

Trustees' report and accounts

for the year ended 31 March 2013

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About us

Breast cancer is the most common cancer in the UK today. Every 10 minutes a woman receives the terrifying news that she has breast cancer. Every day more than half a million women and men face the devastating physical and emotional impact of living after a diagnosis of breast cancer. And, sadly, nearly 12,000 people die from breast cancer each year. It's a brutal and highly complex disease that no one should ever have to face alone.

Breast Cancer Care is the only specialist breast cancer support charity working throughout the UK. We help the 55,000 women and 400 men diagnosed with breast cancer each year to cope with the harsh reality of waking up to breast cancer every day, providing the vital information and support that they, their families and friends so desperately need.

Founded in 1973 by Betty Westgate (who through her own diagnosis of breast cancer knew at first hand the extent to which people need specialist support at this time) over the past 40 years we

have supported millions of women, men and their families who have suffered the trauma of a breast cancer diagnosis and its consequences.

Up to three million people access our services each year. We also provide a specialist training and support programme for more than 850 nurses across the UK, enabling us to reach out and support all those diagnosed with breast cancer every year.

We are only able to achieve all of this with the help of our wonderful volunteers and supporters. But we know there is still more to do. Our aim is to be there for every person facing the emotional and physical trauma that follows a breast cancer diagnosis. Together we can ensure that everyone affected by breast cancer has someone to turn to for specialist care and support.

Chair's statement

Breast Cancer Care speaks to more people affected by breast cancer than any other charity. We listen, learn and act on what we hear, developing innovative services and high-impact campaigns to make sure everyone, everywhere, receives the best possible breast cancer care.

Our team of breast cancer nurse specialists work together with other experts and patients to provide the highest quality information and support. Trained volunteers, each with personal experience of breast cancer, provide the understanding and insight that people need at this time. By bringing people together, exchanging experiences and sharing ideas, we help the many thousands of people affected by breast cancer to gain confidence in their ability to live with, through and beyond their diagnosis.

We want to reach every woman and man diagnosed with breast cancer so that we can provide them and their families with the vital information and support they so desperately need. However, in common with many other charities, the UK's economic difficulties of recent years have made our task very challenging.

I'm proud to say that the charity has risen to these challenges with characteristic commitment, ingenuity and determination. Our main aim has been to ensure we maintain our services so that they continue to be there for the people who depend on them, despite the ever more difficult financial environment. We therefore scrutinised every element of our work to find ways of making our money work even harder for us, ensuring that we could achieve our highest priority, that of maintaining and focusing on our vital services.

We have also continued to pursue our chosen strategy of prudence and realism, ensuring that all our income targets, while stretching us, would be achievable. At the same time we have continued to find savings to minimise our expenditure.

As a result, I'm delighted to say that 2012–13 marks a turning point for Breast Cancer Care. We have achieved not only an operating surplus (for the first time since 2008–9) but also, perhaps even more excitingly, a total income that is the second highest in our 40-year history. Of course, we still face the challenge of meeting the huge need we know exists, and we continue to be committed to increasing our services to expand our reach.

We're able to show many examples of the innovative attitude that has enabled us to achieve this excellent outcome while still reaching more people than ever before with our information and support services.

For instance, we have greatly extended the reach of our Moving Forward services – which help people to deal with life after treatment and gain confidence – by understanding the value of supporting local healthcare teams who want to set up the Moving Forward courses in their area. The close working relationship we have developed with specialist healthcare professionals has enabled us to work with them to develop and implement these partnership programmes. This has meant we can enhance follow-up services for more people with breast cancer without placing too much strain on our own resources. Even so, they continue to be so popular that we are struggling to meet the demand.

While improvements in the treatment and delivery of care to people diagnosed with breast cancer are helping to increase survival rates, nearly 12,000 people every year die of secondary breast cancer, and Breast Cancer Care continues to lead the way in raising awareness and campaigning on this issue.

Our Spotlight on Secondary Breast Cancer campaign this year focused on clear calls to action to encourage people to join our campaign for improved standards of care; this year we used social media to encourage people to join a 'twobby' – a day of Twitter activity around our calls to action on the day before Secondary Breast Cancer Awareness Day – as well as organising a 'thunderclap', asking supporters to add their tweets and Facebook posts for us to release in one go at 1pm on 13 October.

Almost entirely as a result of our campaign activity, secondary breast cancer was mentioned on Twitter nearly 3 million times.

We also became the first UK charity to launch patient information as e-books. Our popular award-winning picture book, *Mummy's Lump*, which helps families explain breast cancer to young children, was made available via iTunes for iPad, iPhone and iPod Touch, and more than 5,000 copies have been downloaded in these formats. This is a highly cost-effective way of making our publications more accessible and we plan to increase the numbers of them available via iTunes in the future.

Our innovation and drive for efficiency was not restricted to services. Our Breast Cancer Care fundraising team partnered with The Prostate Cancer Charity to become the official charities for the 2012 Virgin London Marathon. It was the first time that two charities had shared the position of 'official charity' for the marathon. Together we created TeamPB, which offered a unique programme of support and encouragement to runners from a team of mentors, including celebrities, professional runners and trainers. This was a highly successful partnership which raised over £1 million in total, and pioneered a model of partnership working which we'll repeat in the future where joint working offers not only greater financial success but also the opportunity to reach more people affected by breast cancer.

We are now back on a firm footing that allows us to be cautiously optimistic for the future. We are making some prudent strategic investments, including developing and updating our website and online Discussion Forums, as well as increasing the number of services we offer. Next year will also see exciting developments to reach more people affected by breast cancer and increase our appeal to potential supporters.

I would like to thank each and every one of our supporters, volunteers and employees. It is their dedication, commitment and passion that makes Breast Cancer Care the caring, trustworthy and innovative organisation that it undoubtedly is. It is thanks to them that no one needs to face breast cancer alone.

In that spirit, I have to close by mentioning our wonderful trustee Francesca Marvell, who died from secondary breast cancer on 8 April 2013. From the moment of her first interview when she explained why she wanted to become a trustee, through her participation in board and committee meetings, and her willingness to share her expertise with different parts of Breast Cancer Care, Francesca was a shining star to us. She used to say that she was not 'brave', and disliked many of the euphemisms and tags associated with this cruel disease, but to those of us who knew her, she had an energy and a commitment that made us so grateful that she joined us. It is simplistic to say we will miss her – but it is still so very true. She strived to make sure we never forgot the specific challenges not just of having secondary breast cancer, but also of being a young woman with this diagnosis. I admired her spirit and determination and, even though we had her as a trustee for only two years, her impact was considerable.

It is thanks to the commitment of people such as Francesca that Breast Cancer Care will continue to be here for everyone affected by breast cancer, now and in the future.



Jane Hinrichs
**Chair, Board of Trustees
Breast Cancer Care**

We remember

The numbers of people being diagnosed with breast cancer continue to rise although, thankfully, not the numbers of people dying from it.

Nevertheless, around 12,000 people lost their lives to the disease in the past year. Through our work, Breast Cancer Care has contact with thousands of people with personal experience of breast cancer. We have had the privilege of working with and supporting many of those who have not survived, and we pay tribute to their dignity and strength.

During 2012–13 we have lost friends, volunteers and supporters. They have left legacies of hope and determination within our organisation – hope that we can continue to provide the best possible information and support, and determination that all people affected by breast cancer will have access to our services and to the treatment they deserve.

Progress against our 2012/13 objectives

Our 10-year strategy Vision 2020 identified seven areas of impact where we are concentrating our efforts to support people affected by breast cancer. Underlying all of them is the ongoing provision of high-quality information and a commitment to influence for change in our field, including tackling inequalities.

