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Despite continuing economic uncertainty, we increased our fundraised income by 8% to a record £128.5 million. Our spend on services for people living with and affected by cancer increased to a record £96.7 million – that’s 18% more than in 2009.

Through services such as Macmillan nurses and grants, we directly reached 1.6 million people living with cancer. As a result of our successful activities such as campaigning for free prescriptions and free hospital parking, we achieved our goal of reaching and improving the lives of everyone living with cancer in the UK. That’s two million people.

Our challenge now is to reach people in ever more relevant and personalised ways.

Thanks to the generosity of our supporters and the hard work of Macmillan professionals, staff and volunteers, 2010 was another remarkable year for Macmillan. We are proud to have entered 2011, our centenary year, with strong foundations.

Thanks to our partner organisations, particularly the NHS, our services continued to grow. We increased the number of Macmillan nurses by 6% to over 3,500, while our total number of Macmillan health and social care professionals grew by 7% to 5,368. We expanded our local information services by 13% and distributed 3.3 million cancer information booklets. We are particularly proud that our Macmillan Support Line answered 102,000 queries – that’s 34% more than in 2009 when we launched the service. At the peak of our activity, in October 2010, the Macmillan Support Line received a call every 45 seconds. We also continued to provide education and support to Macmillan professionals, and this included holding masterclasses for 439 Macmillan palliative care professionals and their colleagues.

As well as expanding these services, we also entered into an exciting new partnership with Boots. This began with the launch of a pilot service in Birmingham where trained pharmacists delivered over-the-counter advice and Macmillan services in 100 Boots stores.

Macmillan aims to create innovative service models which, over time, will become part of the mainstream activities of the NHS. For example, in 2010 we launched 15 Health and Wellbeing Clinics to give information and support to people with cancer when active treatment ends.

We know that people living with cancer can struggle to cope with practicalities at home. We also know that many of our supporters want to do more. That’s why we launched 10 pilots involving volunteers which provide a range of support in people’s own homes, such as shopping and transport to and from hospital. In 2011 we will evaluate these pilots and seek to expand their number if they prove effective.

Last year was also a milestone for our campaigning activity. The new coalition government in England committed to post-treatment care plans for everyone with cancer, a new cancer drugs fund for rarer cancers, 24/7 nursing, and continued support for cancer survivors through the all-important Improving Outcomes: a strategy for cancer. We also sustained our influence with policy makers in Scotland, Wales and Northern Ireland. And, in partnership with other long-term condition charities, we published an important report which called for improvements in early diagnosis, co-ordination of care and follow-up.
## In brief

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<th>34%</th>
<th>100</th>
<th>5,368</th>
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<td>increase in calls to our Support Line</td>
<td>Macmillan services in Boots stores</td>
<td>Macmillan professionals</td>
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‘We want to work with our partners to ensure services are joined-up and focused around the needs of individuals.’

We know that health policies and structures are changing and budgets are being squeezed. Worryingly, we saw evidence that our local benefits advice services could lose long-term funding. We gathered evidence that proved that clinical nurse specialists not only improve patient outcomes, but also save the NHS money by improving co-ordination of care. We intend to use this, and similar studies, to defend Macmillan posts robustly.

Importantly, in 2010 we developed our new corporate strategy. We know that, despite our work, the two million people living with cancer in the UK today still don’t receive the care and support that they need. This will become more pronounced as the number of people living with cancer doubles from two million to four million by 2030. Although survival rates are improving for some cancers, they are not improving for many. Not everyone has personal one-to-one support, and people with cancer can feel abandoned and isolated when they return home after treatment.

We are determined to change this. As a result of work to understand the needs of people living with cancer in the future, we have created a vision of what we want every person living with cancer to say about their cancer experience in 2030 – see page 26. We want to work with our partners to ensure services are joined-up and focused on the needs of individuals. We want to plug the gaps in clinical nursing and other specialist posts throughout the country and create effective teams. We want to support GPs, practice nurses and district nurses so that they feel skilled to provide the best possible cancer support in the community. And we want everyone affected by cancer to know how to help themselves and feel confident that Macmillan is there for them.

Our existing volunteers already do so much – thank you for your commitment, energy and hard work. However, we know we can’t meet the needs of the growing numbers of people living with cancer now and in the future by purely relying on existing volunteers. We want to inspire millions of people to make their own contributions to reach and improve the lives of people living with cancer. We will create more opportunities for more people to give their time, skills and money.

We thank our Macmillan professionals, staff, volunteers and supporters who are the lifeblood of this special charity, and our Board of Trustees.

In particular, we would like to pay tribute to our outgoing Chairman, Jamie Dundas. Jamie was on the Board of Trustees for 17 years, sat as Chair for nine years, and saw the organisation through record growth, doubling both our income and the number of Macmillan professionals. Jamie was wise, hard-working and an inspiration to many – thank you.

We feel privileged to be running a charity that makes such a difference. We are happy to have the opportunity to use our centenary year, 2011, to develop even more ways to support even more people affected by cancer.

‘We look forward to having the opportunity to use our centenary year, 2011, to develop even more ways to support even more people affected by cancer.’

Ciarán Devane, CEO

Julia Palca, Chairman
We change lives

Our ambition is to reach and improve the lives of everyone living with cancer and inspire millions of others to do the same.

A cancer diagnosis can have a devastating impact on people’s lives, turning everything upside down. People with cancer often feel anxiety and fear and struggle to deal with the effects of their treatment. They also have to juggle the financial and emotional impact of living with cancer. What’s more, their care can feel disjointed and uncoordinated and, once they return home from hospital, their ongoing needs can go unaddressed.

There are currently two million people living with cancer in the UK, a number that is set to double to four million by 2030. For some, cancer is an acute illness, for others, it is a condition that can be cured by treatment but may have lasting side effects. And, for those with advanced cancer, it is something that requires specialist support so that they can live as active a life as possible and then die in the manner that they choose.

Macmillan is here to support people from the point they suspect they might have cancer. We’re here through active treatment and while they are living with the side effects of cancer. We’re also here for those who, sadly, die of cancer. With the help of our supporters, professionals and volunteers, we aim to make it a reality that everyone living with cancer gets the right support when, where and how they need it, regardless of who they are, what type of cancer they have or where they live. We also support the families and carers of all those living with cancer.

With the help of our supporters, professionals, volunteers and staff, we help people in two ways.

First by being a source of support through the provision of practical, medical, emotional and financial support.

Second, by being a force for change by pushing for improvements to the support people receive through their cancer journey. While we manage a number of Macmillan services, it is neither possible nor appropriate for us to deliver them all. We work in partnership with the NHS and a range of other organisations (including local authorities, Citizens Advice Bureaux and other cancer charities) to provide these services and encourage the development of more of them.

In this report, we have referred to the Charity Commission’s general guidance on public benefit when reviewing achievements against our aims for 2010 and in planning our activities for 2011. This review is set out on pages 8–21.
Our healthcare

People with cancer tell us that they often don’t know what support is available to them or how to access it. As a result they can end up falling through the gaps in the system, feeling isolated and abandoned. We know that, because their care is often not well co-ordinated or planned, people with cancer may spend time in hospital when they don’t need or want to be there.

Macmillan healthcare professionals (nurses, doctors and others) work together to improve people’s quality of care by co-ordinating the support people need, helping them to manage pain and deal with the emotional and practical impact of cancer.

Working with our Macmillan professionals and partners we also test new models of cancer services that support people after their treatment ends and improve the quality of cancer treatment and care buildings.

Healthcare professionals

We aimed to

- invest mainly in healthcare services supporting people undergoing treatment.
- address inequalities in cancer services by piloting services for older people and funding head and neck, urology and lung cancer services.
- expand our reach to 462,000 people through Macmillan healthcare professionals.

Our achievements included

- investing more than half of our healthcare funds in services to support people undergoing treatment.
- successfully planning pilots of cancer services for older people with the Department of Health and Age UK for implementation in 2011 and funding 26 new healthcare professional posts in head and neck, urology and lung cancer.
- developing 146 new healthcare professional roles and exceeding our target by reaching over 479,000 people living with cancer.

Survivorship services

We aimed to

- develop a range of pilot services to test models that support people after their cancer treatment.
- push policy makers and commissioners to prioritise survivorship issues.

Our achievements included

- developing 36 survivorship pilots in England, including 15 Health and Wellbeing Clinics which support people when active treatment ends.
- using evidence from these survivorship pilots to gain both the government’s commitment to care-planning for all cancer survivors at the end of their treatment and the continued support of the Department of Health for the National Cancer Survivorship Initiative.
- agreeing a two-year initiative in Northern Ireland to improve follow-up care for people after their cancer treatment.

Primary care

We aimed to

- develop our network within primary care by investing in Macmillan GPs.

Our achievements included

- developing 15 new GP posts and increasing the coverage of our primary care community by 10%.
- Macmillan GPs joining various government initiatives and being influential in early diagnosis, survivorship and end-of-life care.

End-of-life care

We aimed to

- lobby for an improvement in 24-hour cover, out-of-hours care and 24-hour end-of-life nursing.
- influence doctors and consultants to provide opportunities for patients to discuss end-of-life care earlier in order to improve their quality of life.

Our achievements included

- getting a commitment to 24-hour community nursing reflected in government policy and getting Macmillan initiatives, such as our Out of Hours toolkit and Gold Standards Framework, included in Northern Ireland’s end-of-life strategy.
- holding a series of masterclasses for Macmillan’s palliative care professionals to share learning and support improvements to end-of-life care.

Treatment and care buildings

We aimed to

- award the Macmillan Quality Environment Mark (MQEM) to 50% of Macmillan’s healthcare environments.
- complete a new day oncology unit at the Prince Charles Hospital in Merthyr Tydfil.
- continue construction on the major builds in Antrim, Northampton and Hereford with completion in 2011.

Our achievements included

- awarding 32% of Macmillan healthcare environments the quality mark, falling short of our target. This was due to the initial response rate being lower than expected. However, this improved after we changed our marketing approach. In addition, seven awards were also made to non-Macmillan facilities in 2010.
- opening the day oncology unit in Merthyr Tydfil in June 2010.
- making sure the construction of major buildings, including Antrim and Northampton, continued to progress well and agreeing the funding for our Hereford building.

What next for healthcare?

- Working with our health and social care partners, we will implement plans to develop and expand the cancer workforce and address the gaps in people receiving one-to-one cancer support.
- We will commence pilot projects to change the way that cancer care is planned and co-ordinated to address people’s personal needs.
- We will continue to build strong relationships with GPs and others working in primary care in order to improve early detection, provide support for people affected by cancer in the community and ensure that cancer services are commissioned effectively.
- We will award the Macmillan quality mark to even more healthcare environments and develop our programme of work on end-of-life care.
We know that 43%* of people with cancer would like more information than they are given. Those who receive information are not always supported to understand what it means for them. This can result in people feeling less confident about making decisions about their treatment and care. Macmillan’s information and support services enable people to share their concerns, understand their illness and find their way to the services and support that they need. This enables them to manage their condition with greater confidence and feel equipped to make good decisions about their treatment and care.

Macmillan Support Line

We aimed to
• respond to 90% of 120,000 customer enquiries within 30 seconds.
• implement a quality assurance framework and launch a campaign to promote the service.

Our achievements included
• responding to 101,995 queries, with 75% answered within 30 seconds, falling short of our estimates due to our callers needing to talk to us for longer than initially anticipated. We’ve refined our targets for 2011 to reflect the needs of our callers.
• helping 34% more people through the Macmillan Support Line in 2010, than in 2009.
• implementing a quality assurance framework and launching the service with a successful awareness campaign in the autumn.

We received 3,110 calls in the first week of November – our highest ever number of calls.

Local information and support services

We aimed to
• enhance our network of local information services to reach 239,000 people.
• roll out a quality assurance framework to ensure 60% of services were operating according to quality standards.
• reach 27,000 people with our three mobile cancer information centres.

Our achievements included
• reaching 248,482 people through our network of local information services.
• developing 22 new information professional roles and growing our existing services.
• agreeing a quality assurance framework which will be implemented in 2011. This work was delayed due to us adapting a more suitable framework than the one originally identified.
• launching a third mobile information service and exceeding our target by reaching 27,692 people.

In brief

3.3 million 248,482 101,995

people reached through calls and emails answered
online information and support

We aimed to
• provide a simpler, more personalised online experience with single registration.
• offer information and support through new digital channels.

Our achievements included
• increasing the number of unique visitors to our website by 110% and the number of people registering to use our online community by 38%. There were also significant increases in our social media supporters both on Facebook (57,500 supporters) and on Twitter (8,400 supporters).
• taking significant steps to ensure we are able to provide single registration access to information and support through new digital channels in 2011.

Information materials

We aimed to
• continue to expand our range of information materials.
• produce and publish materials more effectively by implementing a content management system.

Our achievements included
• expanding the range of cancer information materials available and distributing 3.3 million of them, as well as increasing the amount of materials in selected GP waiting rooms and pharmacies by 50%.
• developing a new content management system which will be launched in 2011. This will improve the way we store and reuse cancer information.

Information prescriptions

We aimed to
• enable 25 cancer networks in England to use the information prescriptions system.
• improve the quality of information that people with cancer receive in Scotland, Northern Ireland and Wales.

Our achievements included
• getting 24 cancer networks using the information prescription system by the end of 2010.
• agreeing a plan for piloting information prescriptions with the Scottish government and completing a scoping study for implementing information pathways in Northern Ireland. We will press for a similar project in Wales in 2011.
Macmillan annual report and accounts 2010

Our financial support

91% of the households of people with cancer suffer loss of income, increased costs, or even both, as a direct result of cancer. This can mean that they struggle to pay the mortgage or cover the cost of extra heating or travel to and from hospital. Macmillan grants help people on low incomes to meet such costs, while our local benefits advisers and Welfare Rights team help people to receive the benefits they are entitled to.

Macmillan grants

We aimed to
• help 29,100 people in financial hardship by giving them £9.7 million in Macmillan grants.

