

# THE BIG C APPEAL LIMITED

England & Wales · Charity number 281730

## Details

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Other names	THE BIG C APPEAL, BIG C
Status	Registered
Legal form	Charitable company
Company number	<a href="#">01521441</a>
Registered	1981-02-06
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Centrum Norwich Research Park Colney Lane Colney Norwich NR4 7UG
Phone	01603619900
Email	<a href="mailto:enquiries@big-c.co.uk">enquiries@big-c.co.uk</a>
Website	<a href="http://www.big-c.co.uk">www.big-c.co.uk</a>

## Activities

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**Objects:** TO CONDUCT, SUPPORT, PROMOTE OR ASSIST IN THE PROMOTION OF RESEARCH INTO ALL MATTERS CONNECTED WITH OR BEARING ON THE CAUSES, PREVENTION, TREATMENT AND CURE OF CANCER WITHIN THE U. K. OR IN ANY OTHER PART OF THE WORLD AND IN PARTICULAR BY THE SUPPORT AND DEVELOPMENT OF RESEARCH INTO THE CAUSE, PREVENTION, TREATMENT AND CURE OF CANCER IN HOSPITALS AND INSTITUTIONS AND TO DISSEMINATE THE USEFUL RESULTS THER OF.

**Activities:** TO ENABLE NORFOLK & WAVENEY TO BE A CENTRE OF EXCELLENCE FOR THE PROVISION OF CANCER SERVICES, AND TO CONTRIBUTE TO THE INTERNATIONAL REPUTATION FOR EXCELLENCE IN CANCER RESEARCH LOCALLY.

## Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** U.K. OR ANY OTHER PART OF THE WORLD
- Norfolk
- Suffolk

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£3,375,838	£3,498,101	£2,711,155	94
2023-12-31	£2,979,216	£3,336,162	£2,810,008	88
2022-12-31	£3,134,649	£2,814,520	£3,107,369	83
2021-12-31	£3,137,672	£2,537,954	£2,911,910	75
2020-12-31	£2,441,054	£2,389,817	£2,212,616	77

## Trustees

Name	Role	Appointed
Bethany Ruth Gammage		2024-10-23
Charles Kenvyn ffrench-Constant		2025-06-18
Denise Margaret Troughton		2018-12-05
Dr Noreen Cushen-Brewster		2021-03-31
Helen Suzanne Cordingley		2018-12-05
Jeremy Bernard Soames		2026-02-25
Marilyn Martin		2016-04-21
Paige Olivia Gouldthorpe		2020-05-21
Robert David Mills		2024-10-23

**THE BIG C APPEAL LIMITED**

England & Wales - Charity number 281730

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# Accounts

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# Cancer Charity

— EST. NORFOLK 1980 —

## **The Big C Appeal Limited**

(A Company Limited by Guarantee)

Report and Financial Statements

Year ended 31 December 2024

Company Registration No. 01521441  
Charitable Registration No. 281730  
(England and Wales)

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# Letter from the Chair

## Year Ended 31 December 2024



### 1. Letter from the Chair

Dear Reader

Founded in 1980, **Big C** is a much-valued local cancer charity that provides **support and information** for cancer patients and their families. In addition it funds **world-leading cancer research** on the Norwich Research Park, it invests in **facilities** and **equipment**, and it supports **education** to improve healthy lifestyle choices. To my knowledge, no other organisation in the UK supports all of these streams of activity and we are indeed having an impact and making a difference for those affected by cancer. Here are some of the highlights of Big C's 2024:

- **21,790** support sessions have been held – for people diagnosed with cancer, their family, friends or carers. This is 1,000 more than in 2023.
- We supported **3,238** service users over the year – this is an 11% increase on 2023.
- Our welfare rights service helped **946** service users gain **£3,236,463** in income.
- **4,820** Patient Information Folders were provided to newly diagnosed cancer patients at the Norfolk & Norwich University Hospital, the James Paget University Hospital at Gorleston and the Queen Elizabeth Hospital in King's Lynn.
- Our retail operations brought in **£1.45 million**.
- The sum of **£100k** was awarded to new cancer research projects taking place on the Norwich Research Park. With additional support from the University of East Anglia, this enabled two PhD projects to be funded, both of which are planned to start in late 2025.
- Big C volunteers gave approximately **43,600** hours (an increase of 23% on 2023 [35,450]), which meant we could keep our Support Centres, online hub, retail shops and events running efficiently.
- We have provided funding in payment of previous grant award that has supported the building of the Quadram Institute on Norwich Research Park which conducts research on food and gut health with links to cancer development and prevention. Big C has also supported the work of the Pear Tree Centre in Halesworth to enable it to provide support and information to those affected by cancer in the local area.
- Over **£3.375 million** has been raised by Big C's loyal supporters.

Despite all these successes, there have also been significant challenges and changes this year, a major one being the stepping down of our Chief Executive **Chris Bushby** due to health reasons. Chris led Big C for nine years and we wish him well for the future. In December we welcomed **Karen Vincent** as our new Chief Executive. Karen came to us with a wealth of knowledge and experience from a career working in the public, private and third sectors with strategic roles including Chair of both Norfolk County Council and Broadland

## Letter from the Chair

### Year Ended 31 December 2024

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District Council, as well as a Big C Trustee, knowledge and experience that will help guide the charity through the turbulent and changing world in which we live.

Big C has amazing assets - our four physical **Centres** at the **Norfolk and Norwich University Hospital**, the new **Norwich City Centre** on Dereham Road, and our centres in **Great Yarmouth** and **King's Lynn** provide welcoming havens for anyone affected by cancer. And for the 33% of our service users who are unable to travel to one of our centres or hubs, our **Virtual Support Centre** provides individual and group support online. Our wonderful Big C staff and volunteers comprise another of our key assets. This year has also been the first full year for Big C's **Health Academy**, which is working with several partners in the region to convey information on healthy eating and lifestyle to promote **cancer prevention**, particularly in disadvantaged and hard-to-reach communities.

I want to thank everyone – in particular our dedicated volunteers and staff, our friends at Ladies in League Against Cancer (LILAC), our major donors and corporate sponsors, and my fellow Trustees of Big C – for all their generosity, passion and continuing hard work. Keep up the fight!

Many thanks to you all and my very best wishes

Dylan Edwards

Chair

# Director's Report

## Year Ended 31 December 2024



The Directors who are also Trustees of the charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

## 2. Reference and Administration

### Registered charity name

The Big C Appeal Limited

### Registered working name

Big C

### Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE (resigned 25 July 2024)

Helen Cordingley

Mr Simon Crocker

Dr Noreen Cushen-Brewster

Prof. Dylan Edwards – Chair

Bethany Gammage (appointed 31 January 2024, resigned 15 June 2024 and re-appointed 23 October 2024)

Paige Gouldthorpe – Vice Chair

Sharon Johnson (retired 22 May 2024)

Marilyn Martin – Treasurer

Robert Mills (appointed 23 October 2024)

Chloe Smith

Denise Troughton

Karen Vincent (resigned 30 July 2024)

### Lifetime President

David Moar MBE

### Lifetime Vice-President

Theresa M Cossey MBE

### Secretary

Katherine Morgan ACG

### Chief Executive

Christopher Bushby (resigned 31 August 2024)

Karen Vincent (wef 2 December 2024)

# Director's Report

## Year Ended 31 December 2024



**Company number**  
01521441

**Charity registration number**  
281730

**Telephone**  
01603 619900

**Website**  
[www.big-c.co.uk](http://www.big-c.co.uk)

**Registered office and principal address**  
Centrum, Norwich Research Park  
Lane, Norwich, NR4 7UG

**Auditors**  
Lovewell Blake LLP, Bankside 300, Colney  
Peachman Way, Broadland Business  
Park, Norwich NR7 0LB

**Solicitors**  
Hansells, 13 The Close  
Norwich, NR1 4DX

**Bankers**  
Barclays Bank PLC, 5/7 Red Lion St,  
Norwich, NR3 4DY

**Insurance Advisors**  
Alan Boswell Group  
Harbour House  
126 Thorpe Road  
Norwich

**Investment Managers**  
Canaccord Genuity Wealth Management  
Suite 4, Ground Floor  
13-15 St Georges Street  
Norwich, NR3 1AB

### 3. Objectives and Activities for the Public benefit

The Trustees have referred to the Charity Commission's General Guidance on Public Benefit when reviewing the charity's objectives, activities and achievements. This guidance is taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The Memorandum of Association defines the objects of the Big C as:-

- *To conduct, support, promote or assist in the promotion of research into all matters connected with or bearing on causes, prevention, treatment and cure of cancer within the UK or in any other part of the world.*
- *The support and development of research into the causes, prevention, treatment and cure of cancer in hospitals and institutions and to disseminate the useful results thereof.*
- *To provide, equip, extend and maintain Charitable and National Health Service hospitals and laboratories for the treatment of and research into cancer.*
- *To make grants or assignment of funds for:-*
  - *the erection or extension of Charitable and National Health Service hospitals or laboratories or for the equipment of any Charitable and National Health Service hospital or laboratory in which treatment or investigations are or shall be pursued.*
  - *Individual workers in Charitable or National Health Service hospitals or elsewhere.*

# Director's Report

## Year Ended 31 December 2024



The charity's main objectives, activities and achievements for 2024 are described below.