Everything we do is underpinned by our purpose and vision that everyone affected by breast cancer will have access to the best treatment, information and support. All our services are provided free of charge, reflecting our commitment to this.

In our seven areas of impact, we regularly review our progress towards meeting our targets. We revise plans and budgets to ensure that we maximise our impact within available resources and are aware of and can react to the changing external environment.

Early detection and breast awareness

We aim to reach as many women as possible with breast cancer awareness information enabling them to spot signs and symptoms of breast cancer as early as possible (early diagnosis can have an effect on survival).

Our Breast Health Promotion team provides workshops, training and opportunities for volunteers to deliver the breast awareness message. We also run training courses to empower people with the knowledge, skills and confidence to deliver this crucial health message in their own community.

We particularly target women at high risk of breast cancer and people with lower levels of breast cancer awareness. These groups include women over the age of 50, women from ethnic minorities and those living in socially disadvantaged areas. We're also currently working on a training project for people working with and caring for people with mild to moderate learning disabilities.

Savings and innovation: This year, in line with our drive to reach the maximum number of people using our resources in the most efficient way, we pioneered our new Train the Trainer cascade model. As a result there has been a dramatic increase in the number of people we reached with our breast awareness training, largely through aligning the new model with the Scottish campaign Detect Cancer Early. Staff from this campaign have cascaded our messages to more than 30,000 people.

We also partnered with Bowel Cancer UK to establish a ground-breaking programme of breast and bowel cancer awareness training courses across

the UK, thanks to a grant from the Department of Health's Innovation, Excellence and Service Development Fund.

The two-day breast and bowel cancer awareness training courses are aimed at people from disadvantaged backgrounds, and offered to healthcare professionals, community workers and local volunteers who work with disadvantaged groups. The courses take place in areas where there are higher than average mortality rates from breast and bowel cancer or where there is low uptake of screening programmes. They target people working in black and south Asian communities and older people, in which groups there is strong evidence of lower awareness levels of both diseases. This year we delivered six Breast and Bowel Train the Trainer courses through which 82 people were trained.

Our impact

 43,464 people reached this year with the breast awareness message through Train the Trainer cascade initiative

 Trained 295 community leaders and workers, volunteers and healthcare professionals in breast awareness

 399,188 breast awareness publications distributed; 38,173 visitors accessed the 'Breast awareness' section of website

Diagnosis and treatment

Being told you have breast cancer causes anxiety, fear and isolation. We provide a range of support services to women, men and their families who are experiencing this emotional turmoil. Because breast cancer is one of the most complex as well as the most common cancers in the UK today we help people to navigate their way through difficult and life-changing choices and decisions. We also help them face the effects of treatment on their body, some of which may never go away.

Savings and innovation: This year we carried out a review of our HeadStrong service, which uses trained volunteers to help prepare women for the possibility of losing their hair due to cancer treatment. This resulted in the development of quality standards and improvements in volunteer training. We rationalised our range of HeadStrong services, opening eight new services in new areas and closing down those that were not viable. We now have 34 services up and down the country. We also partnered with the Centre for Appearance Research in Bristol on a PhD study to look in depth at the impact of the HeadStrong service.

Our impact



1,989 people accessed our face-to-face and online services



589 healthcare professionals reached via external conferences; 19 people joined our teleconference



408,494 publications distributed; 27,586 unique visitors accessed the 'Just been diagnosed' and 'Having treatment' pages of our website

Moving Forward

Our Moving Forward services support women and their families to recover both physically and mentally after their cancer treatment. With our help they can regain their self-esteem and self-confidence, and learn how to manage the longer-term physical and emotional impact of both the disease and the treatments.

Savings and innovation: This year we were able to extend our reach to more women through our Moving Forward partnership programme, which supports local breast care nurses to deliver a tailored Breast Cancer Care Moving Forward course in their area.

We have always worked alongside the NHS to provide high-quality support and information to people affected by breast cancer. This relationship has enabled us to work closely with local breast care nurses on developing and implementing tailored Moving Forward Partnership Programmes which support existing follow-up practices in their own area. This has enabled us to reach women closer to their home even in areas where there may be smaller numbers of people with breast cancer.

This year: saw the main roll-out of our 'Support for the woman behind the breast cancer' public awareness campaign – although launched in February 2012, most of the campaign advertising appeared during this financial year. This campaign used the image of a confident woman affected by breast cancer emerging from behind a veil of medication, with the message that when the disease seems to overshadow everything else, Breast Cancer Care sees the woman beneath. Thanks to the generosity of supporters in helping us disseminate the campaign at little or no cost, we managed to achieve a huge amount of media coverage.

There were 50 million opportunities for people to see the campaign, and our Facebook advertising activity brought us more than **2,000 new followers**. Research showed that **31% of the general public stated they had probably or definitely seen the campaign**, and it was the **third most recalled charity campaign**, behind charities with much bigger advertising budgets.

Our impact



4,930 people benefited from our Moving Forward face-to-face services



97,112 publications, including 8,543 of our Moving Forward resource packs



70 retail staff trained through our Lingerie Retailer Training Programme

And finally: We piloted our Best Foot Forward walking groups, which are funded through a grant from the Department of Health Volunteering Fund, in three areas. **Being active is recommended for people who have had cancer**, and these groups are designed for women of all abilities and fitness levels who want to get more active and feel better, before, during or after treatment.

Our four-year collaboration with the National Cancer Survivorship Initiative came to an end with the restructure of the NHS. **We were formally mentioned as a contributor to the development of the revised cancer pathways** in the concluding guidance document, Living with and beyond cancer: Taking action to improve outcomes.

Secondary breast cancer

Secondary breast cancer is when breast cancer cells spread from the breast to another part of the body. It can be controlled, sometimes for many years, but cannot be cured.

Secondary Breast Cancer Awareness Day (SBCAD) is held on 13 October every year. Breast Cancer Care established the day in the UK in 2010 to raise awareness of the issues faced by people affected by secondary breast cancer and the services we offer them. People affected by secondary breast cancer told us that they wanted the awareness day to reduce isolation, generate a sense of community and increase public understanding of living with secondary breast cancer.

Savings and innovation: This year we aimed to continue the success of previous years in building support and establishing SBCAD as an annual event and key feature of Breast Cancer Awareness Month. In order to make best use of limited resources, we ran a niche campaign targeting people with secondary breast cancer and those close to them.

We produced a booklet, A Day in the Life, which contained women's stories of living day to day with secondary breast cancer, together with calls to join our Spotlight policy campaign. We alerted the media to our SBCAD poll, which illustrated the widespread confusion around the disease and backed our calls for better support for those affected. This generated significant coverage.

Over a third of people who responded to our poll took an action as part of our Spotlight campaign, largely via Twitter, to improve standards of care for people with secondary breast cancer. As a result secondary breast cancer was mentioned nearly three million times, reaching almost one million people.

In total we achieved 51 pieces of coverage with a circulation of almost nine million. We reached thousands of people online with 25,000 people following our Facebook page, 50,000 following us on Twitter and 29,500 people using the Secondary Breast Cancer Discussion Forum.

This year saw the introduction of a revised service for people with secondary breast cancer. In each area with a Living with Secondary Breast Cancer course we now run regular (usually monthly) meet-ups where women can talk openly and share

experiences with others who understand what it means to live with secondary breast cancer. These courses also include longer knowledge sessions with guest expert speakers, including an 'Ask the nurse' session with a clinical nurse specialist.