Our achievements included
• increasing the amount that we spent on Macmillan grants by 8% in 2010. We helped 28,694 people and allocated £9.7 million.

Macmillan Welfare Rights Helpline

We aimed to
• help 16,500 people through the Welfare Rights Helpline and identify £33 million of unidentified benefits.

Our achievements included
• helping 15,954 people and leveraging £30 million in benefits through the Welfare Rights Helpline. Although below target, we still increased the number of people we helped by 77% and the amount in benefits we leveraged by 46% from 2009.

Local benefits advisers

We aimed to
• reach at least 60,000 people affected by cancer with our local benefits advice services.
• develop a partnership with a high street bank or building society and provide financial advice to more people.

Our achievements included
• developing 41 new benefits advice posts, enabling us to reach 63,000 people and leverage £101 million in benefits.
• agreeing a three year partnership with the Royal Bank of Scotland Group. Together we will develop a new service which will offer financial guidance and cancer specific information to people affected by cancer across the UK. During 2011 we will pilot the new service and aim to begin rolling it out in 2012.
• putting plans in place to push both nationally and locally for the continuation of our local benefits advisor roles within partner organisations. During 2010 we saw an increased risk to the sustainability of these services due to the financial pressures on our partners.

In brief

8% increased spend on Macmillan grants
15,954 people helped through our welfare rights helpline
£131 million in benefits secured for people affected by cancer

Access to financial support

We aimed to
• promote our many sources of financial advice.
• support healthcare professionals to provide financial information to people with cancer.
• influence the government to make improvements to welfare benefits.

Our achievements included
• attracting 30,000 unique users to our Benefits made clear online self-assessment tool, updating the Financial information for people affected by cancer resource, and continuing to distribute our Money worries leaflet.
• working with the National Cancer Survivorship Initiative to develop a tool to help healthcare professionals provide financial information to people affected by cancer which will be tested in March 2011.
• successfully lobbying the government to make a concession to include those awaiting chemotherapy within the support group eligible for Employment Support Allowance. We also influenced the Northern Ireland Assembly to pass a motion to include a standard on access to financial advice in their Cancer Services framework in 2011.

What next for financial help and support?

• We will continue to extend our reach and help 70,000 people while also delivering plans to secure the sustainability of our financial support services.
• We will pilot our new service with the Royal Bank of Scotland and disburse £10.2 million in grants to 30,000 people in serious financial difficulty in 2011.


Our practical and emotional support

Coping with day-to-day practical issues can be difficult for someone living with cancer, not to mention their family and carers. But thanks to our volunteers who largely deliver our practical and emotional services, Macmillan can help. Our volunteers can help with travel to and from hospital and provide help around the home such as shopping and gardening. We can also arrange for people with cancer to join up with others who have gone through similar experiences, for example by acting as a buddy or by joining a self-help and support group.

Practical and emotional support services

We aimed to
• expand our range of practical and emotional services by piloting 12 new schemes using volunteers.

Our achievements included
• developing and piloting 45 practical and emotional services all delivered by volunteers. These included bereavement, befriending, and domestic support services. A new model of volunteer service providing practical and emotional support, called Macmillan in Every Community, was successfully piloted in nine sites and involved an estimated 54 volunteers.

Specialist posts and services

We aimed to
• bring together our social workers to share learning and good practice.

Our achievements included
• working with the Association of Palliative Care Social Workers to put a social worker network in place. We completed work to understand more about the success and challenges that Macmillan social workers face and a plan for this work will be implemented in 2011.

Macmillan Solutions project

We aimed to
• improve the quality of life, independence and wellbeing of at least 1,500 people through piloting Macmillan Solutions projects in two locations.

Our achievements included
• launching two Macmillan Solutions pilots in Hampshire and two in Manchester. While volunteer recruitment to these schemes has been successful, the number of referrals has been low (132 referrals were made, compared to a target of 1,500). The evaluation of these pilots is underway and we expect there to be lots of useful learning that can be applied to other volunteering models in 2011.

What next for practical and emotional support?

• We will increase both the number of people involved in our practical and emotional support projects, and their reach, by continuing to roll out Macmillan in Every Community pilots and by supporting more self-help and support groups.
• We will influence government policy to reflect people’s social care needs and to address the needs of carers.

Our campaigning and raising awareness

Macmillan wants everyone living with cancer to get the support that they need. Based on what people affected by cancer tell us is important to them, we raise awareness of the realities of living with cancer and influence policy makers and commissioners to change the way that cancer services are delivered. This includes pressing for services that support people living with the long-term effects of cancer and addressing inequalities in cancer care.

National cancer strategies

We aimed to
• secure commitment to important cancer issues in the general election manifestos of the political parties.
• use evidence from survivorship pilots to influence the governments in each of the four nations and embed survivorship models within their cancer plans.

Our achievements included
• securing government agreement to a new Cancer Drugs Fund of £200 million in England. Other key achievements are reflected under survivorship services and end-of-life care on page 8–9. In Scotland, Wales and Northern Ireland our campaigning focused on the preparation for the elections in 2011.
• using evidence from the survivorship pilots to influence Improving Outcomes: a strategy for cancer, a report published by the Department of Health. Best practice from these pilots will be included in guidance for commissioning cancer services which is due to be published in 2011.

Campaigns

We aimed to
• reduce fuel poverty for people affected by cancer by lobbying the government and fuel companies.
• push the financial services sector to develop appropriate travel insurance and critical illness products for people affected by cancer.

Our achievements included
• inspiring 8,500 campaigners to join our fuel poverty campaign which was launched to coincide with the Energy Act consultation.
• presenting research to Department of Energy and Climate Change officials highlighting that one in four people undergoing cancer treatment in the UK are in fuel poverty.
• successfully influencing the Scottish Fuel Poverty Forum to extend the energy assistance package to most terminally ill people in Scotland.
• improving the advice and support that we provide to people affected by cancer seeking travel insurance. Significant in-roads were made into securing appropriate financial products. This work will be taken forward in 2011.
In brief

8,500 campaigners joined our fuel poverty campaign
7,382 employers visited our website
£200 million Cancer Drugs Fund secured for England

Work and cancer

We aimed to
• develop a tool to enable health professionals to identify and support people affected by cancer who have work-related issues.
• provide information to help self-employed people living with cancer to manage their businesses.
• continue to support employers to help their employees with cancer.

Our achievements included
• launching seven pilots across England to help people living with cancer remain in or return to work.
• developing tools to help health professionals talk about work issues with people with cancer and piloting a Working Through Cancer toolkit. Thank you to our three corporate partners (Ford, Nationwide and npower) who helped in testing the toolkit.
• publishing an information resource for self-employed people to help them manage their businesses while living with cancer.
• training Macmillan Support Line employees to offer advice to people affected by cancer on employment and work issues.
• running an awareness campaign aimed at employers which resulted in 7,382 visits to our website.
• publishing a report showing that Jobcentre Plus employment programmes are not well tailored to the needs of people living with cancer.

Raising awareness

We aimed to
• launch a partnership with Boots to provide cancer information in all of their 3,000 stores and increase our high street presence.
• raise awareness of the support we provide to people on low incomes.
• respond to at least 55,000 people on low incomes through the website and the Macmillan Support Line.

Our achievements included
• launching a range of pilots to test the delivery of information and support both within Boots branches and online. We distributed 400,000 Questions about cancer information leaflets through Boots stores.
• delivering an award-winning awareness campaign targeting people on low incomes to highlight the support that Macmillan offers both online and through the Macmillan Support Line.
• answering 101,995 Macmillan Support Line calls and welcoming 5.9 million unique visitors to the website. Both services experienced increased activity at peak points during the campaign.

Inclusion

We aimed to
• create a human rights standard to ensure that people with cancer experience fairness, respect, equality, dignity and autonomy in their care.
• influence the Equality and Human Rights commission (EHRC) to ensure cancer featured in its health and social care strategy.
• work with our community of Cancer Voices and e-campaigners to identify and develop solutions for tackling inequalities in cancer support.

Our achievements included
• developing a human rights quality mark (consisting of eight defined behaviours and a ‘personal metric’ tool for professionals) and testing it with 11 pilot sites, including the Care Quality Commission.
• influencing the Equality and Human Rights Commission to include cancer as one of the key priorities in their health and social care strategy, Equally Caring.
• thanks to the involvement of our Cancer Voices, we held five networking events to identify solutions for tackling inequalities. We also commissioned research into the impact of discriminatory practice which was published in early 2011.

What next for campaigning and raising awareness?
• We will campaign to get commitments on issues affecting people living with cancer reflected in election manifestos and policy in Scotland, Wales and Northern Ireland, and in government policy in England.
• In preparation for the move towards GP commissioning in England we will build strong relationships at a local level with emerging GP consortia.
• With the help of our campaigners, we will aim to reduce fuel poverty by securing additional support for the most vulnerable people affected by cancer.
• We will deliver a programme of work that supports people to continue to work while they have cancer.
Our Macmillan professionals, volunteers, Cancer Voices, supporters and campaigners are key in enabling people affected by cancer to get the support they need. That’s why we support them in developing their skills and we provide them with opportunities to take actions that can really make a difference to people’s lives. With ever-increasing numbers of people living with cancer, we plan to inspire millions of others to get involved.

Macmillan professionals
We aimed to
• develop a three to five-year cancer workforce strategy.

Our achievements included
• developing a cancer workforce strategy which describes the number, skills and ways of working required to ensure people living with cancer get personalised care and support when and where they need it.
• working with the Department of Health and Frontier Economics Ltd to publish a report detailing the supply and future demand for one-to-one specialist support for people living with cancer. We plan to help fund the professionals needed to meet this demand.

Learning and development
We aimed to
• develop the skills of Macmillan professionals by providing training in leadership and management.

Our achievements included
• holding a range of events to develop the skills of Macmillan professionals including a UK-wide event called Transforming services: meeting the quality and productivity challenge. We also held regional events that covered social care, leadership, self-management, living with cancer, end-of-life, family matters and survivorship.
• developing three new self-management courses which support volunteers and professionals to help people living with cancer manage their condition.

People affected by cancer
We aimed to
• get at least 70 Cancer Voices involved with our work as activists, advocates or service improvement champions.
• ensure that 20% of all new Cancer Voices were from under-represented communities.

Our achievements included
• exceeding our target by engaging 829 Cancer Voices in specific roles (33 advocates, three activists, 313 service improvement champions and 473 in ad hoc roles).
• recruiting 18% of our 372 new Cancer Voices from under-represented communities.

Volunteers
We aimed to
• expand the number of volunteers working in services by recruiting and training 340 more volunteers.
• undertake research to better understand our volunteers’ motivations and take steps to ensure they are well supported.

Our achievements included
• recruiting an additional 236 new volunteers to deliver practical and emotional support services. Testing a range of new volunteering roles through both the survivorship and the Macmillan in Every Community pilots.
• carrying out research into the motivations and satisfaction levels among volunteers, which showed that most are positive about their involvement, but many would like to be even more involved.
• developing a volunteering quality standards framework which will form the basis for developing more volunteering services and roles.

What next for inspiring millions to take action?
• We will develop a far greater number of opportunities and different ways in which people can take action to reach and improve the lives of people living with cancer.
• We will help people to understand the support that they can get from Macmillan and the ways in which people can give support to others who are living with cancer.
• We will develop the skills of existing professionals and pilot new roles to improve people’s care after treatment.
• We will provide learning programmes for people living with cancer to support them to self-manage their care.
To achieve the best for people affected by cancer we need to be confident about our direction and have the right people, skills and systems in place to enable us to deliver our work effectively.

Improving the way we work

What we aimed for

• publish our future vision and strategic goals and continue to engage with our key stakeholder groups so that they support us in delivering our ambitions.

Our achievements included

• developing a 20-year vision (see pages 26–31 for further details), a five to seven-year strategy (including fundraising) and a three-year implementation plan.

Customer and content management

What we aimed for

• implement customer management across key teams in the organisation.

• improve collaborative working by piloting the use of team sites.

Our achievements included

• introducing customer relationship management software to the Macmillan Support Line and clarifying areas for future roll out.

• piloting team sites, developing recommendations and creating a plan to roll them out within the organisation.

Staffing and skills

What we aimed for

• improve the skills of staff by piloting and evaluating development centres for high-performers.

• implement succession and career management plans and create new forms of learning.

Our achievements included

• launching a career framework to help improve the skills of our staff, including identifying and creating development opportunities for high-potential staff.

• offering a bigger and broader range of learning and development opportunities for staff, including bite-sized learning for everyone and training for middle and senior managers.

Intelligence and research

What we aimed for

• collect better information about the reach, quality and impact of our services to inform better decision-making.

• make commissioners and policy makers aware of the positive impact our services provide.

Our achievements included

• publishing 11 impact briefings which demonstrated the patient, health and economic benefits of Macmillan services.

• publishing a report called How to deliver high-quality patient-centred, cost-effective care in partnership with other leading health and social care charities. This identified five common themes shared by those with long-term conditions and was used to influence policy thinking. See pages 22–25 for further details of our impact.

What next for people and infrastructure?

• We will build our capacity and capabilities to deliver our future vision through recruiting new staff, building new skills and improving our performance management.

• We will commission and publish evidence about the two million people living with cancer and the impact of our services.

• We will improve our IT and digital media platforms.

‘In 2010 we published the report How to deliver high-quality patient-centred, cost effective care which identified five common themes shared by those with long-term conditions and was used to influence policy thinking.’
There are two million people living with cancer in the UK. Through our services, we directly reached 1.6 million people in 2010 and helped others through our influencing and campaigning activities. That’s three out of four people living with cancer. We’ve worked hard to improve our reach, in 2008 we supported one in two people, and in 2006, it was one in three. We aim to make a real difference to the lives of people affected by cancer, and want to support them in ever more relevant and personalised ways.