### 4. Big C's Objectives, Activities and Achievements for 2024

#### Strategic Review

The Business Plan for 2024-2026 was developed and adopted by the Trustees on 29 November 2023. The plan set out the strategic and business rationale to deliver the charitable objectives of Big C against a measured and stated financial performance. The focus of the 2024-2026 Business Plan was the six key charitable and trading pillars set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into excellent world-class cancer research focussing on early career research primarily PhDs.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.

The objectives set within the 2024 Business Plan were achieved as detailed below.

#### 4.1 Charitable Operations: Support, Information and Education

##### 2024 cancer support and information highlights:

In 2024 the charity facilitated provided over 21,000 support sessions, indicating a robust demand for Big C's services. The number of service users we supported has surged to 3,238, representing an 11% increase from the previous year - a positive trend bolstered by the registration of 2,361 new service users. This growth underscores Big C's vital role in the community.

Furthermore, our efforts to distribute new patient information folders across various hospitals have resulted in the delivery of 4,820 folders, with 66% going to Norfolk and Norwich University Hospital (NNUH), 16% to James Paget University Hospital, and 18% to Queen Elizabeth Hospital King's Lynn. It is noteworthy that approximately 33% of Big C support is accessed through our virtual centre illustrating the charity's ability to adapt to the increasingly digital landscape of service provision. On average, each month we provide 471 support sessions via our virtual centre.

# Director's Report

## Year Ended 31 December 2024



Big C's service model also includes a significant number of professional referrals, averaging more than 37 per month, which further highlights our credibility and the growing recognition of our contributions to community welfare. Notably, 13% of our service users come from the two lowest centiles of areas classified by the Index of Multiple Deprivation, emphasising Big C's commitment to assisting society's most vulnerable populations.

Regulated activity: Care Quality Commission registration has not been required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio.

### 2024 Education highlights:

Big C's Health Academy aims to address early diagnosis by improving cancer prevention and cancer awareness within Norfolk and Waveney, with a particular emphasis on areas of deprivation and hard to reach communities in Great Yarmouth and Waveney, in line with NHS Core20PLUS5 initiative, by utilising Big C's cancer awareness resources; prevention strategies; and healthy lifestyle promotions. It encompasses our educational activities, physical exercise and nutrition programmes.

- Big C Health Education and Awareness Academy worked in partnership with the Norfolk and Waveney Integrated Care Board (NWICB) to improve cancer outcomes at the earliest possible stage and awareness of behavioural modification to aid prevention, as well as a greater awareness of signs and symptoms among the public. In 2024, our health education team delivered 24 health and cancer awareness events across East Anglia (8 in the Great Yarmouth and Waveney region, 16 in the West Norfolk, Thetford, and Norwich region), partnering with numerous local organisations ranging from hospices to local charities to local and regional businesses to supermarkets. In total, we reached over 333 people with our health education information.
- Tackle Cancer Walking Football delivers a weekly outdoor exercise session at the Football Development Centre in Norwich in partnership with the Community Sports Foundation and the Norfolk Football Association, which has chosen Big C as its charity partner for the next three years. The group aims to improve the physical and mental wellbeing of service users and offers long term outreach support along with information on demand and facilitation of peer group support.
- Get Moving offers several in person and online activity options for service users. Weekly, live online classes include yoga, Pilates and seated equivalents of both. An in-person rehabilitation class at Riverside Leisure Centre in Norwich was funded until December 2024 following a successful summer pilot. Monthly Feel Good Friday sessions are offered at our Norwich City Support Centre which comprise a varied programme of wellbeing taster classes. Fishing for Wellbeing is offered during summer months with this year's fishing being remarkably successful with a total of 46 service users getting involved over six sessions.

### 2024 Support & Innovation grant making highlights:

A final payment of £15,000 was made to the Pear Tree Centre in Halesworth in 2024. The original £150,000 grant (awarded in 2019 and payable in annual instalments from 2019 to 2024) was to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

### 4.2 Research and Equipment Grant making

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer.

### 2024 Research investment highlights:

In 2023 Big C commissioned a Research Investment Working Group (RIWG) to review the charity's current position and suggest future strategy. Following discussions with the University of East Anglia (UEA), the Board agreed that £150k would be released from the charity's reserves in support of a 2023 research grants round for PhD applications from Norwich Research Park (NRP) partners (via UEA) only. Grants were made on the basis of a maximum individual PhD award of £50k with the remaining costs of each PhD supported by UEA. This was subsequently augmented by £50k support from LILAC (Ladies In League Against Cancer) and four 4-year PhD studentships were supported in this manner, all of which started in October 2024. The 2024 call for PhD grant applications was offered on the same basis and five applications received, two of which were awarded the maximum sum of £50k and are detailed below.

- **24-02R:** *Investigating the immunosuppressive role of macrophage heparan sulfate proteoglycans in multiple myeloma*

Principal applicant: Dr Linda Troeberg Norwich Medical School, UEA

Co-applicant: Professor Stuart Rushworth, Norwich Medical School, UEA

4 year PhD project starting 1 October 2025

- **24-03R:** *Pre-mRNA splicing regulation in human cancers by snRNA modifications*

Principal applicant: Dr Alper Akay, School of Biological Sciences, UEA

Co-applicant: Dr Mark Williams, School of Biological Sciences, UEA

4 year PhD project starting 1 October 2025

Applications for Big C Student Bursaries were invited in March 2024. Six applications were received and all of them were awarded.

# Director's Report

## Year Ended 31 December 2024



Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C's operations.

Grants cancelled in the year totaled £9,917 all relating to Research.

### 4.3 Income Generation

#### 2024 Fundraising performance highlights:

- The fundraising team delivered over 22 events contributing to the £284,977 raised in 2024.
- Corporate and community support has been buoyant with significant financial contributions from relationships with several generous companies and organisations.
- Grant funding remained on target despite a challenging environment. The charity is grateful to all the charitable Trusts and Foundations which have kindly supported Big C's work.
- Legacy income rose by £221,373 in 2024.

#### 2024 Marketing & Communications performance highlights:

- Feedback suggests that the Big C brand is incredibly strong in Norfolk.
- The creation of core messaging, brand guidelines and new templates, assisted in streamlining marketing and comms activity. PR and social channel communications have been refocused on fundraising content.
- A new partnership with Future Radio and effective promotion of the Health Academy supported the charity's Early Diagnosis Campaign building on Big C's reputation and expert positioning.
- A stylish volunteer recruitment campaign across both print and digital media was instrumental in attracting a 30% uplift in applications.
- Investment in the production of digital assets was rewarded with an Instagram reel that attracted a record 10k views.

#### 2024 Retail Infrastructure

The charity owns the premises at 45 Timberhill, Norwich which house a retail shop on the ground and the 1st floor with the 2nd floor utilised for storage. The value of the freehold property is set out in note 8. The charity currently operates in the following locations:

- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES

# Director's Report

## Year Ended 31 December 2024



- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF
- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4, 5 and 6 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture & Craft Emporium; and Big C Boutique.

### 2024 Retail performance highlights

- Retail performed consistently well in 2024 with turnover increasing on 2023 performance reaching £1.454m. The charity also performed well against the landscape of the wider third sector where it has been reported by the Charity Retail Association that UK in-store income has decreased compared to the same period last year.
- A review of costs produced savings contributing to an increase to the overall net contribution.