Our impact



A total of 661 people attended our Living with Secondary Breast Cancer meet-ups



334 people registered for secondary breast cancer Live Chat service



37,903 publications on secondary breast cancer distributed



Online secondary breast cancer toolkit produced for nurses to improve care and support

Younger women

Breast cancer is not common in younger women. Because of this, being diagnosed at a young age is a very isolating experience. Younger women are less likely to meet other women in a similar situation when attending clinic appointments, and they may also have to make choices about their future far sooner than they may have expected.

This year marked the 10th anniversary of our first Younger Women's Forum. Breast Cancer Care was the first, and remains the only, charity to offer support specifically for younger women with breast cancer. We understand that this group of women often face issues and concerns that are different from those experienced by older women. Nearly 200 women attended our Younger Women's Forums this year.

Savings and innovation: Breast Cancer Care became the first UK charity to launch patient information as e-books. Our flagship product was Mummy's Lump, our picture book for families who need to explain breast cancer to young children. Narrated by Zoë Wanamaker, we made it available via iTunes for iPad, iPhone and iPod Touch, and more than 5,000 copies have been downloaded in these formats.

Our impact



19,090 publications on issues affecting younger women dispatched



9,411 unique visitors accessed the 'Younger women' page of our website



43 healthcare professionals took part in masterclasses and teleconferences

Family history

Most breast cancers happen by chance, but a small number of people diagnosed with breast cancer (around 5%) have inherited a fault in one of the known breast cancer genes.

Our impact



9,924 publications distributed



Masterclass delivered to 16 healthcare professionals

Families and partners

Being the partner, friend or relative of someone with breast cancer can be very difficult. That's why our information and support services include those who need to support a friend or family member through breast cancer.

Our aim is to give them a better understanding of their own situation and help them to look after themselves and their partner, friend or relative both now and in the future.

Our impact



9,574 unique visitors accessed our 'Someone I know has breast cancer' web pages



25,086 publications sent out

Universal services

During 2012–13 Breast Cancer Care supported 8,957 people through our face-to-face services and answered 13,658 enquiries through our Helpline and Ask the Nurse services.

While calls to our Helpline have decreased since last year (from 13,330 to 12,123), our Ask the Nurse email service has seen an increase of 66%, possibly reflecting a more general change in people's communication preferences. The numbers using our One-to-One Support service were the same as last year, so although most referrals to this service come from the Helpline, the decline in calls to the Helpline does not seem to have affected this service.

We provided information to 1,480,258 people through our website and forums, and distributed 959,320 publications.

The number of unique visitors to our website decreased by 354,145 during 2012–13, almost certainly due to major technical problems with our website, which we will be resolving for 2013–14. The technical issues also affected our online forum, which saw a drop in unique visitors; however, overall the number of unique visitors to our online community as a whole nearly doubled in comparison to 2011–12, to 8,404.

There was a slight drop in the number of printed publications distributed, to 907,486, but this was still above target as it was the anticipated result of rationalising our publications portfolio. There was also a 6% decrease in the number of publications downloaded, to 51,834, again probably because of the technical difficulties with the website.

Through our training portfolio and presence at conferences, we influenced more than 3,000 healthcare professionals, far exceeding our target. Eighty-two new members joined our Nursing Network, making a total membership of 830.

Future plans

Our key strategic aims from Vision 2020 remain the same, but 2013–14 will be a particularly exciting year: for the first time in a number of years we have been able to allocate additional funds to re-invest in some of our core activities. This means we will be able to run more services and therefore reach more clients, users and campaigners throughout the year.

We will be extending our service offering in 19 areas across the UK. We will increase the number of HeadStrong services and Living with Secondary Breast Cancer meet-ups to an additional three locations. And we will be running a total of 72 Moving Forward courses as well as numerous Information Sessions and Lingerie Evenings. In addition, we are looking at a lingerie retailer project for future business development.

As the NHS changes rapidly, many of our routes to ensure that our services and information are known and easily accessed will change too. We will aim to increase our influence within the new GP commissioning framework of the NHS and work effectively within the new structures.

We will continue to develop our Nursing Network, creating opportunities for the sharing of best practice and celebrating success through our second annual Nursing Network Awards. We will host and present a face-to-face conference for healthcare professionals, as well as continuing with our masterclasses and teleconference/webinar teaching sessions on subjects relating to all seven areas of impact.

We will continue to raise the profile and voice of people living with secondary breast cancer, and will also maintain our presence in the work on breast cancer and inequality, drawing on our previous work on older women and the current Big Lottery Fund research project.

We will be redesigning and building the website and starting afresh with a new forum for our 40,000 registered users. We are reinvesting in our printed publications to meet demand and will be able to re-introduce our translated materials this year; we expect to see an overall increase in both printed and online publications. We will build on our success with e-books and will continue to convert more of our information into this medium.

Our governance, structure and management

Breast Cancer Care is a company limited by guarantee and registered in England. It is a charity registered in England and Wales in 1993 and registered as a charity in Scotland in 2007 and was incorporated in 1989. The charity is governed by the company's Memorandum and Articles of Association. A copy is available on request from the Company Secretary.

The Board

Members of the Board have two roles: first, as directors of the company in company law and, second, as trustees of the charity.

Recruiting and training trustees

Applications for Board membership are sought openly through external advertisement. The Governance and Nominations Committee, with the involvement of the Chief Executive, selects, interviews and proposes suitable candidates for the role of trustee to the whole Board for approval. Appointments are made according to relevant skills, competencies and experience. Breast Cancer Care endeavours to ensure that at least one third of its trustees have been personally affected by breast cancer. At 31 March 2013, five of our 13 trustees have had breast cancer, representing almost 40% of the Board; all of them have been personally affected by breast cancer in some way. In accordance with best practice, term limits are in place for all trustees.

We recognise the responsibilities placed by law on a charity trustee and therefore offer a programme of training for all trustees including a full and formal induction programme for new trustees. All trustees are appraised every 18 months by either the Chair or Vice-Chair. The Chair is appraised by the Vice-Chair.

Trustees' responsibilities

The Trustees (who are also directors of Breast Cancer Care for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then 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 will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee confirms that:

1. So far as the trustee is aware, there is no relevant audit information of which Breast Cancer Care's auditors are unaware.
2. The trustee has taken all the steps that they ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that Breast Cancer Care's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 234ZA of the Companies Act 2006.

Public benefit

The trustees confirm that they have complied with their duty per the Charities Act 2011 to have due

regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. We are confident that our whole approach to equality of access as enshrined in our vision statement meets the highest aspirations of the public benefit policy and that our reported continuing improvement from a very high starting level will ensure we maintain that vision.

Organisational structure and decision making

The Board of Trustees has legal responsibility for the effective use of resources in meeting the charity's objects and for providing effective leadership and direction. They meet quarterly in addition to having a full day for training, in-depth discussion and debate.

Sub-committees

The Board of Trustees delegates some of its authority to the following sub-committees: Finance and General Purposes, Audit and Assurance, Investment, Human Resources and Remuneration, and Governance and Nominations.

Each sub-committee has specific terms of reference and functions delegated by the Board and a Chair appointed by the Board. In the case of the Audit and Assurance Committee, a Chair who is not a member of the Board of Trustees was appointed after an open recruitment and interview process.

A complete list of the sub-committees of the Board and their members is provided on pages 32–33 of this report.

Management

Responsibility for day-to-day management matters and the implementation of policy is delegated to the Chief Executive, supported by the Senior Management Team.

Employees

Breast Cancer Care's staff play a key role in the success of the organisation. Their commitment and specialist skills are central to the delivery of our high-quality, wide-ranging services for people affected by breast cancer. We are committed to supporting, developing and effectively managing our staff. Our Human Resources team provides a wide range of support, guidance and development opportunities for staff to continue a culture of learning and retention of our talent.