**Increasing our reach**

**2010**

We reached 3 in 4 people living with cancer

**2008**

We reached 1 in 2 people living with cancer

**2006**

We reached 1 in 3 people living with cancer

**Making an impact**

**Our professionals**

In 2010, our Macmillan clinical nurse specialists directly supported 385,000 people, our allied health professionals around 83,000 people and our Macmillan social workers around 20,500 people.

**Our benefits advisers**

Our Macmillan benefits advisers reached around 76,000 people in 2010, helping people affected by cancer to receive over £130 million in benefits.

**Our information and support**

Our Macmillan information and support centres supported 248,482 people in 2010. Our mobile information centres supported 27,692 people. And our Macmillan Support Line answered 101,995 calls and emails from people affected by cancer. We also estimate that we reached 2.9 million people through our information resources, and supported 3.4 million people.

**Our influencing work**

Our ongoing influencing work led to the government formally announcing in January 2011 that every person with cancer should be offered a personalised care plan in England. We’re continuing to build this commitment with governments in Scotland, Wales and Northern Ireland. We also secured government agreement to a new Cancer Drugs Fund of £200 million in England, which will enable greater access to drugs for rarer cancers. A number of drugs for rarer cancers will be available through this fund. Our campaign on 24/7 community nursing has led to the importance of this issue being acknowledged by the government.
Increasing our professionals

Our health and social care professionals are specialists in their area of cancer care and leaders in their field. They use their expert knowledge to help people understand more about cancer, manage their symptoms and side effects, and find practical ways to live with their illness. In 2010, we grew our total number of health and social care professionals by 7% to 5,368. Evidence proved the value of Clinical Nurse Specialists in improving patient experience and saving money through improved care co-ordination.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Nurses</th>
<th>Benefits Advice Professionals</th>
<th>Information Professionals</th>
<th>Other Professionals</th>
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<td>2010</td>
<td>5,368</td>
<td>3,549</td>
<td>283</td>
<td>312</td>
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<td>5,013</td>
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<td>3,003</td>
<td>68</td>
<td>179</td>
<td>905</td>
</tr>
</tbody>
</table>

‘If I can make a difference that influences a patient’s life in any way – from helping them feel less isolated to helping get a scan done quicker – then I feel like I’ve done a good job.’

Macmillan Clinical Nurse Specialist
In 2010 we developed our corporate strategy, including our vision for the future, based on what people affected by cancer told us they need and want. The following nine outcomes reflect what the four million people living with cancer want to say about their cancer experience in 2030.

What it means
- People will have the information they need to understand the signs and symptoms of cancer (including recurrence).
- Those concerned that they have cancer will know where to go for help.
- The gap between people presenting symptoms to a doctor and being diagnosed will be as short as possible for everyone.

What we plan to do about it from 2011 to 2013
- Develop more information about early detection and the late effects of cancer treatment.
- Increase the availability of cancer information and support on the high street, particularly through our partnership with Boots.
- Build strong relationships with GPs and others to improve support within primary care and raise awareness of the effects of cancer treatment.

The UK’s survival rates are amongst the lowest in Europe. A key factor is the fact that less than 30% of people in the UK can name common cancer symptoms beyond ‘a lump or swelling’.

What it means
- Everyone affected by cancer will get information and support in the format and at the time that best suits them throughout their cancer journey.
- They will be supported to interpret and act on the information so that they understand their illness and how it will impact their lives, including on other illnesses they may already have.
- They will know what treatments are best for them and what the implications are and they will be supported to make good decisions.

What we plan to do about it from 2011 to 2013
- Make supported information provision part of the cancer journey through the roll out of information prescriptions.
- Answer questions about cancer through the Macmillan Support Line.
- Reach more people through Macmillan information and support services and improve the quality of these services with quality assurance assessments and accreditations.
- Shape government information strategies across the UK.

‘I said to the doctor, “Please, will you just stop for a minute because I’m not taking any of this in? I need you to slow it down for me.”’
‘After my treatment finished I felt so alone. I went home and cried. I was terrified that every ache and pain was my cancer returning. I spoke to my GP but he is not a cancer expert’.

‘Macmillan’s Living with cancer course gave me the practical and emotional tools to face up to my situation, restore my confidence and rebuild my life.’

‘I’m an individual here, and I’m just being treated like a set of notes. If my set of notes wasn’t there, they couldn’t talk to me at all.’

What it means
• People living with cancer will feel that they are treated with dignity and respect by all those involved throughout their cancer journey.
• They will be able to be open about their cancer without fear of being discriminated against.
• It will be well recognised and understood that cancer is a condition that increasing numbers of people will live with long-term.

What we plan to do about it from 2011 to 2013
• Implement work to ensure cancer services are designed and delivered to address people’s human rights by testing the human rights standard in 10 sites.
• Pilot services to improve cancer care for older people.
• Plan and deliver a programme of work to help employees and employers to work through cancer.

What it means
• People living with cancer will receive the best cancer treatment and care, no matter who they are, where they live, or which cancer they have.
• They will feel that their personal needs have been appropriately assessed and that their treatment and potential consequences of treatment have been well-planned and delivered in a co-ordinated way that is appropriate to their individual needs and preferences.
• Their ongoing support after treatment will also be world-class.

What we plan to do about it from 2011 to 2013
• Commence three pilot projects to improve the way that cancer care is delivered so that people’s care is planned and co-ordinated to address their personal needs.
• Commence building a flagship cancer care unit in Harrogate and initiate feasibility projects on six major clinical and support environments. Roll out the Macmillan quality mark to 40 cancer centres.
• Begin to implement a plan to address the gaps in providing people with one-to-one cancer support.
• Campaign for equal access to drugs for rarer cancers.
• Create new posts and services to help support people when their treatment has ended.

What it means
• Everyone living with cancer will be supported to self-manage the consequences of cancer and its treatment, to the degree they are able to or wish to.
• They will know where to turn to get the clinical, practical, emotional and financial support they need when and where they need it.

What we plan to do about it from 2011 to 2013
• Implement work to ensure cancer services are designed and delivered to address people’s human rights by testing the human rights standard in 10 sites.
• Pilot services to improve cancer care for older people.
• Plan and deliver a programme of work to help employees and employers to work through cancer.
What it means
• People living with cancer will feel confident that their family, friends and carers have the practical, emotional and financial support they need to lead as normal a life as possible throughout the cancer journey.
• They will know where to get help when they need it.

What we plan to do about it from 2011 to 2013
• Lobby to raise awareness of the needs of carers and to ensure that their needs are met in government policy.
• Reach more carers, family members and friends of those living with cancer with our services.
• Support carers who work and influence employers to meet their needs.

Six in 10 people with cancer feel their emotional needs are not looked after as much as their physical needs.

I CAN ENJOY LIFE

What it means
• People living with, or beyond, cancer will be well supported in all aspects of living with cancer (beyond their healthcare needs), leaving them confident to lead as full and active a life as possible.
• They will be able to pursue the activities (including work) that allow them to be happy and feel fulfilled while living with cancer and they will experience no unnecessary worries.

What we plan to do about it from 2011 to 2013
• Research and test models for helping people living with cancer increase their physical activity.
• Provide local practical and emotional services through volunteer-based projects.
• Support 50 new self-help and support groups.
• Help 70,000 people get the benefits they need with more face-to-face benefits advice services.
• Distribute £10.2 million in Macmillan grants to help those in serious financial difficulty.

I WANT TO DIE WELL

What it means
• People who are nearing the end of their life will be supported to make decisions that allow them and their family or carers to be prepared for their death.
• Their care will be well co-ordinated and planned so that they die in the place and in the way that they have chosen.

What we plan to do about it from 2011 to 2013
• Develop a work programme on end-of-life care and influence the government’s end-of-life funding review.
• Provide more professional support and build on the skills of those who currently work in end-of-life care.
• Implement approaches to improve the assessment and planning of end-of-life care.

I FEEL PART OF A COMMUNITY AND I'M INSPIRED TO GIVE SOMETHING BACK

What it means
• People who have been affected by cancer and others will feel inspired to do something to improve the lives of others living with cancer.

What we plan to do about it from 2011 to 2013
• Make sure every single interaction with Macmillan is a high-quality experience.
• Increase opportunities to inspire millions to get involved in reaching and improving the lives of people living with cancer.

‘Trying to help my wife 24 hours a day was exhausting and stressful. Sometimes you feel useless when you are needed the most.’

‘Fundraising for Macmillan has given me a focus, given me a way of celebrating my friend’s life. It’s a way of giving something that she gave to me back to others.’

‘I knew my wife was going to die I just didn’t know when. The cancer rushed up on us both and we weren’t really ready … she would have wished to die at home but it just didn’t work that way.’

‘Six in 10 people with cancer feel their emotional needs are not looked after as much as their physical needs.’
We had a very strong year in 2010, despite the uncertain economic climate. Thanks to our donors’ great generosity and the enormous commitment of our volunteers and staff, we brought in a record £128.5 million of fundraised income.

At the same time we increased our charitable expenditure to a record £96.7 million. We have budgeted for a further significant increase in charitable spend in 2011.

With more people living with cancer than ever before, the need for our work is constantly growing. Thankfully, we have an incredibly loyal, committed and growing network of supporters who can help us reach those who need us.

Our intention remains to progressively increase charitable spend as we continue extending our services’ reach. As we add new services to our traditional ones such as nurses and grants, we need to work out how best to fund these programmes. In some cases this may add to our fixed costs. Therefore, our ambition to extend our reach sits alongside the need to take time to get any new funding initiatives right.

As trustees, we remain positive about the future prospects of Macmillan Cancer Support and its subsidiary trading companies. We have done much in recent years, both organisationally and financially, to ensures we are in good shape in the future. We are not dependent on government money and we have a strong and diverse portfolio of fundraising streams. We have a flexible charitable spend model which allows us to adjust the shape of our spend to maximise our impact on people affected by cancer than ever before. We increased the number of Macmillan professional posts by 355 which meant that at the end of 2010 we had 3,368 Macmillan professionals, including 3,549 Macmillan nurses.

Our spend on Macmillan grants went up nearly 8% to £9.7 million, helping 28,694 people. We have budgeted to spend even more in 2011. We also spent £4.8 million on buildings and £15.9 million on information services.

How we spent our money
You can find a summary of our £96.7 million charitable expenditure in 2010 on page 39. Page 7 explains what we do and therefore provides the context of this spend.

In 2010, we were able to move forward with new and established programmes to support more people affected by cancer than ever before. We increased the number of Macmillan professional posts by 355 which meant that at the end of 2010 we had 3,368 Macmillan professionals, including 3,549 Macmillan nurses.

Our spend on Macmillan grants went up nearly 8% to £9.7 million, helping 28,694 people. We have budgeted to spend even more in 2011. We also spent £4.8 million on buildings and £15.9 million on information services.

We spent £8.1 million on our welfare rights helpline and benefits advice service, and on developing Macmillan welfare rights advice projects. The team helped secure over £30 million in unclaimed benefits for people affected by cancer. Our separate network of benefits advisor schemes secured around £101 million in unclaimed benefits.

You’ll find a more detailed analysis of our spend in note 7 to the accounts on page 54.

How we raised our money
Our total income grew by just over 8% to £133.6 million. While just over 2% of our income came from government grants and a further 1.5% from investment income, over 96% – that’s £128.5 million – came from voluntary sources.

Legacies were up 9% to £48.1 million. It’s never easy to forecast what we are going to get from legacies, but they remain our biggest source of revenue, contributing over a third of our total voluntary income. This is why it makes sense for us to continue our long-term investment behind legacy development, even though we cannot be sure of growth in legacy income in the short-term.

Our direct marketing income grew by over 9% to a record £20.1 million. This area has shown consistent growth over many years and we plan to increase our investment in it in 2011.

The World’s Biggest Coffee Morning once again generated well over £7 million, and that’s why we will continue to invest in this flagship fundraising event.

We have more than 600 volunteer fundraising committees across the UK who brought in £8.2 million in 2010 – a remarkable achievement given the economic environment.

We are still very much committed to investing in income streams that are important for our future. In 2011 particularly, this will increase our fundraising costs appreciably because the resultant income will be spread over future years. We will continue to monitor closely the results of these investments and keep a very close eye on all our costs and fundraising activities to make sure we are making the most of the money we invest in them.

Reserves
Target range
As a dynamic organisation relying almost entirely on voluntary giving, we need to hold adequate reserves so that we can react to challenging economic times and unexpected opportunities. We also need to ensure that we have enough money set aside to cover any future pension commitments.

Each year, the trustees review the amount of money we keep in our general reserve fund. Our current target level of £35 million for general reserves, with a target range of between £25 million and £45 million is unchanged from 2009. The £35 million target level represents around three months of normal expenditure.
How we manage the money you give us

In 2010, the value of our portfolio grew by £900,000, continuing the growth achieved in 2009 following the market’s poor performance in 2008.

We regularly review the strategic asset allocation that defines our investment approach and believe that our current allocation remains appropriate. The performance of JPMorgan is regularly monitored by the trustees against agreed benchmarks. Over the entire period in which JPMorgan has managed our long-term funds, they have exceeded the agreed benchmark.

In addition to the £37 million managed by JPMorgan, our total long-term investments of £73.5 million on 31 December 2010 also included over £36 million of government-backed bonds (see below) that mature between one and two years.

Short-term funds
On 31 December 2010, we had unpaid but committed charitable grants of £115.4 million, about a third of which are due to be paid out in 2011.

We hold the funds to meet these grant commitments either on deposit with our bankers, invested in highly-rated money market funds, or a managed portfolio of highly-rated, short duration government-backed bonds. We currently aim to hold about half of the funds in these government-backed bonds, which have a maximum maturity of two years.

Those bonds which on 31 December 2010 were due to mature within one year are shown as short-term investments. Those which on 31 December 2010 were due to mature after one year are included in fixed asset investments (see above).

The trustees regularly monitor these funds to ensure the security of this money, as well as reviewing the investment performance. The trustees are satisfied that these funds are prudently invested and will continue to monitor their status very closely.