## 5. The Charity's People & Culture Strategy

### Key Management Personnel

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity employed an average 94 full and part-time staff, an increase of six from 88 in 2023.

In September 2024 Christopher Bushby stepped down from the role of Chief Executive after nine years of dedicated service to Big C. After an external recruitment exercise the Trustees were delighted to appoint Karen Vincent to take up the role in December 2024. As Karen was a former Big C Trustee permission was obtained from the Charity Commission before making the appointment.

### The Charity's Volunteers

2024 saw an increase in volunteer applications and the number of hours donated – supported by focused volunteer recruitment campaign to engage with and recruit new volunteers.

In 2024 Big C's volunteers gave approximately 43,600 hours (an increase of 23% on 2023 [35,450]) to the charity of which 38,505 were in retail, 4,673 in charitable operations, 92.5 across Big C fundraising and events and 422 in head office administration.

# Director's Report

## Year Ended 31 December 2024



At the end of 2024, there were 377 volunteers, an increase of 79 from 2023 (298). There were 291 in retail, 48 in charitable activities, 30 across Big C fundraising and events and eight at Big C's Head Office.

Big C's Trustees are grateful to everyone who generously gave their time to help the charity succeed in its work.

### People Achievements

Big C continues to focus on developing inclusive internal culture that respects and nurtures its people. This has benefits in promoting the recruitment and retention of staff, both paid and volunteers. Big C achieved 'Gold' awards under the Best Employers Eastern Region in the last two programmes, and has been commended for the ways it has promoted a positive culture for all staff. This has been followed up in 2024 through an internal staff wellbeing pulse survey.

- Embedding of Big C's Wellbeing and Inclusivity passport which enables people to share information about health conditions/disabilities/ personal circumstances so that support can be considered.
- Providing 24 meaningful work experience opportunities across the charity of which; five were from universities (e.g. doctors/radiographer students); six from colleges; ten from High Schools; and three counselling student placements.
- On track to being 'Disability Confident' level 2 in 2025.

### 6. Financial Review

Income amounted to £3,375,838, (2023: £2,979,216) details are set out in the Statement of Financial Activities (SOFA) on page 26.

Expenditure during the year amounted to £3,498,101 with £1,678,982, of this spend on charitable objectives. This compares with £3,336,162, total expenditure in 2023, with £1,655,558 spend on charitable objectives.

Two grants for PhD research studentships were made during the year amounting to £100,000 (2023: five grants totalling £201,377). Grants awarded for Student Bursaries amounted to £8,075 (2023: £nil). Outstanding commitments at the year end were for research £316,562 (2023: £273,069), for equipment/clinical £120,000 (2023: £200,000), for support £1,125 (2023: £16,125) and £Nil (2023: £nil) for Student Bursaries.

Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £1,357,270 (2023: £1,274,829). Expenditure to generate voluntary income amounted to £440,971 (2023: £405,775).

## 7. Investment Policy

The charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

The sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market was invested within the above parameters, over a five year cycle across 30% Bonds, 65% Equities and Cash along with 5% Alternatives, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies.
- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income).
- no direct investment into alcohol, tobacco or weapons of warfare stocks.

The performance of the charity's investments and investment policy is reviewed by the Trustees on a quarterly basis.

## 8. Reserves Policy

The charity's net assets at 31 December 2024 amounted to £2,711,155, of which £102,079 is restricted and £57,957 is designated.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £793,742, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £437,687. Provision has also been made for all lease commitments, £508,861, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the charity to invest in the future, whilst retaining a level of working capital, as the charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

As at 31 December 2024 the Financial Statements show unrestricted liquid reserves of £1,343,115 (2023: £1,314,024). After deduction of provisions required by the charity's reserves policy outlined above this leaves free reserves of £40,513 (2023: £nil) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

# Director's Report

## Year Ended 31 December 2024



In addition to the free cash reserve the value of Freehold Property of £931,914 at 31 December 2024 (2023: £937,335) would be available on realisation.

### 9. The Charity's Infrastructure

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UG.

### 10. Plans for Future Periods

The three-year Business Plan for 2025-2027 sets out the strategic and business rationale to deliver Big C's charitable and trading objectives over the next three years against a measured and stated financial performance. Six key charity and trading pillars were agreed and are set out below:

- 1** Delivery of innovative, outstanding and cancer patient-focused support and information services across Big C acute and community centres.
- 2** Continued investment into world-class cancer research.
- 3** Continued funding of diagnostic and treatment equipment.
- 4** Development of educational activities and programmes which have a positive impact on individual's well-being and career choices.
- 5** Increased and improved margin of return against KPIs from income generation activities throughout retail and fundraising.
- 6** Investment into the staff and volunteers of the charity and organisation culture.

#### 10.1 Charitable Operations - support and information activities

As we look toward the future, our strategy is focused on the following key areas of development.

- Exploring funding opportunities for our core services to ensure sustainability.
- Conducting a needs analysis for the Great Yarmouth Centre, where we will assess location, delivery methods, and return on investment to maximise the impact of our spending.

- We also aim to expand roles for volunteers, focusing on skill development.
- Addressing staff resources will be crucial, particularly against the backdrop of rising service demand.

In conclusion, Charitable Operations is witnessing a period of significant growth and increased specialism of service delivery. By focusing on strategic improvements; enhancing staff skills; and ensuring robust resource management; we aim to strengthen our offerings and continue delivering high-quality support to those in need. Our commitment to continuous improvement will drive us forward as we strive to meet the challenges of our expanding operational landscape.

### 10.2 Charitable Operations - education activities

- Ensure development and growth of our Nourish & Nurture programme model and Health Academy.
- Healthy Academy events will continue with planned next focus being the area of Norwich.
- Expansion of Tackle Cancer model to Great Yarmouth and beyond. Sharing best practice of the group to develop other teams in Norfolk and elsewhere.
- Extending provision of rehabilitation to Great Yarmouth using the Norwich Riverside model.
- Continuing to offer Fishing for Wellbeing from April to September.
- Develop a Walking for Wellbeing programme with digital support to encourage long term sustainable change and promote effective exercise outside sessions.
- Tai Chi sessions added to the programme provided by a paid instructor with a view to bringing this in house.

### 10.3 Research investment activities

Big C's Research Investment Strategy is as follows:

- Big C's role is in supporting early stage, early career research (projects or PhDs) with a preference for local rather than national investment.
- Big C will continue to prioritise excellence in research and will not prioritise a particular strategic area or exclude a particular type of research.
- Big C will continue to assess the impact of its investment.
- Big C will increase the visibility of its Research Investment Strategy, its engagement with grantholders and dissemination of their achievements.

The accounts of charity include a restricted fund with the specific purpose of providing funds for investment into research. These restricted funds will consist of funds from grantmaking bodies, commercial companies and individuals as well as seed funding from Big C reserves.

In 2025 Trustees will give consideration to investment into research grants and if possible there will be a call for applications by the usual deadline of 31 August. Invitations for Student Bursaries will be welcomed in March 2025.

### 10.4 Equipment investment activities

Historically, Big C has provided grants to support purchase of equipment to aid cancer diagnosis and treatment in NHS settings, however this has been less significant in recent years. This is largely due to the move to contract leasing of large equipment by the NHS rather than outright purchase. This remains within the scope of Big C however it is not seen as a priority for 2025-27.

### 10.5 Income generation activities

#### Fundraising and communications

The governing principles of Big C's fundraising strategy are:

- Delivery of Income Generation initiatives to create a 3:1 ratio.
- Development of partnerships and regular giving commitments.

The following will be undertaken in line with these principles:

- Create a well-balanced portfolio of fundraising events and activities that appeal to diverse audiences and provide effective income contribution.
- Use corporate engagement activity to improve connectivity, bolster funding and support sponsorship.
- Embrace digital opportunities to enhance the supporter experience and reduce costs.
- Grow regular giving through the development of dedicated campaign.
- Be creative and responsive with recognition for all supporters.
- Develop a dedicated fundraising communications resource within the team for efficient timely and organic engagement during and post fundraising events.
- Create job profiles for various volunteer roles to lessen the impact on the internal team and optimise income from key activity (event attendance /collection tins /presentations/podcast creation).
- Prepare for the integration of a new CRM creating appropriate practices and processes.
- Use consultancy services to create targeted applications to attract grant funding; develop philanthropic support/individual major giving strategy and attract interest and investment in Big C's dedicated Research Fund.