Volunteers

Volunteers are at the heart of all our work; it's their continued efforts and commitment that allow us to extend our reach in the most effective way possible. We're incredibly grateful to them for their support and strength.

In 2012–13 volunteers contributed 16,000 volunteer hours in the delivery of our One-to-One Support, HeadStrong, Breast Health Promotion and service delivery, as well as community fundraising. We also have many volunteers (including our trustees) who give their time towards our fundraising events, policy, research, influencing roles and administrative activities.

User involvement

Listening to the experiences and opinions of people who have been affected by breast cancer is the heart of Breast Cancer Care, and we always aim to involve a wide range of people affected by breast cancer in shaping the future direction of all our services and activities. User involvement is now embedded in the way many of our teams plan and deliver their work.

There are now over 500 active members of our user involvement group Breast Cancer Voices. In the past year they have helped to shape our work in many ways. For example, 94 Voices took part in a survey about a new pricing system for drugs, allowing us to make sure the voices of people affected by breast cancer were heard by the Department of Health. They have also contributed their stories to many of our revised publications, giving their views on the way we market our services, helped to evaluate our activities for Secondary Breast Cancer Awareness Day and presented with us in Parliament.

In 2013–14 we want to continue this success by continuing to have a high level of involvement work at partnership level or above, and by looking at new ways to involve Breast Cancer Voices in our work.

Risk management

Breast Cancer Care has an embedded process of risk identification and management with regular oversight from senior management and trustees. The risk register is reviewed and updated throughout the year and progress is checked against identified actions. A more fundamental re-assessment of the risks the charity faces is conducted at least annually, which we believe is crucial in ensuring we understand and can better manage the uncertainties inherent in the current external climate.

The most significant risks identified include the impact on our income of the ongoing economic downturn, a lack of sufficient diversity in our fundraising activities and potential reputational risk.

Breast Cancer Care also operates a robust framework of performance monitoring including the use of key performance indicators to ensure we remain on track to deliver our strategy. This information is reviewed by trustees and management on a quarterly basis and feeds into the charity's iterative planning process.

Our finances

Through the ongoing contribution of the many people and businesses which support our cause and the dedication of our staff and volunteers, we achieved an income of £13.36 million this year, a 5% increase on the prior year. We also continued our drive to find efficiencies and realign operations which yielded a reduction in expenditure of 4% to £13.18 million. Through this combination of improving income levels and ongoing prudent financial management, we are pleased to announce we achieved an operating surplus this year of £178K and a total surplus of £290K, including gains from investments.

This achievement comes in the context of a highly challenging economic environment and intensified competition for funding. While we are greatly encouraged that we are continuing to re-establish our income back to pre-downturn levels, considerable challenges remain. In particular, we know that we don't yet have the resources to reach all of those affected by breast cancer and, as such, we are absolutely committed to growing our services in order to fulfil this unmet need.

Fundraising income and costs

Income from fundraising was £12.38 million, up 6% on the prior year, an impressive increase in both cash and real terms. Stand-out performances came from our events and challenge activities where we over-achieved on budget in a number of areas including our Pink Ribbonwalks and our joint Charity of the Year with Prostate Cancer UK on the Virgin London Marathon. Income was further boosted through considerable corporate support in marketing our 'Support for the woman' campaign which helped contribute to a £498K increase in 'in kind' donations.

We are also grateful for the support of our corporate partners who contributed over £4 million to us through sponsorship, charity of the year and cause-related marketing partnerships. Within this we receive continued support from ASDA and its employees who, through the Tickled Pink campaign, raised over £2 million for Breast Cancer Care in the year.

We receive funding from a number of trust and statutory organisations (too many to list but a summary of the larger contributors is given in note 5) including continuing support from the BIG Lottery Fund and the Robertson Trust. Some of our research and service development activities have

also managed to secure statutory funding and we thank the Department of Health and the Scottish Government for helping to resource this vital work.

Despite continuing to invest in areas of our fundraising to strengthen our income in future years, we have worked hard to find efficiencies and adapt to the realities of operating in a highly challenging environment. We are therefore extremely pleased to have reduced our costs of generating funds to just over £4.1 million, a decrease of £655K on the prior year.

Unsurprisingly, our increased income and decreased costs have helped drive down the relative cost of generating our income to 31p for every £1 raised. This is in the context of investing in our fundraising portfolio to make our income more dependable and efficient in the longer term.

Costs of charitable activities

Total charitable expenditure rose slightly this year to £8.98 million (£161K more than the prior year) in spite of reducing expenditure for the organisation as a whole. While charitable spend remains broadly consistent, we continue to review and refine our services to ensure that we meet the needs of our beneficiaries in the best way possible with the resources we have.

As highlighted earlier, we continue to innovate to make our reach go further. For example, this year's implementation of a cascade model within Breast Health Promotion has allowed us to reach more people without spending more. In addition, we have continued to invest in our digital services which allow quick and easy access to one-to-one support through our Discussion Forums and to high-quality information through our website. After some technical difficulties we expect to launch a new Discussion Forum platform in 2013 and a new website the following year. This should further improve the quality of services provided through these channels and keep pace with changes, such as the increasing access to our digital platforms through smartphones and tablets.

We have refocused policy and campaigns expenditure following a review and subsequent reorganisation. We believe concentrating on key areas such as secondary breast cancer will have greater impact. We also temporarily reduced expenditure on publications this year, running existing stocks down in order to find savings and allow increased expenditure elsewhere. However, publications remain a key area of service delivery and we plan to reinvest in 2013–14.

Investment policy and returns

In tandem with the move to our new investment managers, Charles Stanley, we also reviewed and comprehensively updated our investment policy. Given the existing uncertainty within our income portfolio, our ambition was to reduce volatility within our reserves while ensuring we generated sufficient return to protect our funds from the very real threat of erosion through inflation.

Our updated investment policy aims to invest funds to produce the best financial return within an acceptable level of risk. The policy's objective balances income and capital returns in order to at least maintain the real value of assets and generate income at the rate of inflation plus 2%.

Our tolerance to risk is defined by our managers as medium low, underlining our aim to protect our reserves rather than engage in more speculative, higher-risk capital growth. The policy also ensures that funds are readily available to be drawn down to meet our capital aims with all investments sufficiently liquid to allow them to be redeemed within a maximum period of three months.

We follow an ethical policy that means we exclude direct investments in tobacco companies because of the proven connection between smoking and cancer. The Board of Trustees reviews the investment policy annually and has a written investment policy statement.

We liquidated the portfolio and transferred it from Schroders to Charles Stanley which contributed to much higher than usual realised gains and losses. The value of our managed investments increased over the year by £112K and generated £82K of investment income.

Since transferring our assets to Charles Stanley performance has been in line with our policy objectives.

Subsidiary company

Breast Cancer Care Trading Limited, the wholly owned trading subsidiary of Breast Cancer Care, achieved gross profit of £1.97 million (2011/12: £2.49 million) and net profit before Gift Aid payments of £1.68 million (2011/12: £2.07 million). All profits generated by Breast Cancer Care Trading Limited are gift aided to Breast Cancer Care.

The Lavender Trust

The Lavender Trust at Breast Cancer Care was set up by Beth Wagstaff and Justine Picardie in memory of journalist Ruth Picardie. It raises money specifically to fund information and support for younger women (aged under 50) with breast cancer and is the only fund in the UK dedicated to addressing the particular needs of this age group.

Incorporated in May 1998, less than a year before Beth's death, it operates as a restricted fund within the legal and charitable status of Breast Cancer Care. This year the Lavender Trust raised £147K (2011/12: £186K) and since its launch has raised over £4.35 million in support of services for younger women.