Pension schemes
We operate a contributory defined benefit pension scheme for employees who joined the scheme before 30 April 2005. We operate a defined contribution stakeholder pension scheme for eligible employees not in the defined benefit scheme.

As noted in last year’s Trustees’ Report, we were in consultation with the active members of the defined benefit scheme about closing the scheme to future accrual. We duly completed this consultation and closed the scheme to future accruals on 30 June 2010. At this time we injected an additional £1.2 million into the scheme to cover the estimated deficit at that time, calculated on a triennial style valuation basis.

The FRS17 valuation of the defined benefit pension scheme at 31 December 2010 showed a surplus of £5.4 million. In accordance with FRS17, this surplus is not recorded as such because Macmillan has no claim on the assets of the scheme and, instead, a nil valuation is shown (2009: deficit £300,000).

The formal triennial valuation, as at 31 December 2010, is underway and will be completed later this year. We believe that it is very unlikely that this new valuation will show a significant deficit and indeed it may show a small surplus.

Our grants policy
Macmillan develops cancer services in partnership with other organisations, particularly the NHS. Macmillan has a team of development managers who work with partner organisations in their locality to develop the requirements for the service. They negotiate the funding for the service (usually Macmillan will fund it for three years and then the partner organisation will pick up the ongoing funding). They recruit the professional to deliver the service. They then monitor the ongoing delivery of the service.

We also give Macmillan grants to individuals who can demonstrate financial hardship, something we have done ever since we were founded 100 years ago. Typically grants are £300 to £400 and offer people a speedy financial lifeline when serious financial problems connected with cancer arise.

A grant enables people to purchase essential items like a new washing machine or a fridge. Alternatively a grant could pay for unavoidable expenses such as fuel bills or travel expenses. In 2010, we gave £9.7 million in grants to people affected by cancer.

Our investments

Long-term funds
We aim to hold funds broadly equivalent to our target level of reserves (see above), in our long-term investment portfolio. On 31 December 2010, the market value of this portfolio was £37 million. These long-term funds have been managed on behalf of the trustees by JPMorgan Private Bank since 2003. Its job is to maximise the overall growth of these funds through investment in various different asset classes while ensuring that the risks taken are carefully monitored, managed and controlled. We are also mindful of the possible need to liquidate some of these assets at short notice and liquidity therefore plays an important part in the factors we consider in asset allocation. We’ve also made it clear that our funds must not be invested in tobacco stocks.
How we raise and spend our money

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacies</td>
<td>£48.1m</td>
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<tr>
<td>Trust and corporate</td>
<td>£17.7m</td>
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<tr>
<td>Direct marketing</td>
<td>£20.1m</td>
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<tr>
<td>Fundraising events</td>
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<tr>
<td>Other</td>
<td>£5.1m</td>
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</table>

Despite continuing economic uncertainty, we increased our total income by 8% to a record £133.6 million.
...AND HOW WE SPENT IT

Our spend on services for people living with and affected by cancer increased to a record £96 million – that’s 18% more than in 2009.

**Healthcare**
£32.0m
Funding for our Macmillan nurses, doctors, and other health and social care professionals.

**Information and support**
£17.3m
We give people reliable information and emotional support through a wide range of materials so they can make important decisions about their cancer care.

**Financial support**
£18.5m
Our practical, everyday support includes financial advice through the Macmillan benefits advice service and Macmillan Grants. These help with the additional expense of living with cancer.

**Practical and emotional support**
£7.7m
We deliver a range of services to help people deal with the day to day practical issues of living with cancer. These include help travelling to and from hospital, shopping and gardening or emotional support through buddying or self-help and support groups.

**Learning and development**
£3.5m
We provide a range of training and development opportunities to health and social care professionals, people affected by cancer and volunteers.

**Inclusion**
£1.5m
We want everyone affected by cancer to receive the support they need no matter who they are, what type of cancer they have or where they live – we assess services on their human rights standards and campaign for equality of care. Our Cancer Voices ensure that the experience of people affected by cancer is recognised and included in the improvement of cancer services.

**Campaigning and raising awareness**
£15.5m
We raise understanding of the support that Macmillan provides so that all those who need our help know how to get the support they need. Based on what people affect by cancer tell us is important to them we raise awareness of the realities of living with cancer and campaign and influence for the changes that are needed.

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**Charitable spend £96.0m**

**Healthcare** £32.0m

**Inclusion** £1.5m

**Learning and development** £3.5m

**Practical and emotional support** £7.7m

**Information and support** £17.3m

**Financial support** £18.5m

**Campaigning and raising awareness** £15.5m

**Governance** £0.7m

**Total charitable** £96.7m

**Fundraising** £35.9m

**Other** £0.3m

**Our total expenditure** £132.9m
Objects of the Charity
The objects of the charity included within the Articles of Association are:
a) to provide support, assistance and information directly or indirectly to people affected by cancer,
b) to further and build cancer awareness, education and research, and
c) to promote and influence effective care, involvement and support for people affected by cancer.

Powers and delegations
Under Macmillan’s Articles of Association, which govern the relationship between Macmillan’s Board and its members, and subject to certain matters reserved to members who attend the Annual General Meeting, Macmillan’s Board holds all of the charity’s powers and authorities. The Board meets regularly during the year to consider, determine and review Macmillan’s strategies, policies, budgets, plans and performance and to receive reports from senior managers. The Board has delegated some of its powers and responsibilities to its Finance and Legal, Audit, Nominations and Remuneration committees.

The Board maintains and keeps under review a scheme of delegation which defines key matters reserved to the Board, while delegating authority over management and operational matters to the Chief Executive. The Board authorises sub-delegation by the Chief Executive to Executive Directors and other staff.

Statement of responsibilities of the trustees
Macmillan’s trustees, who sit on Macmillan’s Board, are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees, who are also company directors, to prepare accounts which give a true and fair view of the state of affairs of Macmillan and the Macmillan Group. The accounts must also show the surplus or deficit of income over expenditure of the Macmillan Group for the period the annual report covers. In the presentation of these accounts the trustees must make judgements and estimates that are reasonable and prudent and follow suitable and consistent accounting policies and standards which are applicable for a going concern.

In particular, the trustees’ judgements and estimates must follow the Statement of Recommended Practice for charity accounting. In the annual report, trustees must also disclose and explain any material departure from these policies and standards.

The trustees are responsible for keeping proper accounting records in accordance with company law, for safeguarding Macmillan’s assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees have overall responsibility for Macmillan’s internal controls and the Audit committee reviews internal risks and monitors the performance of management in controlling these risks.

In accordance with company law, as Macmillan’s trustees, we certify that:

So far as we are aware, there is no relevant audit information of which Macmillan’s auditors are unaware. We have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that Macmillan’s auditors are aware of that information.

The trustees
The trustees, who are also directors under company law, who served during the year, and up to the date of this report, are as follows:

Tara Donnelly
Dr Derek Douglas CBE
Andrew Duff
(appointed 2 March 2011)
Jamie Dundas
(Chairman, resigned 29 July 2010)
Dr David Evered
Simon Heale
(appointed 13 May 2010, Treasurer from 1 January 2011)
Clare Hollingsworth
(appointed 27 April 2011)
Susan Kirk
Kenneth Lacey
Judith Lancaster
(resigned 29 July 2010)
Joe MacHale
(Treasurer until 31 December 2010)
Julia Palca
(Chairman from 30 July 2010)
Sir Joseph Pilling KCB
Simon Prior-Palmer
Professor Amanda-Jane Ramirez
(resigned 4 February 2011)
Sir Hugh Taylor KCB
(appointed 27 April 2011)
Suki Thompson
(appointed 27 April 2011)
Dr Gareth Tuckwell

Susan Kirk, Kenneth Lacey and Julia Palca retire from the Board at the forthcoming Annual General Meeting and offer themselves for re-election for a further three-year term.

Appointment and induction of the trustees
The trustees of the charity are the members of the Board. Members of the Board are elected by the members of the charity at the Annual General Meeting and, subject to re-election or early retirement, serve for a three-year term. The Board has the power to fill casual vacancies by appointment until the next Annual General Meeting. The Board’s Nominations committee meets regularly to review the structure, size and composition (including the skills, knowledge and experience) of the Board and makes recommendations to the Board with regard to any adjustments that are deemed necessary.

For new trustees, Macmillan has a wide-ranging induction programme, which is also open to existing trustees to attend. The programme, which is presented by Macmillan staff members and external advisors, includes visits to Macmillan services, coverage of the charity’s aims and how they are being fulfilled, and the role of the trustees.
The risk management plan is regularly reviewed and updated throughout the year, based on Executive Directors’ insights and analysis of the trends in key performance indicators. Our Internal Audit function checks that actions are completed and reports on progress to the Audit committee.

Membership
The members of Macmillan Cancer Support are entitled to attend its Annual General Meeting and vote on important decisions affecting Macmillan. Macmillan’s volunteers, staff, professionals and fundraising committee members are entitled to become members.

Membership is also open to anyone who, in the opinion of the Board, deserves to be a member. Honorary life membership is awarded by the Board to those who have given outstanding support and service to Macmillan. Members guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of the organisation winding up. The total number of such guarantees on 31 December 2010 was 9,186 (2009: 9,486).

Legal and administrative details
Legal and administrative details are given on page 67.

Employment policies and involvement
Macmillan’s policy is to recruit, employ and develop staff, without discrimination, on the basis of their qualifications, knowledge and experience.

Macmillan operates a policy of equal pay and aims to ensure that salaries reflect the knowledge, skills, responsibilities and personal competencies required for the satisfactory performance of each job. Salaries are also set in the context of the jobs market and comparisons are made with similar jobs in other charities and relevant organisations. Salaries are monitored by the Remuneration committee.

Macmillan operates a Staff Consultation Forum comprising 22 representatives from across the charity who meet four times a year and whose views are reported at Executive Management team meetings.

Trading subsidiaries
Macmillan Cancer Support has four subsidiary companies that are permitted to fundraise to support Macmillan’s work. All of their taxable profits each year are transferred to the charity. Macmillan Cancer Support Sales Limited sells Christmas cards and other items; Macmillan Cancer Support Trading Limited carries out fundraising events and activities. Macmillan Cancer Support Enterprises Limited and Cancerbackup are dormant companies. The former subsidiary company Cancerbackup Trading Company Limited was dissolved in 2010.

Note 5 to the Accounts summarises the results of the subsidiaries which performed satisfactorily in 2010.

Related parties
Details of other related parties and connected organisations can be found in note 17 to the accounts.

Auditors
BDO LLP is the group and charity’s auditors.

Volunteers
Our many thousands of volunteers continue to make a big difference by raising funds, supporting people affected by cancer and campaigning and volunteering in Macmillan offices. Macmillan is hugely indebted and very grateful to every volunteer for every moment of time they give.

Legal and administrative details
Legal and administrative details are given on page 67.

Internal controls and risk management
Macmillan has a comprehensive annual planning and budgeting process which is approved by the trustees. Planning is based on assessment by Macmillan’s regional and UK management of the need for local and national improvement in cancer services. The planning also considers future trends and external factors, including the readiness of prospective partners in health and social care to deliver services with us.

We have a system of financial reporting which compares actual results against the phased budget on a monthly basis. Internal controls are subject to regular review by Macmillan’s Internal Audit team, which carries out a programme of regular reviews throughout Macmillan and reports to the Audit committee.

As part of the annual planning and budgeting process, Macmillan prepares a risk management plan, which is approved by the Audit committee and the Board. The plan identifies the most significant risks to the charity, scores these risks by how likely they are to happen and what effect they would have on the organisation; indicates what action is in hand or planned to mitigate each risk; and names the Executive Director responsible for overseeing mitigating actions and monitoring whether the risk is increasing in severity.

Our risks fall into three main areas: the external environment, strategic and operational. The most significant risks in 2010 included reduced income due to the economic downturn, and increasing pressure on NHS resources, raising the risk that Macmillan services will not be funded or sustained.

The risk management plan is regularly reviewed and updated throughout the year, based on Executive Directors’ insights and analysis of the trends in key performance indicators. Our Internal Audit function checks that actions are completed and reports on progress to the Audit committee.

Members
The members of Macmillan Cancer Support are entitled to attend its Annual General Meeting and vote on important decisions affecting Macmillan. Macmillan’s volunteers, staff, professionals and fundraising committee members are entitled to become members.

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Further information
Further information on key aspects of the business can be found on pages 42 to 43.
INDEPENDENT AUDITORS’ REPORT
To the members and trustees of Macmillan Cancer Support
We have audited the financial statements of Macmillan Cancer Support for the year ended 31 December 2010 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes.

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 charity’s trustees and members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity’s trustees and 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 charity and the charity’s trustees and 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 Trustees’ Responsibilities Statement (set out on page 40), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with 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 (APB’s) Ethical Standards for Auditors.

Scope of the audit of the financial statements
A description of the scope of an audit of financial statements is provided on the APB’s website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on the financial statements
In our opinion the financial statements:
• give a true and fair view of the state of the group’s and the parent charitable company’s affairs as at 31 December 2010 and of the group’s incoming resources and application of resources, including its income and expenditure, for the year then ended;
• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
• have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters 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 and 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 proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
• the parent charitable company’s financial statements are not in agreement with the accounting records or 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.