# Director's Report

## Year Ended 31 December 2024

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### Retail

#### Estates

- It is still the intention that if suitable retail premises are identified within Norfolk and the neighbouring counties and there is a sustainable business case that these will be actively sourced, this will enable us to continue to raise brand awareness and expand the network.
- Ongoing costs of existing estates will continue to be monitored to include investigating relocation to any lower maintenance properties that may arise.
- Alternative opportunities for warehousing will be investigated to improve storage solutions and create further space.

#### Stock

- Drive increased profitability of non-donated goods.
- Research bought-in goods for sale via the charity's online platform.
- Increase Gift Aid income through increased awareness and training.

#### Staffing

- The Furniture and Craft Emporium continues to increase in footfall and sales and the management and staffing structure will be closely monitored to ensure that there is appropriate coverage.

#### Volunteers

- Volunteer recruitment will remain a focus as it is still challenging in some areas and communications and engagement activities will be continued.

## **11. Structure, Governance and Management**

The organisation is a charitable company limited by guarantee ("the charity") incorporated on 10 October 1980 and registered as a charity on 6 February 1981. The working name of "Big C" was registered in 2016. The charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the "Board"). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

The membership of the Trustee Board remained stable during 2024 with two retirements in the year and two exciting appointments. Trustee Sharon Johnson retired at the 2024 AGM after six and a half years of service to Big C and Professor Kris Bowles resigned in July 2024 after five years of service. The Board is grateful for their valuable contributions over that time. In January 2024 Bethany Gammage joined the Board bringing strategic insight into branding,

# Director's Report

## Year Ended 31 December 2024

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marketing, fundraising and communications and in October 2024 the Trustees welcomed Rob Mills, consultant urologist at the Norfolk and Norwich University Hospital.

Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed as required with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when meetings with Trustees have taken place and reports any action required.

The Board of Trustees is determined to ensure the organisation inspires confidence and trust amongst its beneficiaries, members, staff, partners, supporters, funders and suppliers. Good governance is key to this and the Charity Governance Code is the benchmark which the Trustees use to measure Big C's governance arrangements.

The focus for governance activity in 2025 will be:

- Following up on the outcomes from the Board evaluation exercise and skills audit surveys undertaken by every Trustee at the end of 2024, including Trustee succession planning and recruitment.
- To continue to increase transparency of Big C's governance arrangements by sharing the work undertaken to comply with the Charity Governance Code on the charity's website.
- Development of an Environmental Social and Governance Policy covering all aspects of the charity's operations for presentation to Trustees during 2025. This will capture and reflect the work already being undertaken within the charity.

The Board, meeting monthly in 2024 (with the exception of August) with the Executive Team, senior staff and advisers (as required) monitors the charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team met twice a week on average in 2024 and will keep this under review.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. There are currently two committees in operation (Grants Committee and Performance & Remuneration Committee) and the terms of reference of the two committees are as follows:

The Grants Committee met once in 2024 and its purpose is to consider research and equipment grant applications in the light of advice from the charity's Research Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed

# Director's Report

## Year Ended 31 December 2024



in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting seven times in 2024 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

2024 membership of the Committees, Working Groups and Research Advisory Panel is set out in the following table including appointment and resignation dates.

<b>Committee</b>	<b>Chair</b>	<b>Members</b>
Grants	Sharon Johnson (retired 22/5/24) Dr Noreen Cushen Brewster (appointed as Chair 25/09/24)	Prof Kris Bowles MBE (Vice Chair of Committee) (resigned 25/07/24) Mr Simon Crocker Bethany Gammage (appointed 23/04/25) Prof Dylan Edwards Chloe Smith (resigned 23/04/25)
Performance & Remuneration	Prof Dylan Edwards (Committee Chair)	Mr Simon Crocker Paige Gouldthorpe (Vice Chair of the Board) Marilyn Martin Chloe Smith (appointed 23/04/25) Karen Vincent (resigned 30/07/24)
Trustee Succession Planning and Diversity Working Group	Karen Vincent (resigned 30/07/24)	Paige Gouldthorpe (Vice Chair of the Board) Denise Troughton
Research Advisory Panel	Dr Helen James - Associate Professor, School of Biological Sciences, UEA (appointed to Panel on	Dr Leo Alexandre - consultant Clinical Associate Professor in Translational Medicine, NNUH Prof Yongping Bao - Professor of Nutritional Biochemistry, Norwich Medical School, UEA (with effect from 13/09/24) Professor Tamas Dalmay - Professor of RNA Biology and Head of the School of Biological Sciences, UEA (with effect from 26/03/25)

08/08/24 and  
as Panel chair  
on 13/09/24)

Prof Dylan Edwards - Emeritus Professor of  
Cancer Studies, UEA (resigned from Panel on  
23/04/25)

Prof Susan Fairweather-Tait - Norwich Medical  
School and Research Group Member,  
Musculoskeletal Medicine (resigned 07/08/24)

Dr Ian Johnson – emeritus professor, IFR  
(resigned as Panel chair on 13/09/24 and from  
Panel on 11/03/25)

Professor Mark Searcey - Chair of Medicinal  
Chemistry, UEA) (with effect from 29/01/25)

Prof Lee Smith - Professor of Public Health,  
Anglia Ruskin University

Dr Ralf Zwacka - Reader, School of Biological  
Sciences, University of Essex

Each committee and Panel has written terms of reference set out in the charity's Standing Orders. Minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

### **Risk Assessment and Management**

The Trustees continued to assess the ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by continuing to ensure that:

- a. A three year Business Plan for 2025-2027 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability. This is kept under continuous review and adjusted as necessary.
- b. The right mix of skills across the Trustee, staff and volunteer team is in place.
- c. The organisation is compliant with legislative and best practice requirements.

### **Fundraising Standards Information**

The charity is registered with the Fundraising Regulator. Big C follows the guidance issued by the Institute of Fundraising and complies with the General Data Protection Regulations. Big C will renew its Cyber Essentials accreditation in 2025.

# Director's Report

## Year Ended 31 December 2024



Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2024 no complaints were received about the charity's fundraising activity.

Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. The charity does not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

### **12. Statement of Responsibilities of Directors and Trustees**

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **13. Statement of Disclosure of Information to Auditors**

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **14. Auditors**

The auditors, Lovewell Blake LLP, were initially appointed on 30 November 2017 for a three year period and from 2020 this appointment became subject to an annual review by the Trustees. After completion of a Trustee-led tender and selection process it was unanimously resolved by the Board on 25 January 2023 that Lovewell Blake be appointed as the charity's auditors for the period 2023 to 2025. Lovewell Blake have indicated their willingness to accept re-appointment under section 485 of the Companies Act 2006.

### **15. Small Company Provisions**

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

### **On behalf of the Board**

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**Katherine Morgan ACIS**  
**Company Secretary**  
**18 June 2025**



# Independent auditors' report to the members of The Big C Appeal Limited Year Ended 31 December 2024

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## **Opinion**

We have audited the financial statements of The Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# Independent auditors' report to the members of The Big C Appeal Limited Year Ended 31 December 2024



## **Other information**

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Directors' report (incorporating the Trustees' report) prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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



## Independent auditors' report to the members of The Big C Appeal Limited Year Ended 31 December 2024

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- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on pages 20 and 21), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of operations and reviewing accounting estimates for bias.

# Independent auditors' report to the members of The Big C Appeal Limited Year Ended 31 December 2024



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance-ethics/auditors-responsibilities-for-the-audit>. This description forms part of our auditor's report.