Reserves

Retained reserves provide a crucial stop gap in helping safeguard the provision of services when faced with declining and/or volatile income levels. In addition to helping manage income risks and ensuring greater continuity of service delivery, reserves are also required to:

- provide working capital during the year, particularly during times where there is a lag between expenditure and associated income (for example, during Breast Cancer Awareness Month)
- to give time to restructure the organisation in the event of a sustained fall in income and meet any expenditure commitments
- to provide resources to fund investments necessary to update outdated infrastructure or in new areas that will improve our effectiveness.

Over the past six years, the organisation has drawn on its reserves to meet all of these operational requirements, particularly to fund the provision of services to our beneficiaries during the downturn. In line with our financial strategy, we aimed to stabilise our reserves levels this year and we have achieved this ambition through a better than break-even financial performance.

Our general unrestricted reserves are currently £5.65 million (just under 5 months in equivalent expenditure) which is within, but towards the bottom end of, our reserves range of 4–7 months equivalent expenditure. Our approach is to continue to mitigate risk through good financial management rather than build up large reserves which would cover all potential risk. The strategy ensures that we prioritise spending on our beneficiaries but that we maintain reserves at a reasonable level (above the minimum target) as we continue to look

at de-risking our operations, for example, through continuing to diversify fundraising and lowering overheads.

As a service-providing charity with reasonably high committed costs (in terms of staff and facilities necessary to provide services) and uncertain, volatile income streams, there is inherent risk in our financial position. In calculating our target reserves range we seek to assess these risks which include:

- potential income shortfalls (ie to fund the continuity of services)
- liabilities arising from contingent or unexpected out-of-budget expenditure
- funding working capital requirements.

Funds are also sometimes required to meet investment requirements and grasp opportunities. Due to the tightness of our finances we aim to fund investments out of our annual budget though we are keeping this area under review.

Designated reserves

Designated reserves represent funds that have been earmarked by trustees for a particular purpose. Breast Cancer Care follows best practice and designates the net book value of fixed assets used in delivering charitable services as these funds are not readily available for application in other ways. A full description of the organisation's designated funds can be found in note 18 to the financial statements.

Restricted funds

Restricted funds are received under Trust and can only be applied to defined activities. Restrictions can either arise because of a conditional set up by a donor/funder on how income may be applied or because an appeal raises funds for a defined area of concern/activity. As of 31 March 2013, we had unspent restricted funds of £57K. Further details can be found in note 17.

Auditors

Crowe Clark Whitehill LLP were appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

By order of the Board of Trustees



Independent Auditor's Report to the Members and Trustees of Breast Cancer Care

We have audited the financial statements of Breast Cancer Care for the year ended 31 March 2013 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and the related notes numbered 1 to 25.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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(1c) 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 those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2013 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 requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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) requires us to report to you if, in our opinion:

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

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London

10 October 2013

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Breast Cancer Care

Consolidated Statement of Financial Activities (incorporating an Income and Expenditure Account) for the year ended 31 March 2013

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2012-13 £'000	2011-12 £'000
Incoming Resources					
Incoming resources from generated funds:					
Voluntary income	2	8,540	174	8,714	8,353
Activities for generating funds	3	3,580	90	3,670	3,334
Investment income	4	108	-	108	109
Incoming resources from charitable activities:					
Project grants	5	14	402	416	543
Conferences rental and other income		451	-	451	336
Total Incoming Resources		12,693	666	13,359	12,675
Resources Expended					
Cost of generating funds:					
Costs of generating voluntary income		2,495	1	2,496	2,996
Costs of activities for generating funds		1,639	-	1,639	1,794
		4,134	1	4,135	4,790
Charitable activities:					
Policy and research		889	95	984	958
Client services		7,455	536	7,991	7,856
		8,344	631	8,975	8,814
Governance costs		71	-	71	71
Total Resources Expended	6	12,549	632	13,181	13,675
Operational surplus/(deficit)	7	144	34	178	(1,000)
Other recognised (losses)/gains					
Unrealised losses on investment assets	12	(163)	-	(163)	(67)
Realised gains/(losses) on disposal of investment assets	12	275	-	275	(26)
Net movement in funds		256	34	290	(1,093)
Reconciliation of Funds					
Fund balances brought forward at 1 April	17 & 18	6,298	23	6,321	7,414
Fund balances carried forward at 31 March		6,554	57	6,611	6,321

There were no recognised gains or losses other than those shown in the statement above.

All the above results derive from continuing activities.

The surplus for the year of Breast Cancer Care for Companies Act 2006 purposes was £290,000 (2011-12: deficit £1,093,000)

The notes on pages 21 to 31 form part of these accounts.

Breast Cancer Care

Consolidated and Charity Balance Sheets as at 31 March 2013

Registered Company Number: 2447182

	Note	Group 2012-13 £'000	Group 2011-12 £'000	Charity 2012-13 £'000	Charity 2011-12 £'000
Fixed Assets					
Tangible Assets	11	749	1,080	749	1,080
Investments	12	4,115	4,585	4,115	4,585
		4,864	5,665	4,864	5,665
Current Assets					
Current Investments	13	1,000	1,000	1,000	1,000
Stock		12	12	4	7
Debtors	14	2,084	1,581	3,744	3,899
Cash at bank and in hand		707	390	692	377
		3,803	2,983	5,440	5,283
Creditors: amounts falling due within one year	15	(1,437)	(1,782)	(3,074)	(4,082)
Net Current Assets		2,366	1,201	2,366	1,201
Creditors: amounts falling due after one year	16	(619)	(545)	(619)	(545)
Net Assets		6,611	6,321	6,611	6,321
Funds					
Restricted funds	17	57	23	57	23
Unrestricted funds:					
Designated funds	18	909	1,140	909	1,140
General funds	18	5,645	5,158	5,645	5,158
Total Funds	19	6,611	6,321	6,611	6,321

Approved by the Board of Trustees on 24 September 2013 and signed on its behalf by:



Jane
Hinrichs

Chair



Dheepa Balasundaram

Treasurer

The notes on pages 21 to 31 form part of these accounts.

Breast Cancer Care

Consolidated Cashflow Statement for the year ended 31 March 2013

	2012-13 £'000	2011-12 £'000
Net cash (outflow) from operating activities (a)	<u>(201)</u>	<u>(870)</u>
Capital expenditure and financial investment		
Payments to acquire tangible fixed assets	(64)	(129)
Net acquisition of fixed asset investments	(206)	(35)
Transfer to cash reserves	788	986
	<u>518</u>	<u>822</u>
Cash (outflow) before increase in liquid resources	<u>317</u>	<u>(48)</u>
Management of liquid resources		
Decrease in current investments	-	277
	<u>-</u>	<u>277</u>
Increase in cash in the year	<u>317</u>	<u>229</u>

Cashflow information for the group

	2012-13 £'000	2011-12 £'000
(a) Reconciliation of changes in resources to net (outflow) from operating activities		
Net incoming/ (outgoing) resources before other recognised losses	178	(1,000)
Depreciation	395	459
Decrease in stocks	-	12
(Increase) in debtors	(503)	(283)
Decrease in creditors	(271)	(58)
Net cash (outflow) from operating activities	<u>(201)</u>	<u>(870)</u>
(b) Reconciliation of net cashflow to movement in net funds/debt		
Increase in cash in the year	317	229
Decrease in liquid resources	-	(277)
Movement in net funds in the year	<u>317</u>	<u>(48)</u>
Net fund at 1 April 2012	1,390	1,438
Net fund at 31 March 2013	<u>1,707</u>	<u>1,390</u>

c) Analysis of net funds

	31 March 2013 £'000	Cashflow £'000	1 April 2012 £'000
Cash at bank and in hand	707	317	390
Liquid resources	1,000	-	1,000
	<u>1,707</u>	<u>317</u>	<u>1,390</u>

Breast Cancer Care

Notes to the Accounts for the year ending 31 March 2013

1 Accounting policies

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005, and with applicable United Kingdom law and accounting standards. The particular accounting policies adopted by the Board of Trustees are described below. Having assessed the charity's financial position, its plans for the foreseeable future and the risks to which it is exposed, the trustees are satisfied that it remains appropriate to prepare the financial statements on the going concern basis.