James Aston, Senior Statutory Auditor for and on behalf of BDO LLP, Statutory Auditor Epsom
United Kingdom
Date: 10 May 2011

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

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).
## Consolidated statement of financial activities

(including an income and expenditure account)

For the year ended 31 December 2010

### Incoming resources

Incoming resources from generated funds:

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy income</td>
<td>48,084</td>
<td>44,031</td>
</tr>
<tr>
<td>Voluntary income</td>
<td>79,309</td>
<td>73,932</td>
</tr>
<tr>
<td>Merchandising income</td>
<td>1,076</td>
<td>1,076</td>
</tr>
<tr>
<td><strong>Total fundraised income</strong></td>
<td>128,469</td>
<td>119,298</td>
</tr>
</tbody>
</table>

Incoming resources from non-generated funds:

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant income</td>
<td>3,066</td>
<td>2,253</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,070</td>
<td>1,843</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>133,605</td>
<td>123,394</td>
</tr>
</tbody>
</table>

### Resources expended

Costs of generating funds:

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of generating voluntary and legacy income</td>
<td>35,362</td>
<td>33,250</td>
</tr>
<tr>
<td>Merchandising costs</td>
<td>582</td>
<td>713</td>
</tr>
<tr>
<td><strong>Total fundraising costs</strong></td>
<td>35,944</td>
<td>33,963</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment management costs</td>
<td>263</td>
<td>294</td>
</tr>
<tr>
<td><strong>Total cost of generating funds</strong></td>
<td>36,207</td>
<td>34,257</td>
</tr>
</tbody>
</table>

### Net incoming resources available for charitable application

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable expenditure</td>
<td>97,398</td>
<td>89,137</td>
</tr>
<tr>
<td>Governance</td>
<td>712</td>
<td>698</td>
</tr>
<tr>
<td><strong>Total net incoming resources</strong></td>
<td>104,110</td>
<td>96,035</td>
</tr>
</tbody>
</table>

### Charitable expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable expenditure</td>
<td>96,030</td>
<td>81,330</td>
</tr>
<tr>
<td>Governance</td>
<td>712</td>
<td>698</td>
</tr>
<tr>
<td><strong>Total charitable expenditure</strong></td>
<td>102,742</td>
<td>98,028</td>
</tr>
</tbody>
</table>

### Net income/(expenditure) for the year

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income/expenditure for the year</td>
<td>2,256</td>
<td>7,109</td>
</tr>
<tr>
<td>Transfers between funds</td>
<td>2,076</td>
<td>1,843</td>
</tr>
<tr>
<td><strong>Net income/(expenditure)</strong></td>
<td>4,132</td>
<td>8,952</td>
</tr>
</tbody>
</table>

### Net incoming resources

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net gain on investments</td>
<td>903</td>
<td>2,674</td>
</tr>
<tr>
<td>Actuarial (loss)/gain on defined benefit pension scheme</td>
<td>-</td>
<td>71</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>645</td>
<td>9,854</td>
</tr>
</tbody>
</table>

### Fund balances brought forward at 1 January

<table>
<thead>
<tr>
<th>Fund balances brought forward at 1 January</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>54,599</td>
<td>70,060</td>
<td>60,206</td>
</tr>
</tbody>
</table>

### Fund balances carried forward at 31 December

<table>
<thead>
<tr>
<th>Fund balances carried forward at 31 December</th>
<th>2010 Total £'000</th>
<th>2009 Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>53,926</td>
<td>70,050</td>
<td>70,060</td>
</tr>
</tbody>
</table>

### Balance sheets

31 December 2010

### Fixed assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 £'000</th>
<th>2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible fixed assets</td>
<td>2,931</td>
<td>2,841</td>
</tr>
<tr>
<td>Investments</td>
<td>73,482</td>
<td>30,605</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td>76,413</td>
<td>33,446</td>
</tr>
</tbody>
</table>

### Current assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 £'000</th>
<th>2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debtors</td>
<td>28,711</td>
<td>29,742</td>
</tr>
<tr>
<td>Short term investments</td>
<td>79,709</td>
<td>79,709</td>
</tr>
<tr>
<td><strong>Cash at bank and in hand</strong></td>
<td>116,119</td>
<td>149,911</td>
</tr>
</tbody>
</table>

### Creditsors: amounts falling due within one year

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 £'000</th>
<th>2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants committed not yet paid</td>
<td>(38,654)</td>
<td>(38,654)</td>
</tr>
<tr>
<td>Other creditors</td>
<td>(6,452)</td>
<td>(6,434)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>71,013</td>
<td>107,775</td>
</tr>
</tbody>
</table>

### Total assets less current liabilities

<table>
<thead>
<tr>
<th>Group 2010 £'000</th>
<th>Group 2009 £'000</th>
<th>Charity 2010 £'000</th>
<th>Charity 2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total assets</strong></td>
<td>147,426</td>
<td>141,222</td>
<td>147,426</td>
</tr>
</tbody>
</table>

### Creditsors: amounts falling due after more than one year

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 £'000</th>
<th>2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants committed not yet paid</td>
<td>(76,721)</td>
<td>(76,721)</td>
</tr>
<tr>
<td>Pension scheme funding deficit</td>
<td>(286)</td>
<td>(286)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>70,705</td>
<td>70,059</td>
</tr>
</tbody>
</table>

### Funds

<table>
<thead>
<tr>
<th>Description</th>
<th>2010 £'000</th>
<th>2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted funds</td>
<td>16,779</td>
<td>15,461</td>
</tr>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td>17,878</td>
<td>17,021</td>
</tr>
</tbody>
</table>

### Net assets

<table>
<thead>
<tr>
<th>Group 2010 £'000</th>
<th>Group 2009 £'000</th>
<th>Charity 2010 £'000</th>
<th>Charity 2009 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total assets</strong></td>
<td>147,426</td>
<td>141,222</td>
<td>147,426</td>
</tr>
</tbody>
</table>

The notes on pages 49–66 form part of these financial statements.

Approved by the Board of Trustees and authorised for issue on 10 May 2011

Julia Palca – Chairman

Simon Heale – Treasurer

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 16 to the financial statements. The notes on pages 49–66 form part of these financial statements.
### Consolidated cash flow statement

#### 31 December 2010

<table>
<thead>
<tr>
<th>Note</th>
<th>2010 £’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net incoming resources before other recognised gains and losses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,256</td>
<td>7,109</td>
</tr>
<tr>
<td><strong>Adjustments to exclude non-cash items and investment income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>10</td>
<td>899</td>
</tr>
<tr>
<td>(Profit)/loss on disposal of fixed assets</td>
<td>(137)</td>
<td>138</td>
</tr>
<tr>
<td>Shares and investments acquired via legacies and gifts</td>
<td>11</td>
<td>(24)</td>
</tr>
<tr>
<td>Increase in grant commitments and other creditors</td>
<td>13,14</td>
<td>8,487</td>
</tr>
<tr>
<td>Pension actuarial (loss)/gain</td>
<td>19</td>
<td>(2,514)</td>
</tr>
<tr>
<td>(Increase)/decrease in debtors</td>
<td>12</td>
<td>(1,771)</td>
</tr>
<tr>
<td>Investment income</td>
<td>4</td>
<td>(2,070)</td>
</tr>
<tr>
<td><strong>Net cash inflow from operating activities</strong></td>
<td>5,129</td>
<td>7,008</td>
</tr>
<tr>
<td><strong>Returns on investment and servicing of finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>2,070</td>
<td>1,843</td>
</tr>
<tr>
<td><strong>Capital expenditure and financial investments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of tangible fixed assets</td>
<td>10</td>
<td>(1,066)</td>
</tr>
<tr>
<td>Proceeds from sale of fixed assets</td>
<td>214</td>
<td>1,700</td>
</tr>
<tr>
<td>Payments to acquire investments</td>
<td>11</td>
<td>(104,542)</td>
</tr>
<tr>
<td>Short-term investments reclassified between current assets and investments</td>
<td>11</td>
<td>24,840</td>
</tr>
<tr>
<td>Proceeds from sales of investments</td>
<td>11</td>
<td>32,446</td>
</tr>
<tr>
<td>Change in accrued investment income</td>
<td>11</td>
<td>965</td>
</tr>
<tr>
<td>Decrease in cash and short-term deposits held in investments</td>
<td>11</td>
<td>6,268</td>
</tr>
<tr>
<td><strong>(Decrease)/Increase in combined cash and short-term investments</strong></td>
<td>(35,606)</td>
<td>22,497</td>
</tr>
<tr>
<td>Management of liquid resources</td>
<td>35,047</td>
<td>(24,817)</td>
</tr>
<tr>
<td><strong>(Decrease) in cash in the year</strong></td>
<td>(559)</td>
<td>(2,320)</td>
</tr>
</tbody>
</table>

#### Notes to the financial statements

For the year ended 31 December 2010

### 1. Accounting policies

#### Basis of preparation

The financial statements are prepared under the historical cost convention, modified to include the revaluation of investments to market value, and in accordance with applicable accounting standards, the Statement of Recommended Practice (SORP) ‘Accounting and Reporting by Charities 2005’ and the Companies Act 2006.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiary companies Macmillan Cancer Support Sales Limited and Macmillan Cancer Support Trading Limited on a line-by-line basis. Macmillan Cancer Support Enterprises Limited and Cancerbackup were dormant in 2009 and 2010. A separate Statement of Financial Activities for the charity itself is not presented as allowed by section 408 of the Companies Act 2006 and paragraph 397 of SORP 2005. The income of the parent charity was £133,129,000 (2009: £122,821,000) and the expenditure was £132,472,000 (2009: £115,709,000).

### Voluntary income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Donated services and facilities are valued and brought in as income and the appropriate expenditure at the price that Macmillan estimates it would pay in the open market for an equivalent service or facility.

### Legacies

Pecuniary legacies are recognised as receivable once probate has been granted and notification has been received. Residualy legacies are recognised as receivable once probate has been granted, where they can be valued, and are included at 90% of probate value, reflecting the uncertainty inherent in the fact that a substantial proportion of legacy receivables represent property or other investments whose value is subject to market fluctuations until they can be realised. Legacies subject to a life tenant are not recognised until the prior interest has ended.

### Resources expended

Resources expended are recognised in the period in which they are incurred.

### Grant commitments

Grants are generally made to organisations to meet employment, travelling and training costs of Macmillan post holders, to cover costs associated with buildings development and to develop care, benefits advice and information projects. The full value of the charitable grant is recognised in the year in which the commitment is made and shown as a long or short-term creditor as appropriate.

Grants to individuals are made to cover a wide range of practical needs and are recognised in the year in which they are made.

### Releases of grant commitments

There are occasions when it becomes necessary to withdraw and redeploy a grant which has been approved in a prior year. Where redeployment occurs the intention of the original grant is observed where possible. If it cannot be spent in the current year the funds revert to the original unrestricted or restricted reserve.

### Liabilities

Liabilities are recognised when as a result of past events there is a probable future outflow of resources.
1. Accounting policies: continued

Allocation of expenditure
Resources expended are allocated to the particular activity that the cost relates to. Where expenditure contributes to more than one area of activity, the costs are allocated to each of the activities based on estimated staff time.

Governance costs
Governance costs are the costs associated with constitutional and statutory requirements and with the strategic management of the charity’s activities.

Tangible fixed assets
Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided in equal instalments over the life of each tangible asset at the following rates:
- Furniture and equipment 20%
- Software development 33 1/3%
- Leasehold improvements 20%

Items of equipment, vehicles, leasehold improvements and property are capitalised where the purchase price exceeds £1,000. Software development is capitalised where the costs exceed £250,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

Leases
The charity enters into operating leases as described in note 18. Expenditure on operating leases is charged in the Statement of Financial Activities as incurred.

Investments
Listed investments are included in the Balance Sheet at market value. Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the Balance Sheet date are included in the Statement of Financial Activities for the relevant underlying funds. The historical cost of investments is shown in note 11 to the accounts.

Pensions
During the year the charity operated a contributory, defined benefit pension scheme for employees. On 30 June 2010 the scheme closed to the accrual of future benefits. The scheme is accounted for in accordance with FRS 17 ‘Retirement Benefits’. The service cost of pension provision relating to the year, together with the cost of any benefits relating to past service if the benefits have vested, is charged to the Statement of Financial Activities. A charge equal to the increase in the present value of the scheme liabilities (because the benefits are closer to settlement) and a credit equivalent to the charity’s long-term expected return on assets (based on the market value of the scheme assets at the start of the year), are also included in the Statement of Financial Activities.

In accordance with FRS 17, following the closure of the scheme during 2010 the resultant scheme surplus is not recognised on the charity’s Balance Sheet and has been shown as an actuarial loss on the face of the Statement of Financial Activities. Any future scheme deficit would be shown on the charity’s Balance Sheet. Differences between the actual and expected return on assets during the year along with differences arising from experience or assumption changes, are shown as an actuarial gain or loss on the face of the Statement of Financial Activities.