## **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Proctor FCA DChA, Senior Statutory Auditor**

**For and on behalf of Lovewell Blake LLP**

**Statutory Auditor**

**Bankside 300**

**Peachman Way**

**Broadland Business Park**

**Norwich**

**NR7 0LB**

**Date: 24 June 2025**



# Statement of financial activities

## Year Ended 31 December 2024

### Income and expenditure account – 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2024 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		1,084,646	-	-	1,084,646
In Memoriam		74,765	-	-	74,765
Donations and gift aid		277,348	40	23,023	300,411
Trust income		41,034	64,399	-	105,433
Tribute funds		24,775	-	-	24,775
<i>Charitable activities</i>					
Fundraising events		228,408	130	56,439	284,977
Services		155	-	-	155
<i>Other trading activities:</i>					
Charity shops		1,399,086	-	-	1,399,086
Merchandise		54,960	-	65	55,025
<i>Investments</i>					
Interest and dividends		41,944	-	1,008	42,952
Other income		3,613	-	-	3,613
<b>Total income</b>		<b>3,230,734</b>	<b>64,569</b>	<b>80,535</b>	<b>3,375,838</b>
<b>Expenditure</b>					
Raising funds	2	1,769,349	-	28,892	1,798,241
Charitable activities	3	1,570,732	108,250	-	1,678,982
<b>Other Expenditure</b>					
Loss on disposal of assets		20,878	-	-	20,878
<b>Total expenditure</b>		<b>3,360,959</b>	<b>108,250</b>	<b>28,892</b>	<b>3,498,101</b>
Net (expenditure)/income before					
gains on investments		(130,225)	(43,681)	51,643	(122,263)
Net gains on Investments	9	23,410	-	-	23,410
<b>Net (expenditure)/income before transfers</b>		<b>(106,815)</b>	<b>(43,681)</b>	<b>51,643</b>	<b>(98,853)</b>
Transfer between funds	13	91,203	(10,256)	(80,947)	-
<b>Net (expenditure)/income</b>		<b>(15,612)</b>	<b>(53,937)</b>	<b>(29,304)</b>	<b>(98,853)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,566,731	156,016	87,261	2,810,008
<b>Total funds carried forward 13</b>		<b>2,551,119</b>	<b>102,079</b>	<b>57,957</b>	<b>2,711,155</b>



# Statement of financial activities

## Year Ended 31 December 2024

### Income and expenditure account – 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2023 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		763,273	-	-	763,273
In Memoriam		81,441	-	-	81,441
Donations and gift aid		250,520	820	25,889	277,229
Trust income		5,828	191,797	-	197,625
Tribute funds		5,581	-	-	5,581
<i>Charitable activities</i>					
Fundraising events		128,241	-	49,206	177,447
Services		465	-	-	465
<i>Other trading activities:</i>					
Charity shops		1,368,336	-	-	1,368,336
Merchandise		49,507	-	557	50,064
<i>Investments</i>					
Interest and dividends		57,226	-	529	57,755
<b>Total income</b>		<b>2,710,418</b>	<b>192,617</b>	<b>76,181</b>	<b>2,979,216</b>
<b>Expenditure</b>					
Raising funds	2	1,660,404	-	20,200	1,680,604
Charitable activities	3	1,568,943	86,615	-	1,655,558
<b>Total expenditure</b>		<b>3,229,347</b>	<b>86,615</b>	<b>20,200</b>	<b>3,336,162</b>
Net (expenditure)/income before gains on investments		(518,929)	106,002	55,981	(356,946)
Net gains on Investments		59,585	-	-	59,585
<b>Net (expenditure)/income before transfers</b>		<b>(459,344)</b>	<b>106,002</b>	<b>55,981</b>	<b>(297,361)</b>
Transfer between funds		61,264	(1,204)	(60,060)	-
<b>Net (expenditure)/income</b>		<b>(398,080)</b>	<b>104,798</b>	<b>(4,079)</b>	<b>(297,361)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,964,811	51,218	91,340	3,107,369
<b>Total funds carried forward</b>	<b>13</b>	<b>2,566,731</b>	<b>156,016</b>	<b>87,261</b>	<b>2,810,008</b>

# Balance Sheet

## Year Ended 31 December 2024



	Notes	2024 £	2023 £
<b>Fixed Assets</b>			
Tangible assets	8	1,208,004	1,252,707
investments	9	1,001,842	948,441
		<u>2,209,846</u>	<u>2,201,148</u>
<b>Current Assets</b>			
Debtors	10	584,938	1,012,468
Cash at bank and in hand		541,012	356,766
		<u>1,125,950</u>	<u>1,369,234</u>
<b>Creditors: Amounts falling due within one year</b>	11	(393,391)	(480,374)
		<u>732,559</u>	<u>888,860</u>
<b>Net Current Assets</b>			
<b>Total assets less current liabilities</b>		2,942,405	3,090,008
<b>Creditors: Amount falling due after more than one year</b>	12	(231,250)	(280,000)
<b>Net Assets</b>		<u>2,711,155</u>	<u>2,810,008</u>
<b>The funds of the charity:</b>			
Unrestricted Income funds	14		
General fund		2,551,119	2,566,731
Designated fund		57,957	87,261
Total unrestricted funds		<u>2,609,076</u>	<u>2,653,992</u>
Restricted funds		102,079	156,016
<b>Total Charity Funds</b>		<u>2,711,155</u>	<u>2,810,008</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved and authorised for issue by the Board on 18 June 2025.

.....  
**Prof. Dylan Edwards**

**Trustee**

Company registration number 01521441

# Cashflow Statement

## Year Ended 31 December 2024



	Notes	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
Net cash operating / (used in) activities	18	<u>233,410</u>	<u>(846,536)</u>
<b>Cash Flows from investing activities:</b>			
Purchase of tangible fixed assets	8	(67,605)	(154,247)
Proceeds from sale of tangible assets		5,480	-
Purchase of investments	9	(27,846)	(193,403)
Proceeds from sale of investments	9	8,510	389,128
Interest received		4,186	14,759
Dividends received		<u>38,766</u>	<u>42,996</u>
<b>Net cash provided by/(used in) investing activities:</b>		<b><u>(38,509)</u></b>	<b><u>99,233</u></b>
<b>Cash flows from financing activities:</b>			
<b>Change in cash and cash equivalents in the year</b>		<b>194,901</b>	<b>(747,303)</b>
Cash and cash equivalents brought forward		381,640	1,128,943
<b>Cash and cash equivalent carried forward</b>	19	<b><u>576,541</u></b>	<b><u>381,640</u></b>

## General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The charity is also registered with the Charity Commission, registration number 281730.

### 1. Accounting policies

#### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s) as modified to include investment assets at fair value through income and expenditure.

The charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

#### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

#### 1.3 Income recognition

All income is accounted for in the SOFA when the charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

Donations and the proceeds of events are credited in the charity's records when they are received at the charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit or invested is included upon notification of the interest paid or payable by the bank.

#### **1.4 Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants and Big C support and information operations. Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

## 1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

## 1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

## 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Assets greater than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

## 1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

## 1.9 Stocks

For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

### **1.10 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

### **1.11 Cash at bank and in hand**

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

### **1.12 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **1.13 Unrestricted funds**

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

### **1.14 Restricted funds**

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the charity.

### **1.15 Designated funds**

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

### **1.16 Allocation of support and Governance costs**

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

### **1.17 Operating leases**

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

### **1.18 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

### **1.19 Financial instruments**

The charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

### **1.20 Critical accounting estimates and areas of judgement**

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

Legacies

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator, executor for the estate has communicated in writing both the amount and settlement date.

# Notes to the financial statements

## Year Ended 31 December 2024

### 2. Total expenditure

	<b>Direct Activities</b>	<b>Support</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cost of raising funds	1,647,838	150,403	1,798,241	1,680,604
Charitable activities	1,265,516	413,466	1,678,982	1,655,558
Loss on disposal of fixed assets	16,730	4,148	20,878	-
	<b>2,930,084</b>	<b>568,017</b>	<b>3,498,101</b>	<b>3,336,162</b>

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	<b>% support staff time</b>
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Charitable	36
Grants	25
Governance	11

# Notes to the financial statements

## Year Ended 31 December 2024

### 3. Analysis of charitable expenditure

	<b>Charitable Costs £</b>	<b>Grant Costs £</b>	<b>Support &amp; Governance £</b>	<b>2024 £</b>	<b>2023 £</b>
Big C Centres – running costs	287,515	-	135,623	423,138	343,616
Big C Support and information operations	839,119	-	61,334	900,453	900,417
Research	-	90,083	103,905	193,988	287,259
Equipment	-	-	21,407	21,407	18,167
Support	-	-	4,830	4,830	4,099
Student bursaries	-	8,075	394	8,469	334
Other projects	40,723	-	172	40,895	44,465
Governance costs	-	-	85,802	85,802	57,201
	<b>1,167,357</b>	<b>98,158</b>	<b>413,467</b>	<b>1,678,982</b>	<b>1,655,558</b>

Big C Centre costs relate to the running costs of the centres at the Norfolk and Norwich Hospital, Dereham Road Norwich, Great Yarmouth, King's Lynn, and the outreach services provided at Cromer, Lousie Hamilton Centre and Thetford. They include the provision of information, education, exercise, counselling, welfare advice and complimentary therapies at these sites.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,678,982 expenditure in 2024 (2023: £1,655,558), £1,570,732 was charged to unrestricted funds (2023: £1,568,943) and £108,250 to restricted funds (2023: £86,615).