Group accounts

The group accounts consolidate the funds of the charity and its wholly owned trading subsidiary company on a line by line basis. Advantage has been taken of the exemption contained in FRS8, 'related party transactions', where disclosure is not required in consolidated financial statements of intra-group transactions and balances eliminated on consolidation and of the exemption not to present a separate statement of income and expenditure for the individual company.

Incoming resources

All incoming resources are included when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Unless there is evidence of uncertainty of receipt, residuary legacies are recognised from the date of probate where a reliable estimate can be made. Income from will or reversionary trusts is not recognised until the life interest has passed away. Income from pecuniary legacies is recognised upon notification.

Donated services are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers. Gifts in kind are included at the value to the charity or, where resold, at the resale price.

Income relating to events taking place after the year end is deferred and included in creditors. The relevant costs associated with these events are also deferred and included in prepayments.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be attributed directly to the individual areas they have been apportioned to activities on a basis consistent with use of the resources. All overheads have been apportioned either on the basis of the number of staff engaged in each activity or the floor space occupied by the staff as appropriate.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities or the costs of delivering charitable services. Support costs are those costs incurred directly in support of expenditure on the objects of the charity. Governance costs are those incurred in connection with the governance of the charity and compliance with constitutional and statutory requirements.

Taxation

Breast Cancer Care, as a registered charity, is exempt from taxation of income falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that this is applied to its charitable objectives. No tax charge has arisen in its trading subsidiary, Breast Cancer Care Trading Ltd, because of its policy of gifting its taxable profits to the parent charity each year. Breast Cancer Care has no similar exemption from VAT. Irrecoverable VAT is included in the cost of those items to which it relates. All other income and expenses are net of VAT.

Tangible and fixed assets

Tangible and fixed assets costing more than £1,000 are capitalised. Depreciation is charged on a straight line basis to write off the cost of the assets over their useful life as follows:

- leasehold improvements - term of the lease
- furniture, fixtures and fittings - 20 to 40% per annum
- computers and equipment – 20 to 25% per annum
- CRM database – 14% per annum

Breast Cancer Care

Notes to the Accounts for the year ending 31 March 2013

1 Accounting policies (continued)

Fixed asset investment

Investments are valued in the balance sheet at their market value at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year. Income from investments is included in the Statement of Financial Activities on a receivable basis.

Stock

Stock comprises Christmas cards, pin badges and other merchandise for sale, valued at the lower of cost and net realisable value.

Publications expenses

Expenditure on publications is written off in the period such cost is incurred, as these have no resale value.

Creditors

Creditors are shown as amounts falling due within one year and after one year.

Leases

Rentals under operating leases are charged on a straight-line basis over the term of the lease. Further information on charges in the year and future commitments is given in Note 8.

Fund accounting

Restricted, designated and general funds are separately disclosed, as set out in Notes 17 and 18. The different funds held are defined as follows.

- Restricted funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.
- Designated funds are set aside at the discretion of the trustees for specific purposes. Details of the specific designated funds are given in Note 18.
- Other charitable funds are available to spend at the discretion of the trustees in furtherance of Breast Cancer Care's charitable objectives.

Pension costs

Permanent employees are entitled to join the Group Personal Pension Scheme provided by Standard Life, which was established on 14 April 1998. This is a contributory defined contribution scheme, administered by an independent scheme administrator. Scheme funds are independent of the charity and invested with Standard Life. Payments to the pension scheme are a fixed percentage of salary for each employee, and the amount charged in the income and expenditure account is the cost of the fixed percentage along with the costs of the independent scheme administrator. The cost of providing this pension scheme is charged to the Statement of Financial Activities when it is incurred.

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

2. Voluntary income	Unrestricted Funds £'000	Restricted Funds £'000	2012-13 Total £'000	2011-12 Total £'000
Individual and Other Donations	4,201	152	4,353	4,085
Corporate Donations	2,422	10	2,432	1,930
Corporate Sponsorships through Trading Subsidiary	1,673	11	1,684	2,131
Legacies	244	1	245	207
	8,540	174	8,714	8,353

Corporate donations includes gifts in kind of £776,572 (2011-12: £359,063) which includes free advertising for the 'Support for the Woman' campaign.

3. Activities for generating funds	Unrestricted Funds £'000	Restricted Funds £'000	2012-13 Total £'000	2011-12 Total £'000
Events Income	3,470	90	3,560	3,232
Merchandising Income	110	-	110	102
	3,580	90	3,670	3,334

Events income includes gifts in kind of £109,577 (2011-12: £29,065) which includes free database support for our joint charity of the year with Prostate UK for the Virgin London Marathon 2012.

4. Investment income	Unrestricted Funds £'000	Restricted Funds £'000	2012-13 Total £'000	2011-12 Total £'000
Interest Received	26	-	26	34
Investment Income	82	-	82	75
	108	-	108	109

5. Project grants	2012-13 Total £'000	2011-12 Total £'000
BIG Lottery Fund - Research Programme	109	93
Department of Health	104	34
The Freemasons' Grand Charity	25	-
Bank of Scotland Foundation	20	-
Scottish Government	15	42
The Robertson Trust	15	10
Big Lottery Fund Grant	10	-
The February Foundation	5	-
Awards for All Grant	4	-
The Mason le Page Charitable Trust	4	-
The Ashley Charitable Trust	3	-
Harry Cureton Charitable Trust	3	-
Asda Foundation	-	140
Garfield Weston Foundation	-	50
The Noon Foundation	-	50
Long Term Condition Alliance Scotland	-	10
National Cancer Action Team	-	9
Various Grant-giving trusts	99	105
	416	543

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

6. Analysis of Total Resources Expended

	Generating voluntary income £'000	Activities for generating funds £'000	Policy and research £'000	Client services £'000	Governance £'000	2012-13 Total £'000	2011-12 Total £'000
Direct costs							
Staff costs	970	317	422	3,852	51	5,612	5,685
Other direct costs	812	1,116	315	1,702	1	3,946	4,316
	1,782	1,433	737	5,554	52	9,558	10,001
Support costs							
Information Technology	79	24	12	248	-	363	445
Finance & Support	196	59	29	615	19	918	900
Public Awareness	103	44	147	147	-	441	441
Facilities	377	98	49	1,213	-	1,737	1,634
Human Resources	68	27	10	214	-	319	422
VAT Recovered	(109)	(46)	-	-	-	(155)	(168)
	714	206	247	2,437	19	3,623	3,674
Total costs	2,496	1,639	984	7,991	71	13,181	13,675

Costs have been apportioned on the basis of Full Time Equivalent or headcount as appropriate.

Support costs include £1,015K of staff costs (2011-12: £1,387K).

Facilities include the cost of premises & associated maintenance; these premises are used for the delivery of client services.