2. Voluntary income

<table>
<thead>
<tr>
<th>Unrestricted £’000</th>
<th>Restricted £’000</th>
<th>2010 Total £’000</th>
<th>2009 Total £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local fundraising committees</td>
<td>5,183</td>
<td>3,008</td>
<td>8,191</td>
</tr>
<tr>
<td>Fundraising events</td>
<td>17,952</td>
<td>313</td>
<td>18,265</td>
</tr>
<tr>
<td>Trusts and corporate income</td>
<td>11,782</td>
<td>5,964</td>
<td>17,746</td>
</tr>
<tr>
<td>General donations</td>
<td>12,808</td>
<td>1,383</td>
<td>14,191</td>
</tr>
<tr>
<td>Direct marketing</td>
<td>20,130</td>
<td>13</td>
<td>20,143</td>
</tr>
<tr>
<td>Donated services and facilities</td>
<td>773</td>
<td>-</td>
<td>773</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>68,628</strong></td>
<td><strong>10,681</strong></td>
<td><strong>79,309</strong></td>
</tr>
</tbody>
</table>

3. Grant income

<table>
<thead>
<tr>
<th>2010 £’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Health – Cancer Survivorship Initiative</td>
<td>1,935</td>
</tr>
<tr>
<td>Department of Health – Older Peoples Pilot Projects</td>
<td>500</td>
</tr>
<tr>
<td>Scottish Government – Better Cancer Care</td>
<td>-</td>
</tr>
<tr>
<td>Scottish Government – Income Maximisation</td>
<td>578</td>
</tr>
<tr>
<td>Scottish Government – Vocai Rehabilitation Pilot</td>
<td>30</td>
</tr>
<tr>
<td>The Big Lottery</td>
<td>-</td>
</tr>
<tr>
<td>Citizens Advice Bureau Welfare Benefits Advice Service</td>
<td>83</td>
</tr>
<tr>
<td>Home Ground – Integrated Rural Cancer Care Project</td>
<td>-</td>
</tr>
<tr>
<td>Easington Palliative Home Careers Scheme</td>
<td>9</td>
</tr>
<tr>
<td>Grant Repayment – Department of Health – Rage Project</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,066</strong></td>
</tr>
</tbody>
</table>
4. Investment income

<table>
<thead>
<tr>
<th></th>
<th>2010 '000</th>
<th>2009 '000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from investments</td>
<td>1,742</td>
<td>785</td>
</tr>
<tr>
<td>Income from cash and short term investments</td>
<td>328</td>
<td>1,058</td>
</tr>
<tr>
<td>Total</td>
<td>2,070</td>
<td>1,843</td>
</tr>
</tbody>
</table>

5. Subsidiary undertakings

The charity has four wholly owned subsidiaries which are incorporated in the UK for the purposes of generating income for the charitable purposes of the charity. All of their taxable profits each year are transferred to the charity. The specific activity or status of each company is:

- Macmillan Cancer Support Sales Limited: Sale of Christmas cards and other items
- Macmillan Cancer Support Trading Limited: Fundraising events and activities
- Macmillan Cancer Support Enterprises Limited: Dormant
- Cancerbackup: Dormant

A summary of the trading results of the non-dormant companies is shown below:

<table>
<thead>
<tr>
<th></th>
<th>Macmillan Cancer Support Sales Limited</th>
<th>Macmillan Cancer Support Trading Limited</th>
<th>2010 Total</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>1,076</td>
<td>1,361</td>
<td>2,437</td>
<td>2,096</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(167)</td>
<td>(85)</td>
<td>(252)</td>
<td>(249)</td>
</tr>
<tr>
<td>Gross profit</td>
<td>909</td>
<td>1,276</td>
<td>2,185</td>
<td>1,847</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(222)</td>
<td>(3)</td>
<td>(225)</td>
<td>(327)</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Net profit</td>
<td>688</td>
<td>1,273</td>
<td>1,961</td>
<td>1,523</td>
</tr>
<tr>
<td>Costs recharged and interest paid to the charity</td>
<td>(198)</td>
<td>(255)</td>
<td>(453)</td>
<td>(334)</td>
</tr>
<tr>
<td>Profit on ordinary activities</td>
<td>490</td>
<td>1,018</td>
<td>1,508</td>
<td>1,169</td>
</tr>
<tr>
<td>Amount donated to the charity under Gift Aid</td>
<td>(490)</td>
<td>(1,018)</td>
<td>(1,508)</td>
<td>(1,169)</td>
</tr>
<tr>
<td>Profit for financial year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

6. Expenditure

Charitable expenditure (Note 7) 57,829 14,279 16,485 7,437 96,030 81,330
Governance (Note 7) - 395 197 120 712 698

Total charitable expenditure 57,829 14,674 16,682 7,557 96,742 82,028

Cost of generating voluntary and legacy income - 10,908 16,272 8,182 35,362 33,250
Merchandising costs - 142 390 50 582 713
Investment management fees - - 263 - 263 294

Total expenditure 57,829 25,724 33,607 15,789 132,949 116,285

Other direct costs associated with generating voluntary income include direct event costs, travel and accommodation for fundraisers, rent, rates and office costs for regional fundraising offices.

Analysis of apportioned support costs

<table>
<thead>
<tr>
<th></th>
<th>Human Resources and Facilities '000</th>
<th>Information Technology '000</th>
<th>Finance, Legal and Secretariat '000</th>
<th>Policy and Communications '000</th>
<th>2010 '000</th>
<th>2009 '000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable</td>
<td>1,716</td>
<td>1,672</td>
<td>799</td>
<td>2,210</td>
<td>7,397</td>
<td>7,106</td>
</tr>
<tr>
<td>Governance</td>
<td>44</td>
<td>27</td>
<td>13</td>
<td>36</td>
<td>120</td>
<td>114</td>
</tr>
<tr>
<td>Cost of generating voluntary and legacy income</td>
<td>3,037</td>
<td>1,870</td>
<td>894</td>
<td>2,471</td>
<td>8,272</td>
<td>8,317</td>
</tr>
<tr>
<td>Net profit</td>
<td>5,797</td>
<td>3,569</td>
<td>1,706</td>
<td>4,717</td>
<td>15,789</td>
<td>15,537</td>
</tr>
</tbody>
</table>

Support costs, including staff costs, were apportioned to activities on the basis of headcount in each of the departments supporting the various activities.

Analysis of governance costs

<table>
<thead>
<tr>
<th></th>
<th>2010 '000</th>
<th>2009 '000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>458</td>
<td>413</td>
</tr>
<tr>
<td>Staff related costs</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>External audit fees:</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Audit work</td>
<td>60</td>
<td>61</td>
</tr>
<tr>
<td>Non-audit work</td>
<td>31</td>
<td>-</td>
</tr>
<tr>
<td>Board and Council meeting expenses</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>AGM costs</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Legal and other costs</td>
<td>138</td>
<td>197</td>
</tr>
</tbody>
</table>

712 698
7. Analysis of charitable expenditure

<table>
<thead>
<tr>
<th>Direct and indirect staff costs</th>
<th>Grants</th>
<th>Direct and indirect other costs</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Healthcare</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Macmillan nurses</td>
<td>2,046</td>
<td>15,648</td>
<td>824</td>
<td>18,518</td>
</tr>
<tr>
<td>Macmillan allied health professionals</td>
<td>504</td>
<td>4,738</td>
<td>128</td>
<td>5,370</td>
</tr>
<tr>
<td>Treatment and care buildings</td>
<td>537</td>
<td>2,570</td>
<td>372</td>
<td>3,479</td>
</tr>
<tr>
<td>Survivorship programme</td>
<td>465</td>
<td>2,084</td>
<td>834</td>
<td>3,383</td>
</tr>
<tr>
<td>GP</td>
<td>124</td>
<td>989</td>
<td>212</td>
<td>1,201</td>
</tr>
<tr>
<td>Information and support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information services</td>
<td>2,509</td>
<td>6,452</td>
<td>2,352</td>
<td>11,313</td>
</tr>
<tr>
<td>Information buildings</td>
<td>339</td>
<td>928</td>
<td>103</td>
<td>1,370</td>
</tr>
<tr>
<td>Mobile Macmillan Cancer Information Centres</td>
<td>649</td>
<td>-</td>
<td>431</td>
<td>1,080</td>
</tr>
<tr>
<td>Macmillan Support Line</td>
<td>2,516</td>
<td>-</td>
<td>993</td>
<td>3,509</td>
</tr>
<tr>
<td>Financial support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Macmillan Grants</td>
<td>518</td>
<td>9,723</td>
<td>156</td>
<td>10,397</td>
</tr>
<tr>
<td>Macmillan Benefits Advice</td>
<td>726</td>
<td>5,826</td>
<td>263</td>
<td>6,815</td>
</tr>
<tr>
<td>Macmillan Welfare Rights Helpline</td>
<td>840</td>
<td>-</td>
<td>455</td>
<td>1,295</td>
</tr>
<tr>
<td>Practical and emotional support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social care schemes</td>
<td>910</td>
<td>4,144</td>
<td>599</td>
<td>5,453</td>
</tr>
<tr>
<td>Macmillan social workers</td>
<td>190</td>
<td>1,777</td>
<td>58</td>
<td>2,025</td>
</tr>
<tr>
<td>Learning and development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning and development for Macmillan professionals</td>
<td>482</td>
<td>410</td>
<td>771</td>
<td>1,643</td>
</tr>
<tr>
<td>Learning and development for people affected by cancer</td>
<td>1,364</td>
<td>-</td>
<td>503</td>
<td>1,867</td>
</tr>
<tr>
<td>Inclusion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involving people affected by cancer in service improvement</td>
<td>291</td>
<td>105</td>
<td>331</td>
<td>727</td>
</tr>
<tr>
<td>Macmillan Cancer Voices</td>
<td>97</td>
<td>-</td>
<td>134</td>
<td>231</td>
</tr>
<tr>
<td>Cancer self-help and support groups</td>
<td>117</td>
<td>374</td>
<td>35</td>
<td>526</td>
</tr>
<tr>
<td>Campaigning and raising awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research to improve cancer services</td>
<td>779</td>
<td>2,061</td>
<td>408</td>
<td>3,248</td>
</tr>
<tr>
<td>Public education and awareness raising</td>
<td>764</td>
<td>-</td>
<td>8,674</td>
<td>9,438</td>
</tr>
<tr>
<td>Policy and campaigning</td>
<td>1,127</td>
<td>-</td>
<td>624</td>
<td>1,751</td>
</tr>
<tr>
<td>Customer and content management</td>
<td>302</td>
<td>-</td>
<td>745</td>
<td>1,047</td>
</tr>
<tr>
<td>Charitable expenditure</td>
<td>10,196</td>
<td>57,829</td>
<td>20,005</td>
<td>96,030</td>
</tr>
<tr>
<td>Governance costs</td>
<td>458</td>
<td>-</td>
<td>254</td>
<td>712</td>
</tr>
<tr>
<td>Total charitable expenditure</td>
<td>18,654</td>
<td>57,829</td>
<td>20,259</td>
<td>96,742</td>
</tr>
</tbody>
</table>

New grants committed in the year are recognised as charitable expenditure in the year in which they are made and are shown above. The grants figure shown above comprises both multi-year grants where the full cost is recognised on the Balance Sheet as a liability in the year of commitment and those grants (mainly Macmillan grants) which are wholly disbursed during the year. Grants to institutions and partner organisations totalled £48,106,000 (2009: £37,899,000). Grants to individuals totalled £9,723,000 (2009: £9,007,000). A full list of the grants made to institutions and partner organisations are disclosed in a separate publication which is available from the charity’s registered office.

8. Net income for the year

This is stated after charging:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Depreciation</td>
<td>899</td>
</tr>
<tr>
<td>External audit fees:</td>
<td></td>
</tr>
<tr>
<td>Audit work</td>
<td>60</td>
</tr>
<tr>
<td>Non-audit work</td>
<td>31</td>
</tr>
<tr>
<td>Operating lease rentals</td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>2,274</td>
</tr>
<tr>
<td>Vehicles and equipment</td>
<td>627</td>
</tr>
</tbody>
</table>

No trustee has received any remuneration from the group during the year (2009: nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £4,542 (2009: £5,803), which all related to trustee meetings. The number of trustees who were reimbursed was five (2009: five).

9. Staff costs and numbers

Staff costs were as follows:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>29,544</td>
</tr>
<tr>
<td>Agency staff costs</td>
<td>338</td>
</tr>
<tr>
<td>Employers’ National Insurance contributions</td>
<td>2,993</td>
</tr>
<tr>
<td>Pension costs</td>
<td>1,163</td>
</tr>
<tr>
<td>Total staff costs</td>
<td>34,038</td>
</tr>
</tbody>
</table>

The number of employees whose earnings (excluding pension) fell into the bands below were:

<table>
<thead>
<tr>
<th>No.</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£1 - £60,000</td>
<td>912</td>
<td>850</td>
</tr>
<tr>
<td>£60,001 - £70,000</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>£70,001 - £80,000</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>£80,001 - £90,000</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>£90,001 - £100,000</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>£100,001 - £110,000</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>£150,001 - £160,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>934</td>
<td>870</td>
</tr>
</tbody>
</table>

Retirement benefits are accruing under defined benefit schemes for nine (2009: 10) higher paid employees. Contributions totalling £58,361 (2009: £35,704) were made to stakeholder schemes for 14 (2009: six) higher paid employees.

The average number of staff employed during the year was 934 (2009: 870) which includes 172 part-time staff (2009: 215). The average number of full-time equivalent (FTE) staff employed during the year was 875 (2009: 814). The average FTE is analysed by function as follows:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>No.</td>
</tr>
<tr>
<td>Fundraising</td>
<td>456</td>
</tr>
<tr>
<td>Charitable</td>
<td>412</td>
</tr>
<tr>
<td>Governance</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>875</td>
</tr>
</tbody>
</table>
10. Tangible fixed assets
The Group and Charity

<table>
<thead>
<tr>
<th></th>
<th>Freehold property</th>
<th>Leasehold property</th>
<th>Motor vehicles</th>
<th>Computer equipment and system</th>
<th>Furniture and plant</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2010</td>
<td>95</td>
<td>93</td>
<td>1,953</td>
<td>249</td>
<td>2,805</td>
<td>1,798</td>
</tr>
<tr>
<td>Additions in year</td>
<td>-</td>
<td>171</td>
<td>-</td>
<td>398</td>
<td>473</td>
<td>24</td>
</tr>
<tr>
<td>Disposals in year</td>
<td>(95)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2010</td>
<td>-</td>
<td>264</td>
<td>1,953</td>
<td>647</td>
<td>3,278</td>
<td>1,822</td>
</tr>
</tbody>
</table>

Depreciation

|                     |                   |                    |                |                              |                     |        |
| At 1 January 2010   | 18                | -                  | 650            | 128                          | 2,302               | 1,054  | 4,152  |
| Disposals in the year | (18)            | -                  | -              | -                            | -                   | -      | (18)   |
| Charge for the year | -                 | 329                | 63             | 322                          | 185                 | 899    |
| At 31 December 2010 | -                 | -                  | 979            | 191                          | 2,624               | 1,239  | 5,033  |

Net book value

|                     |                   |                    |                |                              |                     |        |
| At 31 December 2010 | -                 | 264                | 974            | 456                          | 654                 | 583    | 2,931  |
| At 31 December 2009 | 77                | 93                 | 1,303          | 121                          | 503                 | 744    | 2,841  |

The property under construction costs relate to the development of an information and support centre adjacent to the Brighton Cancer Centre.