Notes to the financial statements  
Year Ended 31 December 2024



**4. Grants Payable**

Reconciliation of grants payable	Research £	Equipment £	Support £	Bursaries £	2024 £	Research £	Equipment £	Support £	Bursaries £	2023 £
Commitments at 1.1.24	273,069	200,000	16,125	-	<b>489,194</b>	198,256	280,000	171,125	1,400	<b>650,781</b>
Commitments made in the year	100,000	-	-	8,075	<b>108,075</b>	201,377	-	-	-	<b>201,377</b>
Grants cancelled or recovered	(9,917)	-	-	-	<b>(9,917)</b>	(2,298)	-	-	-	<b>(2,298)</b>
<b>Grants payable for the year</b>	<b>90,083</b>	-	-	<b>8,075</b>	<b>98,158</b>	<b>199,079</b>	-	-	-	<b>199,079</b>
Grants paid during the year	46,590	80,000	15,000	8,075	<b>149,665</b>	124,266	80,000	155,000	1,400	<b>360,666</b>
<b>Commitments at at 31.12.24</b>	<b>316,562</b>	<b>120,000</b>	<b>1,125</b>	-	<b>437,687</b>	<b>273,069</b>	<b>200,000</b>	<b>16,125</b>	-	<b>489,194</b>
Within one year	85,312	120,000	1,125	-	<b>206,437</b>	73,069	120,000	16,125	-	<b>209,194</b>
After more than one year	231,250	-	-	-	<b>231,250</b>	200,000	80,000	-	-	<b>280,000</b>
	<b>316,562</b>	<b>120,000</b>	<b>1,125</b>	-	<b>437,687</b>	<b>273,069</b>	<b>200,000</b>	<b>16,125</b>	-	<b>489,194</b>

Notes to the financial statements  
Year Ended 31 December 2024



**4a. Grants**

<b>Grants for research</b>	<b>2024</b> £	<b>2023</b> £
Helping the Immune System Fight Cancer: Developing Small Molecule Leads for Immune Checkpoint Therapy Using Peptide Scaffolds	-	50,000
Unravelling interactions of genotoxic E. coli with human colonic epithelium and the microbiome under physiologically relevant conditions	-	50,000
Investigating the metabolic link between leukaemia and heart failure	-	50,000
Designing novel biotherapeutics for effective and targeted treatment of cancer	-	50,000
Taking back control of the immune system: Peptide directed binding to identify small molecule leads for immune checkpoint therapy (travel costs)	-	1,377
Investigating the immunosuppressive role of macrophage heparan sulfate proteoglycans in multiple myeloma	50,000	-
Pre-mRNA splicing regulation in human cancers by snRNA modifications	50,000	-
	<u>100,000</u>	<u>201,377</u>
<b>Student Bursaries</b>		
Awards to 6 (Zero in 2023) undergraduates	8,075	-
<b>Total research grants</b>	<b>108,075</b>	<b>201,377</b>

During the year £100,000 (2023: £201,377) was awarded to institutions and £8,075 (2023: £0) to individuals.

# Notes to the financial statements

## Year Ended 31 December 2024

### 5. Net income for the year

This is stated after charging:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible owned assets	85,950	94,205
Loss on disposal of fixed assets	20,878	-
Auditors remuneration - Audit	11,000	10,450
Operating lease costs	252,679	241,780
Gains/(losses) on fair value of investments	23,410	59,585

### 6. Staff costs and numbers

Staff costs were as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Staff costs (gross salary and other staff costs)	1,971,368	1,779,881
Social security costs	150,374	131,159
Pension	86,882	78,012
	<b>2,208,624</b>	<b>1,989,052</b>

Included in the above are termination payments of £124,876 (2023: £nil).

The following numbers of staff have emoluments above £60,000

	<b>2024</b>	<b>2023</b>
Between £130,000 - £140,000	1	-
Between £90,000 - £100,000	1	-
Between £70,000 - £80,000	-	1
Between £60,000 - £70,000	-	2

Average number of employees for headcount for the year was as follows:

	<b>2024</b>	<b>2023</b>
Headcount		
Fundraising	5	5
Charity shops	47	45
Management and administration	13	12
Charitable activities	29	26
	<b>94</b>	<b>88</b>

The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £363,281 (2023: £259,649).

### 7. Taxation

The company is a registered charity and there is no liability to corporation tax.

Notes to the financial statements  
Year Ended 31 December 2024

**8. Tangible fixed assets**

	<b>Freehold Property</b>	<b>Leasehold Property</b>	<b>Fixtures, Fittings &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
As at 1 January 2024	1,063,070	103,890	701,295	72,054	1,940,309
Additions	16,205	-	51,400	-	67,605
Disposals	-	-	(116,499)	(54,533)	(171,032)
As at 31 December 2024	<b>1,079,275</b>	<b>103,890</b>	<b>636,196</b>	<b>17,521</b>	<b>1,836,882</b>
<b>Depreciation</b>					
As at 1 January 2024	125,735	34,498	468,134	59,235	687,602
Charge for the year	21,626	10,593	52,953	778	85,950
Disposals	-	-	(99,847)	(44,827)	(144,674)
As at 31 December 2024	<b>147,361</b>	<b>45,091</b>	<b>421,240</b>	<b>15,186</b>	<b>628,878</b>
<b>Net Book Value</b>					
As at 31 December 2024	<b>931,914</b>	<b>58,799</b>	<b>214,956</b>	<b>2,335</b>	<b>1,208,004</b>
As at 31 December 2023	<b>937,335</b>	<b>69,392</b>	<b>233,161</b>	<b>12,819</b>	<b>1,252,707</b>

The net book value at 31 December 2024 represents fixed assets used for:

	<b>Freehold Property</b>	<b>Leasehold Property</b>	<b>Fixtures, Fittings &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Charity Shops	62,131	-	87,606	2,335	152,072
Charitable Operations	869,783	57,858	82,445	-	1,010,086
Administration	-	941	44,905	-	45,846
	<b>931,914</b>	<b>58,799</b>	<b>214,956</b>	<b>2,335</b>	<b>1,208,004</b>

# Notes to the financial statements

## Year Ended 31 December 2024

### 9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Market Value at 1 January	948,441	1,104,907
Purchase of investments at cost	27,846	193,403
Disposal of investments	(8,510)	(389,128)
	<u>967,777</u>	<u>909,182</u>
Net unrealised investment gain/(loss)	23,410	59,585
Movement in cash held for investment purposes	10,655	(20,326)
At 31 December	<u>1,001,842</u>	<u>948,441</u>
Listed investments	966,313	923,567
Cash held for investment purposes	35,529	24,874
Investments as 31 December	<u>1,001,842</u>	<u>948,441</u>

No material shareholdings were held by the Charity in any one company.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

### 10. Debtors

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Other debtors and accrued income	541,295	952,446
Prepayments	43,643	60,022
	<u>584,938</u>	<u>1,012,468</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

Notes to the financial statements  
Year Ended 31 December 2024



**11. Creditors: Amounts falling due within one year**

	<b>2024</b>	<b>2023</b>
	£	£
Trade creditors	67,336	50,864
Other creditors	34,587	34,374
Taxation and social security	40,985	37,449
Accruals	44,046	47,928
Charity grants payable	206,437	209,194
Big C Centre NNUH running costs	-	100,565
	<b>393,391</b>	<b>480,374</b>

**12. Creditors: Amounts falling due after more than one year**

	<b>2024</b>	<b>2023</b>
	£	£
Charitable grants payable	231,250	280,000
	<b>231,250</b>	<b>280,000</b>