7. Operational surplus/(deficit)

This is stated after charging:	2012-13 £'000	2011-12 £'000
Audit fees	19	18
Depreciation	395	459

8. Lease Commitments

Operating lease rentals of £966,820 (2011-12: £911,750) were paid in respect of equipment and properties & facilities held under leases during the year. In the coming year, the charity is committed to paying the following amounts in respect of operating leases, expiring:

	Equipment		Premises	
	2012-2013 £'000	2011-12 £'000	2012-13 £'000	2011-12 £'000
Within one year	-	13	-	-
Between one and five years	7	2	912	811

9. Trustees' Remuneration

Out of pocket expenses for travel & subsistence were reimbursed to trustees as follows:

	2012-2013	2011-12	2012-13	2011-12
	No.	No.	£	£
	4	4	971	1,465

None of the trustees were paid or entitled to receive remuneration during both the current and prior years.

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

10. Staff costs

	2012-13 £'000	2011-12 £'000
Employee costs during the year were:		
Salaries	5,725	6,097
Social Security costs	592	651
Pension Contributions	310	324
	<u>6,627</u>	<u>7,072</u>

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

	2012-13 No.	2011-12 No.
£100,001 - £110,000	2	2
£90,001 - £100,000	-	-
£70,001 - £80,000	1	1
£60,001 - £70,000	3	3
	<u>6</u>	<u>6</u>

All employees earning more than £60,000 participated in the pension scheme. Contributions paid in respect of these individuals in the year totalled £47,258 (2012: £46,519)

The average weekly number of employees, calculated on a full time equivalent basis, analysed by function was:

	2012-13 No.	2011-12 No.
Charitable activities	118	116
Cost of generating funds	47	65
	<u>165</u>	<u>181</u>

The total number of employees in March 2013 was 208 (March 2012: 206).

11. Fixed Assets Group and Charity

	Leasehold Improvements £'000	Furniture Fixtures & Fittings £'000	Computers & Equipment £'000	Total £'000
Cost				
At 1 April 2012	2,072	26	1,029	3,127
Additions	-	-	64	64
Disposals	-	-	(28)	(28)
At 31 March 2013	<u>2,072</u>	<u>26</u>	<u>1,065</u>	<u>3,163</u>
Depreciation				
At 1 April 2012	1,484	25	538	2,047
Charge for the year	300	1	94	395
Disposals	-	-	(28)	(28)
At 31 March 2013	<u>1,784</u>	<u>26</u>	<u>604</u>	<u>2,414</u>
Net Book Value				
At 31 March 2013	<u>288</u>	<u>-</u>	<u>461</u>	<u>749</u>
At 31 March 2012	<u>588</u>	<u>1</u>	<u>491</u>	<u>1,080</u>

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

12. Fixed asset investments

Group and Charity	2012-13 £'000	2011-12 £'000
Market value at 1 April 2012	5,585	6,629
Transfers to cash reserves	(788)	(986)
Purchases	3,691	448
Disposal Proceeds	(3,485)	(413)
Net realised (losses) on disposal	(163)	(26)
Unrealised net gains/(losses) during the year	275	(67)
Market value at 31 March 2013	5,115	5,585
Transfers to current investments 31 March 2013	(1,000)	(1,000)
Total fixed asset investments at 31 March 2013	4,115	4,585
Unrealised net (gains) on revaluation at 31 March 2013	(262)	(304)
Historical cost at 31 March 2013	3,853	4,281

Investments are represented by:	Fixed asset Investment £'000	2012-13 Current Investment £'000	Fixed asset Investment £'000	2011-12 Current Investment £'000
Fixed interest securities	1,345	-	414	-
Property funds	-	-	344	-
Equity shares	1,998	-	2,302	-
Hedge funds	58	-	514	-
Cash deposit funds	714	1,000	1,011	1,000
Total Investments held in the UK	4,115	1,000	4,585	1,000

Investments representing over 10% by value of the portfolio comprise:	2012-13 £'000	2011-12 £'000
Charles Stanley Capital Account	544	-
Schroder Global Quant Fund	-	724
Scottish Widows Edinburgh (gross)	-	753

Investment charges for the portfolio are built into the unit cost values above.

Investments held by the charity also included an additional £2 (2011-12: £2) investment in the subsidiary company at cost (see note 20). The charity also holds an investment of £20 for a one-third share in Pink Ribbon Limited. The other two-thirds are held by Breast Cancer Campaign and Breakthrough Breast Cancer.

13. Current Investments

	Group 2012-13 £'000	Group 2011-12 £'000	Charity 2012-13 £'000	Charity 2011-12 £'000
Money Market and Bank Deposits	1,000	1,000	1,000	1,000

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

14. Debtors	Group 2012-13 £'000	Group 2011-12 £'000	Charity 2012-13 £'000	Charity 2011-12 £'000
Trade Debtors	461	406	154	272
Other Debtors	28	210	28	210
Prepayments and accrued Income	1,595	965	1,595	965
Subsidiary company	-	-	1,967	2,452
	2,084	1,581	3,744	3,899

15. Creditors: Amounts falling due within one year:	Group 2012-13 £'000	Group 2011-12 £'000	Charity 2012-13 £'000	Charity 2011-12 £'000
Other Creditors	167	375	167	375
Accruals and Deferred Income	857	998	837	974
Taxation and Social Security	413	409	160	167
Subsidiary company	-	-	1,910	2,566
	1,437	1,782	3,074	4,082

16. Creditors: Amounts falling due after one year:	Group 2012-13 £'000	Group 2011-12 £'000	Charity 2012-13 £'000	Charity 2011-12 £'000
Other Creditors	261	235	261	235
Accruals and Deferred Income	358	310	358	310
	619	545	619	545

Accruals and deferred income includes income received from the landlord for work carried out at our Great Suffolk Street premises in 2007-08 which is being amortised over the life of the lease and a provision for dilapidations.

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

17. Restricted Funds	Balance at 1 April 2012 £'000	Income £'000	Expenditure £'000	Balance at 31 March 2013 £'000
Lavender Trust Fund	-	147	(147)	-
Big Lottery Research Programme	3	109	(94)	18
Dept. of Health – IESDF health awareness	-	55	(53)	2
Dept. of Health – IESDF service involvement	-	18	(18)	-
Dept. of Health – HSC	-	32	(19)	13
Client Services	-	305	(296)	9
Enterprise Database	20	-	(5)	15
	<u>23</u>	<u>666</u>	<u>(632)</u>	<u>57</u>

The Lavender Trust Fund at Breast Cancer Care raised funds specifically to provide support and information services for younger women.

Big Lottery Research grant - the funding is for a three year project, to develop an intervention to improve the emotional, social and practical wellbeing of women living with primary breast cancer from diverse ethnic and social backgrounds following their completion of hospital based treatment.

Department of Health IESDF health awareness - Breast Cancer Care and Bowel Cancer have been awarded a grant to establish a joint programme of breast and bowel cancer awareness training courses across the UK over two years as part of the Innovation, Excellence and Service Development Fund.

Department of Health IESDF service involvement - Breast Cancer Care and Breakthrough Breast Cancer are in receipt of three year funding to develop a best practice model for secondary breast cancer patients' involvement in service improvement, to be adopted by up to 15 breast units in England by 2015.

Department of Health HSC – the three year grant is for a programme of local walks in the North of England for anyone moving forward from a diagnosis of breast cancer and is from DH's Health and Social Care Volunteering Fund.

Client Services restricted funds have been received from a variety of donors funding a range of our client services activities during the year. This included income of £10,000 from Awards for All England of which £6,299 was unspent at the year end and income of £4,197 from Awards for All Scotland of which £3,209 was unspent.

Enterprise Database restricted funds have been received to specifically spend on our new database project for IT infrastructure.