11. Investments
The Group and Charity

<table>
<thead>
<tr>
<th></th>
<th>2010 £’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market value at 1 January</td>
<td>30,605</td>
<td>42,216</td>
</tr>
<tr>
<td>Purchased acquisitions</td>
<td>104,542</td>
<td>10,816</td>
</tr>
<tr>
<td>Shares and investments acquired via legacies and gifts</td>
<td>21</td>
<td>251</td>
</tr>
<tr>
<td>Short-term investments reclassified between cash and investments</td>
<td>(24,840)</td>
<td>(7,123)</td>
</tr>
<tr>
<td>Disposal proceeds</td>
<td>(32,446)</td>
<td>(17,881)</td>
</tr>
<tr>
<td>Change in accrued income</td>
<td>965</td>
<td>(2)</td>
</tr>
<tr>
<td>(Decrease)/Increase in cash and short-term deposits</td>
<td>(6,268)</td>
<td>(346)</td>
</tr>
<tr>
<td>Net gain/(loss) on investments</td>
<td>903</td>
<td>2,674</td>
</tr>
<tr>
<td>Market value at 31 December</td>
<td>73,482</td>
<td>30,605</td>
</tr>
<tr>
<td>Historic cost at 31 December</td>
<td>71,455</td>
<td>28,851</td>
</tr>
</tbody>
</table>

Investments comprise:

<table>
<thead>
<tr>
<th></th>
<th>2010 £’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK listed</td>
<td>25,050</td>
<td>2,050</td>
</tr>
<tr>
<td>Non-UK listed</td>
<td>33,721</td>
<td>17,643</td>
</tr>
<tr>
<td>UK non-listed</td>
<td>1,516</td>
<td>530</td>
</tr>
<tr>
<td>Non-UK hedge funds</td>
<td>9,175</td>
<td>6,483</td>
</tr>
<tr>
<td>Non-UK private equity</td>
<td>706</td>
<td>178</td>
</tr>
<tr>
<td>Cash</td>
<td>3,314</td>
<td>3,721</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73,482</strong></td>
<td><strong>30,605</strong></td>
</tr>
</tbody>
</table>

Listed investments include £36,539,000 (2009: £12,976,000) of direct holdings. The balance of £22,950,000 (2009: £6,717,000) is held in investment funds and unit trusts the majority of which are fixed income and property funds.

Investments representing over 5% by value of the portfolio comprise:

<table>
<thead>
<tr>
<th></th>
<th>2010 £’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coventry Building Society Euro Medium Term Notes</td>
<td>5,039</td>
<td>2,475</td>
</tr>
<tr>
<td>JPM Diversified Fixed Income GBP Fund</td>
<td>1,516</td>
<td>3,587</td>
</tr>
<tr>
<td>JPM Sterling Liquidity Fund</td>
<td>4,967</td>
<td>5,038</td>
</tr>
<tr>
<td>Skipton Building Society Euro Medium Term Notes</td>
<td>5,038</td>
<td>5,038</td>
</tr>
</tbody>
</table>

The holdings listed above as Euro Medium Term Notes comprise UK government backed corporate bonds.
12. Debtors

<table>
<thead>
<tr>
<th></th>
<th>Group 2010</th>
<th>Group 2009</th>
<th>Charity 2010</th>
<th>Charity 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Accrued legacy income</td>
<td>21,359</td>
<td>21,286</td>
<td>21,359</td>
<td>21,286</td>
</tr>
<tr>
<td>Prepayments and other accrued income</td>
<td>3,729</td>
<td>3,703</td>
<td>3,388</td>
<td>3,148</td>
</tr>
<tr>
<td>Income tax recoverable</td>
<td>1,212</td>
<td>1,213</td>
<td>1,212</td>
<td>1,213</td>
</tr>
<tr>
<td>Trade debtors</td>
<td>1,020</td>
<td>188</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amount due from subsidiaries</td>
<td>-</td>
<td>-</td>
<td>4,246</td>
<td>2,005</td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>1,391</td>
<td>550</td>
<td>1,357</td>
<td>499</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28,711</td>
<td>26,940</td>
<td>29,742</td>
<td>28,171</td>
</tr>
</tbody>
</table>

Included within the amount due from subsidiaries are two loans to the charity’s trading subsidiaries. £30,000 (2009: £30,000) has been loaned to Macmillan Cancer Support Trading Limited and £200,000 (2009: £200,000) has been loaned to Macmillan Cancer Support Sales Limited. Interest is payable on the loans and is calculated at base rate plus 2%. The loans are repayable by 31 December 2015, and are secured by a first-ranking debenture dated 28 July 1999 containing fixed and floating charges over all the assets of the subsidiary companies.

13. Grants committed not yet paid

The Group and Charity

<table>
<thead>
<tr>
<th></th>
<th>Macmillan professionals’</th>
<th>Buildings</th>
<th>Other</th>
<th>2010 Total</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Commitments at 1 January</td>
<td>67,797</td>
<td>10,971</td>
<td>28,441</td>
<td>107,209</td>
<td>106,149</td>
</tr>
<tr>
<td>Grants paid during the year</td>
<td>(20,397)</td>
<td>(6,075)</td>
<td>(11,783)</td>
<td>(38,255)</td>
<td>(36,154)</td>
</tr>
<tr>
<td>New grants committed during the year</td>
<td>28,436</td>
<td>3,439</td>
<td>17,452</td>
<td>49,327</td>
<td>39,117</td>
</tr>
<tr>
<td>Commitments released as no longer required</td>
<td>(2,197)</td>
<td>(39)</td>
<td>(670)</td>
<td>(2,906)</td>
<td>(1,903)</td>
</tr>
<tr>
<td></td>
<td>73,639</td>
<td>8,296</td>
<td>33,440</td>
<td>115,375</td>
<td>107,209</td>
</tr>
</tbody>
</table>

Falling due within one year

|                      | £’000                    | £’000     | £’000 | £’000      | £’000      |
| Falling due within one year | 23,845                 | 3,451     | 11,358| 38,654     | 36,333     |
| Falling due after one year | 49,794                 | 4,845     | 22,082| 76,721     | 70,876     |
|                      | 73,639                  | 8,296     | 33,440| 115,375    | 107,209    |

14. Other creditors

<table>
<thead>
<tr>
<th></th>
<th>Group 2010</th>
<th>Group 2009</th>
<th>Charity 2010</th>
<th>Charity 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Taxation and social security</td>
<td>1,235</td>
<td>1,090</td>
<td>1,236</td>
<td>1,121</td>
</tr>
<tr>
<td>Other creditors and accruals</td>
<td>5,217</td>
<td>4,755</td>
<td>5,198</td>
<td>4,682</td>
</tr>
<tr>
<td></td>
<td>6,452</td>
<td>5,845</td>
<td>6,434</td>
<td>5,803</td>
</tr>
</tbody>
</table>

15. Analysis of group net assets between funds

<table>
<thead>
<tr>
<th></th>
<th>Restricted funds</th>
<th>Designated funds</th>
<th>General funds</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>264</td>
<td>2,667</td>
<td>2,931</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>(73,482)</td>
<td>(73,482)</td>
<td>(87,408)</td>
<td>(170,888)</td>
</tr>
<tr>
<td>Cash and short-term deposits</td>
<td>52,805</td>
<td>10,000</td>
<td>24,603</td>
<td>87,408</td>
</tr>
<tr>
<td>Debtors</td>
<td>5,386</td>
<td>23,335</td>
<td>28,721</td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>(41,676)</td>
<td>(80,151)</td>
<td>(121,827)</td>
<td>(244,653)</td>
</tr>
</tbody>
</table>

Net assets at 31 December 2010 | 16,779 | 12,667 | 41,259 | 70,705 |

16. Movements in funds

<table>
<thead>
<tr>
<th></th>
<th>Balance 1 January 2010</th>
<th>Incoming resources</th>
<th>Outgoing resources</th>
<th>Gain on investments and actuarial gain on pension scheme</th>
<th>Balance 31 December 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>4,039</td>
<td>5,149</td>
<td>(9,043)</td>
<td>-</td>
<td>3,048</td>
</tr>
<tr>
<td>Local appeals</td>
<td>(125)</td>
<td>(83)</td>
<td>-</td>
<td>(42)</td>
<td>-</td>
</tr>
<tr>
<td>Big Lottery Fund</td>
<td>952</td>
<td>2,375</td>
<td>(2,307)</td>
<td>-</td>
<td>1,020</td>
</tr>
<tr>
<td>Department of Health grants</td>
<td>10,502</td>
<td>1,728</td>
<td>(15,886)</td>
<td>-</td>
<td>12,344</td>
</tr>
<tr>
<td>Brighton Information and Support Centre</td>
<td>93</td>
<td>-</td>
<td>-</td>
<td>171</td>
<td>264</td>
</tr>
<tr>
<td>Total restricted funds</td>
<td>15,461</td>
<td>25,335</td>
<td>(27,236)</td>
<td>3,219</td>
<td>16,779</td>
</tr>
</tbody>
</table>

Unrestricted funds

| General funds        | Investment revaluation reserve | 1,754 | - | - | - | 2,027 |
| Other general funds  | 47,222                        | 107,770| (106,413)| 903 | (10,350) | 39,232 |
| Total general funds  | 49,076                        | 107,770| (106,413)| 903 | (10,077) | 41,259 |

Designated funds

| University College Hospitals London | - | - | - | - | 10,000 |
| Older Peoples Pilot project | - | 500 | (500) | - | - | - |
| Fixed asset fund | 2,748 | - | - | - | (81) | 2,667 |
| Market fluctuations fund | 3,061 | - | - | - | (3,061) | - |
| Total designated funds | 5,809 | 500 | (500) | - | 6,858 | 12,667 |
| Pension scheme deficit | (286) | - | 2,800 | (2,514) | - | - |
| Total unrestricted funds | 54,599 | 108,270 | (104,113) | (1,611) | (3,219) | 53,926 |
| Total funds | 70,060 | 133,605 | (131,349) | (1,611) | - | 70,705 |

The restricted funds balance as at 1 January 2010 has been reanalysed to give a revised breakdown of the funds balance.

A transfer of £3,219,000 (2009: £1,447,000) has been made between general and restricted funds representing appeal costs which are supported by general funds.
16. Movements in funds: continued

Purposes of restricted funds

Local appeals
Local appeal funds comprise income generated from fundraising activities by Macmillan appeals throughout the UK. Local appeal deficits often arise where we commit to funding the service early on in an appeal. Under our accounting policy, we recognise the full cost of multi-year grants when the commitment is made. Often, we will take three years to raise the income necessary to meet this cost. Such appeals will start in deficit and gradually work their way to break even over the life of the appeal. During the year no funds (2009: £222,000) were transferred from unrestricted funds to restricted appeal funds to cover deficits which will not be matched by future fundraising. It is anticipated that the remaining deficits will be matched by future restricted income flows and transfers from other appropriate funds.

At the same time, some appeals raise significant funds before the actual grant commitment is made, particularly building appeals. As a result, they appear in surplus for the first part of the life of the appeal. Appeals at the year end in surplus totalled £5,014,000 (2009: £5,142,000). Appeals in deficit totalled £1,821,000 (2009: £1,103,000).

Brighton information and support centre
Fixed asset expenditure in the year of £171,000 (2009: £93,000), related to an information and support centre adjacent to Brighton Cancer Centre. The fund balance at the 31 December 2010 was £264,000 (2009: £93,000).

Department of Health funding
Grant income from the Department of Health received in the year has been restricted to fund two projects, the National Cancer Survivorship Initiative and Older People’s Pilot Projects. As shown in note 3, funds received in 2010 are net of a £60,000 repayment of grant received in 2008, which also had expenditure of £5,000.

National Cancer Survivorship Initiative
Funds received in the year totalled £1,935,000 (2009: £1,211,000), funds expended in the year totalled £2,185,000 (2009: £324,000). The fund balance at 31 December 2010 was £637,000 (2009: £887,000).

Other people’s pilot projects
Funds received in the year totalled £500,000 (2009: £nil), funds expended in the year totalled £117,000 (2009: £nil), leaving a fund balance at 31 December 2010 of £383,000 (2009: £nil). A condition of the grant award was that the charity committed to match fund £500,000. This has been designated and expended in 2010.

Big Lottery Fund
In 2007 the Big Lottery Fund awarded a four year grant of £336,000 to fund a CAB Welfare Benefits Advice Service in Northern Ireland. The grant is payable in instalments and £42,000 remained payable at 31 December 2010 (2009: £125,000). The related grant expenditure was committed in year one.

Other funds
Other restricted funds comprise income for specific Macmillan activities. At 31 December 2010, the balance of £12,344,000 (2009: £10,502,000) is made up of:

- Healthcare and information funds: Income which has been restricted to these funds has come from a variety of sources and is restricted either to clinical or information services, including nurses, allied health professionals, clinical and information buildings and information services. The income is sometimes further restricted to either a type of post or service or to a post or service at a specific location. Funds will be expended as appropriate posts are identified or developed. The balance at the year end totalled £4,752,000 (2009: £2,424,000).

- Purposes of designated funds: University College Hospitals London £10,000,000 was designated in 2010 for a project in partnership with University College London Hospitals NHS Foundation Trust, to create an Ambulatory Cancer Care Centre. The £10,000,000 investment will contribute towards, the building, services, research and other system change improvements.

- Older peoples pilot project £500,000 was designated in 2010 to match Department of Health grant funding, the funds were expended in the year.

- Financial support and practical and emotional support funds: Income which has been restricted to these funds has come from a variety of sources and is restricted either to financial support or daily living including carer schemes, and social work. Much of this income is restricted to a geographical area, and it is likely that we will expend this income on Macmillan Grants to individuals. There may, however, be other service developments in the area of the restriction and the income may be spent on such new service developments. The balance at the year end totalled £12,344,000 (2009: £1,383,000) to this fund is an adjustment to increase the fund to the difference between market value and historic cost at 31 December 2010.