Notes to the financial statements  
Year Ended 31 December 2024

**13. Statement of funds**

	<b>As at 1 January 2024</b>			<b>Transfer between funds</b>	<b>Investment gains</b>	<b>As at 31 December 2024</b>
	£	<b>Income</b>	<b>Expenditure</b>	£	£	£
		£	£			
<b>General reserve</b>	2,566,731	3,230,734	(3,360,959)	91,203	23,410	2,551,119
<b>Designated reserve</b>	87,261	80,535	(28,892)	(80,947)		57,957
<b>Total unrestricted funds</b>	<u>2,653,992</u>	<u>3,311,269</u>	<u>(3,389,851)</u>	<u>10,256</u>	<u>23,410</u>	<u>2,609,076</u>
<b>Restricted Funds</b>						
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	9,144	-	(4,233)	-	-	4,911
Nutrition	9,588	-	(9,588)	-	-	-
Walking Football	6,010	7,890	(7,310)	-	-	6,590
Health Academy	7,168	40	(6,776)	-	-	432
NNUH Refurbishment	13,434	-	(3,178)	(10,256)	-	-
Finance & Welfare	38,920	11,463	(44,320)	-	-	6,063
Core costs - Education	8,090	-	-	-	-	8,090
Core costs – S&I	60,892	11,000	(27,685)	-	-	44,207
D/deaf Community	-	11,877	(690)	-	-	11,187
Fishing	-	2,500	(2,500)	-	-	-
Family and Paediatric	-	600	-	-	-	600
West Norfolk Lives	-	12,400	(1,970)	-	-	10,430
New Movement Fund	-	6,799	-	-	-	6,799
<b>Total Restricted Funds</b>	<u>156,016</u>	<u>64,569</u>	<u>(108,250)</u>	<u>(10,256)</u>	<u>-</u>	<u>102,079</u>
<b>Total Funds</b>	<b>2,810,008</b>	<b>3,375,838</b>	<b>(3,498,101)</b>	<b>-</b>	<b>23,410</b>	<b>2,711,155</b>

Notes to the financial statements  
Year Ended 31 December 2024

**13. Statement of funds**

	<b>As at 1 January 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer between funds</b>	<b>Investment gains</b>	<b>As at 31 December 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>General reserve</b>	2,964,811	2,710,418	(3,229,347)	61,264	59,585	2,566,731
<b>Designated reserve</b>	91,340	76,181	(20,200)	(60,060)	-	87,261
<b>Total unrestricted funds</b>	<u>3,056,151</u>	<u>2,786,599</u>	<u>(3,249,547)</u>	<u>1,204</u>	<u>59,585</u>	<u>2,653,992</u>
<b>Restricted Funds</b>						
Nearer to Home	4,732	2,820	(7,552)	-	-	-
Calm Apps	159	-	(159)	-	-	-
Online Physical	694	-	(694)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	12,478	-	(3,334)	-	-	9,144
Nutrition	29,181	12,438	(32,031)	-	-	9,588
NCF – Service Access	1,204	-	-	(1,204)	-	-
Walking Football	-	11,012	(5,002)	-	-	6,010
Health Academy	-	12,000	(4,832)	-	-	7,168
NNUH Refurbishment	-	13,434	-	-	-	13,434
Finance & Welfare	-	38,920	-	-	-	38,920
Core costs - Education	-	10,000	(1,910)	-	-	8,090
Core costs – S&I	-	91,243	(30,351)	-	-	60,892
Research	-	750	(750)	-	-	-
<b>Total Restricted Funds</b>	<u>51,218</u>	<u>192,617</u>	<u>(86,615)</u>	<u>(1,204)</u>	<u>-</u>	<u>156,016</u>
<b>Total Funds</b>	<b><u>3,107,369</u></b>	<b><u>2,979,216</u></b>	<b><u>(3,336,162)</u></b>	<b><u>-</u></b>	<b><u>59,585</u></b>	<b><u>2,810,008</u></b>

### 13. Statement of funds (continued)

#### Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £80,947 (2023: £60,060) have been made to the both the unrestricted and restricted funds in relation to donations paid to the Big C Appeal and commitments made to fund specific charitable activity projects.

#### Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £nil (2022: £438,789) have been transferred to unrestricted funds in respect of costs incurred to date.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

Tackling Inequalities – monies for the production of exercise videos in support of the online cancer and exercise programme.

Palliative Care – monies to provide support to those cancer patients with a palliative diagnosis.

Nutrition – monies to provide a lifestyle behavioural change intervention based around nutrition and realistic goal setting.

NCF Service Access – monies to enable purchase of tablets to allow access to Big C services. A transfer has been made of £1,204 in recognition of fixed assets purchased with the funding.

Walking football – monies to enable the provision of walking football exercise and support groups for people affected by cancer.

Health Academy – monies to support the Health Academy in its work to improve cancer prevention, awareness and recovery across Norfolk and Waveney.

Finance & Welfare – monies to support the provision of finance and welfare advice.

Core costs (Education) – monies to support the work within the Education programme.

Core costs (Support & Information) - monies to support the work of the support and information centres across the county.

### 13. Statement of funds (continued)

NNUH Refurbishment – monies received for the refurbishment of a meeting room at the NNUH centre.

D/deaf community – monies to provide cancer support and awareness for D/deaf community to help reduce health inequality.

Fishing – monies to enable the provision of fishing for wellbeing sessions.

Family and Pediatric – monies to provide support for young patients and their families.

West Norfolk Lives – monies to support the work of the Kings Lynn centre in the west Norfolk area.

New Movement Fund – monies to support the provision of cancer awareness and prevention events targeting communities experiencing health inequalities.

Transfers between Funds – Transfers between funds relate to restricted funding used for capital purposes for which there is no ongoing restriction.

### 14. Analysis of net assets between funds

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	2,209,846	-	-	2,209,846
Current assets	965,914	57,957	102,079	1,125,950
Current liabilities	(393,391)	-	-	(393,391)
Long term liabilities	(231,250)	-	-	(231,250)
Net assets as at 31 December 2024	<b>2,551,119</b>	<b>57,957</b>	<b>102,079</b>	<b>2,711,155</b>

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	2,201,148	-	-	2,201,148
Current assets	1,125,957	87,261	156,016	1,369,234
Current liabilities	(480,374)	-	-	(480,374)
Long term liabilities	(280,000)	-	-	(280,000)
Net assets as at 31 December 2023	<b>2,566,731</b>	<b>87,261</b>	<b>156,016</b>	<b>2,810,008</b>

## 15. Related parties

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £Nil (2023: £Nil) were reimbursed to no (2023: none) Trustees during the year in regards to travel.

Donations were received amounting to £960 from 2 trustees in the year (2023: £1,020 from 2 trustees).

## 16. Lease commitments

Operating leases

The charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Within one year	239,233	199,992
Between two and five years	268,803	228,334
Over five years	825	-
	<b>508,861</b>	<b>428,326</b>

Notes to the financial statements  
Year Ended 31 December 2024



17. Expense analysis

	Generating voluntary income £	Activities to raise funds £	Charitable activities £	Governance £	2024 £	2023 £
Shop	-	1,306,891	-	-	1,306,891	1,215,549
Other activities undertaken directly	333,540	-	-	-	333,540	314,603
Support costs	107,431	42,972	327,665	85,802	563,870	478,437
Grants	-	-	98,158	-	98,158	199,079
Big C Centre	-	-	287,515	-	287,515	228,519
Big C support and information operations	-	-	839,119	-	839,119	848,366
Other projects	-	-	40,723	-	40,723	44,319
Investment management fees	-	7,407	-	-	7,407	7,290
	<b>440,971</b>	<b>1,357,270</b>	<b>1,593,180</b>	<b>85,802</b>	<b>3,477,223</b>	<b>3,336,162</b>

# Notes to the financial statements

## Year Ended 31 December 2024



### 18. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net (expenditure) for the year (as per Statement of Financial Activities)	(122,263)	(356,946)
<b>Adjustments for:</b>		
Dividends received	(38,766)	(42,996)
Interest receivable	(4,186)	(14,759)
Depreciation charges	85,950	94,205
Loss on disposal of fixed assets	20,878	-
Decrease / (Increase) in debtors	427,530	(115,077)
(Decrease) in creditors	(135,733)	(410,963)
	233,410	(846,536)

### 19. Analysis of cash and equivalents and net debt

	2024 £	2023 £
Cash in hand	255,616	304,548
Notice deposits (Less than 3 months)	285,396	52,218
Cash held for investment purposes	35,529	24,874
<b>Total</b>	576,541	381,640

	At 1 January 2024	Cash Movements	At 31 December 2024
Cash at bank and in hand	381,640	194,901	576,541

### 20. Pensions and other post retirement benefits

#### Defined contribution plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £86,882 (2023: £78,012).

# Notes to the financial statements

## Year Ended 31 December 2024



### 21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2024	2023
	£	£
Financial assets		
Measured at fair value through net income		
Fixed asset listed investments (note 9)	1,001,842	948,441

### 22. Capital Commitments

During 2024 the charity entered into a contract for the renovation of the rooms above its Support and Information Centre in Norwich for £63,934.