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

18. Unrestricted Funds

	1 April 2012 £'000	Income £'000	Expenditure £'000	Transfer £'000	Investments £'000	31 March 2013 £'000
General funds	5,158	12,553	(12,159)	(19)	112	5,645
Designated funds						
Investment losses	281	-	-	(281)	-	-
Enterprise database	417	-	-	(417)	-	-
Miscellaneous Fixed Assets	54	-	(90)	417	-	381
GSS Premises Fund	388	140	(300)	-	-	228
Office Resource Fund	-	-	-	300	-	300
	1,140	140	(390)	19	-	909
Total Unrestricted Funds	6,298	12,693	(12,549)	-	112	6,554

The Investment gains & losses fund has been closed following a rationalisation of designated funds

Enterprise database fund represented the net book value of the investment of the database. This fund has been amalgamated with other miscellaneous fixed assets as part of rationalising our designated funds.

Miscellaneous fixed asset designation represents the net book value tangible fixed assets except those relating to those held in the Premises Fund or restricted assets.

Premises fund represents the net book value of our leasehold investments less the landlord's contribution towards leasehold improvements at our Great Suffolk Street Premises. A significant element of this fund is not readily transferable into cash.

Office Resource Fund is to cover the cost of reorganising facilities arrangements in the medium term

19. Analysis of Group Net Assets between Funds

	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total Funds £'000
Fund balances at 31 March 2013 are represented by:				
Tangible Fixed Assets	-	734	15	749
Investments	4,115	-	-	4,115
Current Assets	3,486	275	42	3,803
Current Liabilities	(1,337)	(100)	-	(1,437)
Long Term Liabilities	(619)	-	-	(619)
Total Net Assets	5,645	909	57	6,611

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

20. Subsidiary Company

The charity owns the whole of the issued ordinary share capital of Breast Cancer Care Trading Limited, a company registered in England. The subsidiary is used for trading activities, including the sale of merchandise, cause-related marketing agreements, corporate sponsorships and events subject to tax.

All activities have been consolidated on a line by line basis in the Statement of Financial Activities.

The total net profit of the company is gifted to the charity. A summary of the results of the subsidiary is shown below:

	Merchandising £'000	Corporate Income £'000	Events £'000	Other £'000	2012-13 Total £'000	2011-12 Total £'000
Turnover	103	1,709	91	160	2,063	2,571
Cost of Sales	(89)	-	-	-	(89)	(76)
Gross Profit/(Loss)	14	1,709	91	160	1,974	2,495
Bank charges	-	-	-	(4)	(4)	(4)
Management fee paid to the charity	-	-	-	(284)	(284)	(388)
Other expenses	-	-	-	(3)	(3)	(38)
Net Profit/(Loss)	14	1,709	91	(131)	1,683	2,065

The aggregate of the assets, liabilities and funds was:	2012-13 £	2011-12 £
Assets	2,240,709	2,746,883
Liabilities	(2,240,707)	(2,746,881)
Funds (representing 2 ordinary shares of £1 each)	2	2

21. Related Party Transactions

The trustees are not aware of any related party transactions during the year which require disclosure under the Statement of Recommended Practice 'Accounting by Charities' (2005) (2011-12: Nil) and the Trustees sign an annual declaration to confirm this.

22. Trustee Indemnity Insurance

During the year, the charity purchased insurance to indemnify the trustees against the consequences of neglect or default on the part of the trustees. The cost of the insurance was £1,640 (2011-12: £1,590).

Breast Cancer Care

Notes to the Accounts for the year ended 31 March 2013

23. Taxation

Breast Cancer Care, as a charitable organisation, is exempt from taxation of its income and gains to the extent that they are applied to its charitable objectives. No tax charge arises in the subsidiary entity included in the group accounts due to its policy of gifting all taxable profits to Breast Cancer Care each year.

24. Income from Pharmaceutical Companies

Breast Cancer Care received the following income from pharmaceutical companies in the year:

	2012-13	2011-12
	Total	Total
	£'000	£'000
Roche Products Ltd	27	25
Amgen	12	12
Pfizer	7	26
Novartis	3	16
Genomic Health	-	8
	49	87

25. Defined Contribution Pension Scheme

The company provides defined contribution schemes for all employees. The amount charged to the statement of financial activities is the contribution payable in the year and amounted to £315,320 (2012: £335,270)

Legal and administrative details

Royal Patron

Her Royal Highness The Duchess of Kent
GVCO

Patrons

Joan, Baroness Bakewell DBE
Cherie Booth CBE QC
Geri Halliwell
Allan Leighton
Professor Trevor Powles CBE
Professor Ian Smith (appointed 6 December 2012)

Ambassadors

Alexandra Burke
Amanda Mealing
Denise Lewis OBE
Denise Van Outen
Diana Moran
Jonathan Ansell
Lisa Snowdon
Meera Syal MBE
Vanessa Feltz
Kaye Adams

Founder

Betty Westgate MBE (1919–2000)

Board of Trustees

Jane Hinrichs Chair
Deborah Rozansky Vice-Chair
Dheepa Balasundaram Treasurer
Lesley Bailey
Susan Brannigan
Emma Burns
Alison Jones (appointed 12 March 2013)
Francesca Marvell (née Pattison) (died 8 April 2013)
Nicholas Mockett
Jill Pask
Heena Patel
Sybil Roach-Tennant
Sue Walter

Chief Executive

Samia al Qadhi

Executive Directors

Jane Hatfield (Policy, Research and Planning)
(to 31 March 2013)
Graham Galvin (Finance and Resources)
Diana Jupp (Services)
Judy Beard (Fundraising and Marketing)
Dr Emma Pennery (Clinical)

Board sub-committees

Finance and General Purposes Committee

Dheepa Balasundaram Chair
Lesley Bailey
Susan Brannigan
Emma Burns
Jane Hinrichs
Francesca Marvell
Jill Pask

Investment

Nicholas Mockett Chair
Dheepa Balasundaram
Susan Brannigan
Jill Pask

HR and Remuneration

Sue Walter Chair
Emma Burns
Jane Hinrichs
Sybil Roach-Tennant
Steve Jenkins (co-opted)

Governance & Nominations

Deborah Rozansky Chair
Jane Hinrichs
Heena Patel

Audit & Assurance

Catherine Young Chair
Heena Patel
Deborah Rozansky
Sue Walter
Jonathan Dancey (co-opted)

Advisory Committees

Research Committee

Professor Robert Leonard Chair
Dr Gill Hubbard
Stephanie Jacobs
Professor Mari Lloyd-Williams
Professor Lesley Fallowfield
Professor Mike Dixon
Dr Penny Wright
Dr Deborah Fenlon
Professor Emma Ream
Sybil Roach-Tennant

Registered office

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London SE1 0NS
Tel **0845 092 0800**
Fax **0845 092 0820**
www.breastcancercare.org.uk
email info@breastcancercare.org.uk

Registered charity numbers:

- 1017658 in England and Wales
- SC038104 in Scotland

Registered company in England 2447182

Company limited by guarantee
Breast Cancer Care Trading Ltd
Registered company in England 02681072

Company Secretary

Callum Calder

Auditors

Crowe Clark Whitehill LLP
St Bride's House
10 Salisbury Square
London EC4Y 8EH

Bankers

HSBC plc
315 Fulham Road
London SW10 9QJ

Solicitors

Bates, Wells and Braithwaite
138 Cheapside
London EC2V 6BB

Charles Russell
Compass House
Lypiatt Road
Cheltenham
Gloucestershire GL50 2QJ

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

Find out more and get involved

For everything there is to know about Breast Cancer Care, the work we do and how you can support us, visit www.breastcancercare.org.uk

You can also find information about breast cancer that's up-to-date and easy to understand on our website. Or you can talk through any questions or concerns about breast cancer with a member of our Helpline team on our free, confidential Helpline (**0808 800 6000**, Mon-Fri 9am-5pm, Saturdays 10am-2pm) or by using our Ask the Nurse email service.