- Fixed asset fund: The fixed asset fund represents the value of general funds invested in fixed assets which are not, by the nature of fixed assets readily available for use for other purposes. The transfer of £81,000 (2009: £115,000) from this fund makes the value of the fund equal to the net book value of the fixed assets less any restricted fixed assets at 31 December 2010. Fixed asset expenditure financed from restricted funds is shown within the restricted fund balances.

- Market fluctuations fund: As the investment markets are now relatively stable, the balance on this fund as at the 1 January 2010 of £3,061,000, has been released back into general funds. The designated fund was formerly calculated as 10% of the market value of the charity’s investments.

- Other unrestricted funds: Investment revaluation reserve: The investment revaluation reserve is calculated as the difference between the market valuation and the historic cost of the charity’s investments. The transfer of £273,000 (2009: £1,383,000) to this fund is an adjustment to increase the fund to the difference between market value and historic cost at 31 December 2010.

Notes to the financial statements

Macmillan annual report and accounts 2010
17. Related party transactions

- Professor Jessica Corner is the Chief Clinician at Macmillan Cancer Support. She is Dean of the Faculty of Health Sciences at the University of Southampton. During the year, payments of £135,000 were made by Macmillan in respect of the Macmillan Survivorship Research Group, a programme related to people affected by cancer, which is based at the University of Southampton. A further grant commitment of £1,113,000 was made during the year with the University of Southampton to fund this programme until March 2014. In addition, £24,000 was paid to the University of Southampton to fund other projects on the affect of cancer on families and a new approach to cancer after care.

- Macmillan is a member of the National Cancer Research Institute (NCRI), which brings together the major research to coordinate their funding initiatives. In 2005 the Faculty of Health Sciences at the University of Southampton made a further grant commitment of £1,113,000 to contribute to the University of Southampton to fund this programme until March 2014. In addition, £24,000 was paid to the University of Southampton to fund other projects on the affect of cancer on families and a new approach to cancer after care.

- Maureen Rutter is Macmillan’s Director of Direct Services, she is also a Governor of South Tees NHS Foundation Trust. In 2010, the charity made two grants to the Trust; £149,000 for three years’ pump priming for a Urology Nurse and £48,000 for the refurbishment of an Information Centre and related space.

- The American Friends of Macmillan Cancer Support was formed in 1991 as the US affiliate of Macmillan to support its charitable programmes. The American Friends of Macmillan Cancer Support is a public charity as described in section 501 (c) (3) of the US Internal Revenue Code. It may devote funds received by it to any purpose consistent with its charitable purposes, as dictated by its Board of Directors. The Board of Directors includes Amanda Bringans, Director of Fundraising at Macmillan.

- Macmillan Cancer Support Jersey Limited (MCSJ Ltd) is a company limited by guarantee and incorporated in the Island of Jersey (company number 104099). It is an independent organisation which carries out fundraising on the Island and funds Macmillan services. Stephen Richards, Macmillan’s Director for England, is on the Board of Directors of Macmillan Cancer Support Jersey. During 2010 the charity participated in a joint fundraising project with MCSJ Ltd. A transfer of £24,000 was made to MCSJ Ltd during the year for their share of the net proceeds. There was a further payment due at the year end of £24,000.

18. Operating lease commitments

The Group and Charity

<table>
<thead>
<tr>
<th>Less than 1 year</th>
<th>1-5 years</th>
<th>Over 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>590</td>
<td>112</td>
<td>702</td>
</tr>
<tr>
<td>440</td>
<td>292</td>
<td>712</td>
</tr>
<tr>
<td>1,303</td>
<td>-</td>
<td>1,303</td>
</tr>
</tbody>
</table>

Total 2,333 | 404 | 2,737 | £2,133

19. Pension costs

During 2010 the charity operated a contributory, defined benefit pension scheme for employees who joined the scheme before 30 April 2005, the date the scheme was finally closed to all new entrants. On 30 June 2010, the scheme closed to the accrual of future benefits. From 1 May 2004, the charity has paid contributions for eligible employees into a stakeholder pension scheme. The assets of the defined benefit scheme are held separately from those of the charity in an independently administered fund.

The actuary has computed the following information about the financial position of the scheme as at 31 December 2010:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair value of the scheme assets</td>
<td>£28,897</td>
<td>£25,106</td>
</tr>
<tr>
<td>Present value of scheme liabilities</td>
<td>(23,489)</td>
<td>(23,392)</td>
</tr>
<tr>
<td>Net surplus/(deficit)</td>
<td>5,408</td>
<td>(286)</td>
</tr>
</tbody>
</table>

The movement in the deficit during the year can be analysed as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Deficit) at 1 January</td>
<td>(286)</td>
<td>(444)</td>
</tr>
<tr>
<td>Movement in the year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expected return on pension assets</td>
<td>40</td>
<td>(116)</td>
</tr>
<tr>
<td>Current service cost net of employee contributions</td>
<td>248</td>
<td>(597)</td>
</tr>
<tr>
<td>Curtailment</td>
<td>1,435</td>
<td>-</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>373</td>
<td>800</td>
</tr>
<tr>
<td>Pension contributions adjustment</td>
<td>1,600</td>
<td>87</td>
</tr>
<tr>
<td>Additional employer contribution</td>
<td>1,200</td>
<td>-</td>
</tr>
<tr>
<td>Actuarial gain</td>
<td>2,894</td>
<td>71</td>
</tr>
<tr>
<td>Surplus/(deficit) at 31 December</td>
<td>5,408</td>
<td>(286)</td>
</tr>
</tbody>
</table>

An additional employer contribution of £1,200,000 was made on closure of the scheme to future accrual. On closure of the scheme to future accrual, in accordance with FRS 17, the scheme surplus cannot be recognised on the charity’s balance sheet and the consequent adjustment of £5,408,000 is shown as an actuarial loss. The net actuarial loss for 2010 of £2,514,000 (2009: gain of £71,000) is shown on the face of the Statement of Financial Activities. In addition to the loss related to the scheme surplus it reflects the movement on the pension scheme deficit arising from changes in assumptions such as future salary rates and future expected investment returns. The pensions contributions adjustment is the difference between the actual pension contributions made in the year and the actual contributions required.
19. Pension costs: continued

Defined benefit scheme
Scheme funds are administered by trustees and are independent of the charity’s finances. The scheme is a UK-based defined benefit scheme, providing benefits at retirement and on death in service.

The scheme is subject to triennial valuation by an independent actuary using the projected unit method. The most recent triennial valuation was undertaken as at 31 December 2007. The next triennial valuation, as at 31 December 2010, will be completed during 2011.

The employer contribution rate for the year until the scheme closed to future accrual on 30 June 2010 was 16.5% of pensionable salary. The total contributions paid in the period by the charity were £1,573,000 (2009: £800,000), which includes a contribution of £1,200,000 on closure of the scheme to future accrual.

For the purposes of the disclosures required under FRS17, the actuarial valuation has been updated at 31 December 2010 by a qualified actuary using the following assumptions:

For the purposes of the disclosures required under FRS17, the actuarial valuation has been updated at 31 December 2010 by a qualified actuary using the following assumptions:

Future pensioners using mortality table PA92lc(C=2030)
Females at 65 	 27.2 	 27.2
Males at 65 	 24.3 	 24.3
Females at 65 	 27.2 	 27.2

An analysis of the scheme assets and the expected long term return rates at 31 December 2010 was as follows:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Expected rate of return</td>
<td>Expected rate of return</td>
</tr>
<tr>
<td>Equities</td>
<td>7.0%</td>
</tr>
<tr>
<td>Bonds</td>
<td>4.5%</td>
</tr>
<tr>
<td>Other</td>
<td>3.0%</td>
</tr>
<tr>
<td>28,897</td>
<td>25,106</td>
</tr>
</tbody>
</table>

The following amounts have been recognised in the financial statements for the year ended 31 December 2010 under the requirements of FRS17:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>1,544</td>
</tr>
<tr>
<td>Interest on liabilities</td>
<td>(1,504)</td>
</tr>
<tr>
<td>Net expected return on pension assets</td>
<td>1,435</td>
</tr>
<tr>
<td>Curtailments</td>
<td>(248)</td>
</tr>
<tr>
<td>Amount credited/(charged) to the Statement of Financial Activities</td>
<td>1,227</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Actual return less expected return on scheme assets</td>
<td>1,180</td>
</tr>
<tr>
<td>Experience gains arising on the scheme liabilities</td>
<td>1,403</td>
</tr>
<tr>
<td>Changes in assumptions underlying the present value of the scheme liabilities</td>
<td>311</td>
</tr>
<tr>
<td>Actuarial gain credited to the Statement of Financial Activities</td>
<td>2,894</td>
</tr>
<tr>
<td>before the adjustment for the scheme surplus</td>
<td></td>
</tr>
<tr>
<td>Actuarial loss on closure of the scheme to future accrual</td>
<td>(5,408)</td>
</tr>
<tr>
<td>Net actuarial loss charged to the Statement of Financial Activities</td>
<td>(2,514)</td>
</tr>
</tbody>
</table>

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities since 1 January 2005, is a loss of £540,000 (2009: £3,434,000 loss) before the adjustment for the loss on closure of the scheme to future accrual.

The actuarial return on scheme assets for the year was a gain of £2,724,000 (2009: £3,541,000 gain).
### 19. Pension costs: continued

Changes in the fair value of the scheme assets are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>£’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair value of scheme assets at 1 January</td>
<td>25,106</td>
<td>20,878</td>
</tr>
<tr>
<td>Expected return on scheme assets</td>
<td>1,544</td>
<td>1,184</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,730</td>
<td>1,140</td>
</tr>
<tr>
<td>Benefits paid</td>
<td>(663)</td>
<td>(453)</td>
</tr>
<tr>
<td>Actuarial gain</td>
<td>1,180</td>
<td>2,357</td>
</tr>
<tr>
<td><strong>Fair value of scheme assets at 31 December</strong></td>
<td><strong>28,897</strong></td>
<td><strong>25,106</strong></td>
</tr>
</tbody>
</table>

Changes in the present value of the defined benefit liabilities are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>£’000</th>
<th>2009 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present value of liabilities at 1 January</td>
<td>25,392</td>
<td>21,322</td>
</tr>
<tr>
<td>Current service cost</td>
<td>405</td>
<td>937</td>
</tr>
<tr>
<td>Curtailment</td>
<td>(1,435)</td>
<td>-</td>
</tr>
<tr>
<td>Interest on liabilities</td>
<td>1,504</td>
<td>1,300</td>
</tr>
<tr>
<td>Benefits paid</td>
<td>(663)</td>
<td>(453)</td>
</tr>
<tr>
<td>Actuarial gain (gain)/loss</td>
<td>(1,714)</td>
<td>2,286</td>
</tr>
<tr>
<td><strong>Present value of liabilities at 31 December</strong></td>
<td><strong>23,489</strong></td>
<td><strong>25,392</strong></td>
</tr>
</tbody>
</table>

---

**Legal and Administrative Details**

For the year ended 31 December 2010

**Status**
The organisation is a charitable company limited by guarantee, incorporated on 30 June 1989 and registered as a charity in England and Wales on 21 June 1989 and in Scotland on 1 October 2008.

**Governing document**
The organisation was established under a Memorandum of Association and is governed under its Articles of Association, which establish the objects and powers of the organisation.

- Company number: 2400969
- Charity number: 261017
- Scottish charity number: SC039907

**Registered office and operational address**
89 Albert Embankment
London SE1 7UQ

**Patron**
HRH The Prince of Wales

**President**
The Countess of Halifax

**Deputy President**
Jamie Dundas (from 30 July 2010)

**Chairman**
Jamie Dundas (to 29 July 2010)
Julia Polca (from 30 July 2010)

**Treasurer**
Joe MacHale
(to 31 December 2010)
Simon Heale
(from 1 January 2011)

**Company Secretary**
Victoria Benson

**Chief Executive**
Ciarán Devane

**Senior Management Team**

**Fundraising**
Amanda Bringans

**Finance and Information Technology**
Chris Hunt

**England**
Stephen Richards

**Scotland, Wales and Northern Ireland**
Elspeth Atkinson

**External Affairs**
Lynda Thomas and Hilary Cross

**Direct Services**
Maureen Rutter

**Corporate Development**
Juliet Bouverie

**Improving Cancer Services**
Simon Oberst (to 21 April 2011)

**Bankers**
Royal Bank of Scotland
280 Bishopsgate
London
EC2M 4RB

**Solicitors**
Withers
16 Old Bailey
London
EC4M 7EG

**Investment Managers**
JP Morgan Private Bank
125 London Wall
London
EC2Y 5AJ

**Auditors**
BDO LLP
Chartered accountants and registered auditors
Emerald House
East Street
Epsom
Surrey
KT17 1HS
Countless individual supporters, a great number of companies and trusts have given their support, including:

The 29th May 1961 Charitable Trust
ABB
The Abigail Charitable Trust
Affinity Sutton
The Milly Aphthorp Charitable Trust
AVA
AVIS
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The Balcombe Trust
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Mr Donald Beatty
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Peter Dixon Charitable Trust
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The Peter Harrison Foundation
Mr Marc Hofimsky
The Houghton Dunn Charitable Trust
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The Jimmy Knapp Cancer Fund
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The Brian Mercer Charitable Trust
The Mill Charitable Trust
Monarch Airlines
The George A Moore Foundation
National Blood Service
Nationwide Building Society
New Look
NGS
The Lord Noon of St John’s Wood MBE
The Northwood Charitable Trust
Novus Capital Markets
npower
OdysseyRe Foundation
The Ofenheim Charitable Trust
The Peacock Charitable Trust
The Pearson Family Third Settlement
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Captain James Philippson Trust Fund
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The Tom and Sheila Springer Charity
Sweets4
The Edith Taylor Charitable Trust
The Thompson Family Charitable Trust
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TONI&GUY
Mrs Hazel N Trapnell
Ulster Garden Villages Ltd
Waitrose
The Westminster Foundation
The R U B White Charitable Trust
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