3 BUILD A MORE SUSTAINABLE ORGANISATION

We know we're working in uncertain times. Most UK charities are planning for sustainability rather than significant growth. We will aspire to grow income to continue meeting the increasing need of young cancer patients and their families, but we must be realistic about our resources. We'll need to closely monitor finances and improve operations to ensure we're delivering maximum reach and impact with what we have.

We'll consider how we use our fixed assets, improve procurement and maximise the effectiveness of income streams. We will also build volunteering and diversity to make sure CLIC Sargent is a great place to work.

We need to further build brand awareness to drive more support. We'll achieve this through giving supporters great experiences and speaking with a stronger voice, with the ability to speak appropriately to different audiences without losing the core essence of our brand.

STRATEGIC GOAL 3.1

**Better, more sustainable income:
What we spend will create more**

STRATEGIC GOAL 3.2

**Great experiences: We'll build real
relationships faster so supporters stay longer
and do more**

STRATEGIC GOAL 3.3

**Speaking with a stronger voice: People will
know who we are and what we stand for, and
we'll get more people through the door**

STRATEGIC GOAL 3.4

**Financially resilient: Our year-in, year-out
costs will be funded by sustainable
income and we will be able to scale our
work up and down more easily**

STRATEGIC GOAL 3.5

**A culture of volunteering: We'll get closer to
our goals faster by taking opportunities to
make volunteering part of all that we do**

STRATEGIC GOAL 3.6

**Diverse and inclusive: We'll have a more
diverse workforce who feel included and
encouraged to achieve their full potential**

STRATEGIC GOAL 3.7

**A great place to be a staff member or
volunteer: We'll have a confident workforce
who are supported and challenged to achieve
our vision**

VALUES TO LIVE BY

The success of our strategy doesn't just rely on what we do, but how we do it. This is where our values come in. We have been building our culture around our values for the last three years. For 2020-2025 we've set five challenges within our existing values so we can continue to run our organisation to act in the best interests of all young lives with cancer, both those who need us now and future generations.

WE ARE BRAVE

Say what needs to be said

We'll speak with a strong voice that gets noticed and represents our cause. This could be in a Multi-Disciplinary Team when advocating for an individual family, in Parliament when advocating for all of them, when our Nurse Educators are speaking up for young cancer patients in adult centres, or when we're talking to supporters about why we exist and why young cancer patients need their support.

Listen, experiment and learn

We'll experiment with new ideas and gather evidence on what we learn in service delivery, change-making, fundraising and running our organisation. We need to fully involve people in creating new things (whether it's young cancer patients and their families, donors, staff or volunteers) right from the start by co-designing and co-creating together.

Not everything will work, but when things fail we need to learn from it – openly and transparently – and improve next time.

WE ARE CONFIDENT

Know our stuff

We can't deliver the right things without a proper, rigorous understanding of what everyone wants and the best ways to achieve it. Families and young people need to know we are the best organisation to support and safeguard them, and where we aren't, we will know who is. Our supporters need to be confident that every penny they donate is well spent. Across our organisation, we'll make key information more accessible and make sure evidence means what we say it does. We'll make decisions based on evidence, gather data, ask questions, seek to understand and look for credible sources. More of our evidence and analysis will address the outcomes, impact and experiences of those we help.

WE HAVE INTEGRITY

Account for our actions

To achieve all we need, and be trusted and supported to achieve it, we must be accountable to our beneficiaries and supporters. This means continuing to increase our transparency. We have made strong progress on this journey with the publication of our Impact and Accountability Reports in 2018 and 2019, but there is more to do. We'll actively encourage those we support, and our supporters, to hold us to account and will develop ways of opening up our organisation to external scrutiny.

We will continue to build a culture and systems to listen to beneficiaries, supporters, staff and volunteers, and recognise and act when things go wrong.

We'll be open about what we know, what we don't, what works and what doesn't, what we're proud of, where we make mistakes, what's hard, and what's complicated, so that we can work together to sort it.

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

Last but not least, we can't do any of this alone – nor should we.

WE ARE ONE TEAM

Unite everyone who wants to make a difference to the lives of children and young people with cancer

We have built long-standing partnerships with other organisations committed to making a difference. In the next five years we will be more open to and proactive in building partnerships and collaborations. This is a commitment across all that we do and at all levels of our organisation from service delivery to fundraising, wherever it can get the best impact for young lives affected by cancer.

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