As at the 31 December 2024, the full amount remained outstanding and this is expected to be settled during 2025.

### 23. Government Funding

Income for 2024 includes £0 of Government funding (2023: £19,871).

### 24. Limited by guarantee

The Big C Appeal Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

**THE BIG C APPEAL LIMITED**

England & Wales - Charity number 281730

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# Accounts

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**Cancer Charity**

— EST. NORFOLK 1980 —

# **The Big C Appeal Limited**

(A Company Limited by Guarantee)

Report and Financial Statements

Year ended 31 December 2023

Company Registration No. 01521441  
Charitable Registration No. 281730  
(England and Wales)

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## Year ended 31 December 2023



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# Letter from the Chair

## Year ended 31 December 2023



### 1. Letter from the Chair

Dear Reader

I think that **Big C** is a unique regional charity in that its mission has several complementary priorities – **providing support and information** for cancer patients and their families; funding **world-leading cancer research**; investing in **essential equipment**; and **supporting education** to improve healthy lifestyle choices. To my knowledge, no other organisation in the UK supports all of these streams of activity and we are indeed having an impact and making a difference for those affected by cancer. Here are some of the highlights of Big C's 2023:

- **20,751** support sessions have been held – for people diagnosed with cancer, their family, friends or carers.
- We supported over **670** service users every month.
- **2,302** welfare matters have been resolved for **921** service users, which gained an income of **£2.7 million** on their behalf.
- Our retail operations brought in **£1.4 million**.
- **£201k** has been invested in ongoing research projects, and the sum of **£200k** was awarded to new cancer research projects taking place on the Norwich Research Park. This included a contribution of £50k from the Ladies In League Against Cancer fundraisers and additional support from the University of East Anglia, enabling four PhD projects to be funded, all of which are planned to start in late 2024.
- **35,450 hours** of volunteering were undertaken, which meant we could keep our Support Centres, online hub, retail shops and events running efficiently.
- We have helped support the building of a new **Priscilla Bacon Hospice**, to care for end-of-life palliative care patients. Our palliative care specialists also help cancer patients access the best care to be able to live at home.
- Over **£2.9 million** has been raised by Big C's loyal supporters.

You'll see lots more exciting highlights as you read through this report. For me, it has been wonderful to see how well our Norwich City Centre hub on Dereham Road has turned out on its completion. This is a real haven in the city – welcoming, peaceful and beautifully designed and furnished, again with support from the LILAC ladies. There have been some great fundraising efforts and events, like the Three Peaks Challenge, Fire Walk and sponsored sky-diving. And of course the Big C "Big Bum" continues to impress and entertain, helping to convey key messages from our newly created Health Academy about cancer and the importance of healthy eating and lifestyle. The Health Academy is particularly working with other partners to promote public health in disadvantaged and hard-to-reach communities.

## Letter from the Chair

### Year ended 31 December 2023

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However, the unfortunate reality is that now one in two of us will be diagnosed with cancer in our lifetimes, so the need for the work of Big C will not diminish. But we are indeed making a difference – helping people who have been affected by cancer, supporting new research into its diagnosis, treatment and prevention, and working to improve the health of the people of Norfolk and Waveney.

I want to thank everyone – volunteers, donors, and the staff and Trustees of Big C – for all their generosity, passion and continuing hard work. Keep up the fight!

Many thanks to you all and my very best wishes

Dylan Edwards

Chair

# Directors' Report

## Year ended 31 December 2023



The Directors who are also Trustees of the charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2023.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

## 2. Reference and Administration

### Registered charity name

The Big C Appeal Limited

### Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE  
Helen Cordingley  
Mr Simon Crocker  
Dr Noreen Cushen-Brewster  
Prof. Dylan Edwards – Chair  
Bethany Gammage (appointed 31 January 2024)  
Paige Gouldthorpe – Vice Chair (with effect from 24 May 2023)  
Jon Humphreys – Vice Chair (retired 24 May 2023)  
Sharon Johnson  
Peter Lamble (retired 24 May 2023)  
Marilyn Martin – Treasurer  
Chloe Smith MP (appointed 25 October 2023)  
Denise Troughton  
Karen Vincent

### Lifetime President

David Moar MBE

### Lifetime Vice-President

Theresa M Cossey MBE

### Secretary

Katherine Morgan ACIS

### Chief Executive

Dr Christopher Bushby

### Company number

01521441

### Charity registration number

281730

### Telephone

01603 619900

### Website

[www.big-c.co.uk](http://www.big-c.co.uk)

# Directors' Report

## Year ended 31 December 2023



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**Registered office and principal address**

Centrum, Norwich Research Park  
Colney Lane, Norwich, NR4 7UG

**Auditors**

Lovewell Blake LLP, Bankside 300,  
Peachman Way, Broadland Business  
Park, Norwich NR7 0LB

**Solicitors**

Hansells, 13 The Close  
Norwich, NR1 4DX

**Bankers**

Barclays Bank PLC, 5/7 Red Lion St,  
Norwich, NR3 4DY

**Insurance Advisors**

Alan Boswell Group  
Harbour House  
126 Thorpe Road  
Norwich

**Investment Managers**

Canaccord Genuity Wealth  
Management  
Suite 4, Ground Floor  
13-15 St Georges Street  
Norwich, NR3 1AB

### 3. Objectives and Activities for the Public benefit

The Trustees have referred to the Charity Commission's General Guidance on Public Benefit when reviewing the charity's objectives, activities and achievements. This guidance is taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The Memorandum of Association defines the objects of the Big C as:-

- *To conduct, support, promote or assist in the promotion of research into all matters connected with or bearing on causes, prevention, treatment and cure of cancer within the UK or in any other part of the world.*
- *The support and development of research into the causes, prevention, treatment and cure of cancer in hospitals and institutions and to disseminate the useful results thereof.*
- *To provide, equip, extend and maintain Charitable and National Health Service hospitals and laboratories for the treatment of and research into cancer.*
- *To make grants or assignment of funds for:-*
  - *the erection or extension of Charitable and National Health Service hospitals or laboratories or for the equipment of any Charitable and National Health Service hospital or laboratory in which treatment or investigations are or shall be pursued.*
  - *Individual workers in Charitable or National Health Service hospitals or elsewhere.*

The charity's main objectives, activities and achievements for 2023 are described below.

### 4. Big C's Objectives, Activities and Achievements for 2023

#### Strategic Review

A three year Business Plan for 2023-2025 was developed and adopted by the Trustees on 26 October 2022. The plan set out the strategic and business rationale to deliver the charitable objectives of Big C over 2023-2025 against a measured and stated financial

# Directors' Report

## Year ended 31 December 2023



performance. The focus of the 2023-2025 Business Plan was the six key charitable and trading pillars set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from income generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.

The objectives set within the 2023 Business Plan were achieved as detailed below.

### **Charitable Operations: Support, Information and Education**

The impact of COVID-19 changed Big C's fundamental way of working within the Charitable Operations directorate and across the organisation. Out of the negativities, emotional and sometimes physical distresses which the pandemic presented to the charity and its service users, there have been many positive and innovative outcomes. As an organisation Big C's objective had always been to grow and build on digital work - the impact of the pandemic accelerated and forced the fast development of the charity's digital innovation. Big C continues to work successfully via a blended method of face-to-face and virtual, allowing for greater inclusivity and gives the patient greater choice and versatility when accessing Big C services.

Face-to-face connections remain vital, however Big C has been exceptionally responsive to the changing world, as well as creative, adaptable, and fluid, enabling the charity to move swiftly between different modes of communication and support. Whichever methods or channels used to support service users, Big C has been determined to ensure that communications provided the highest quality experience that service users rightly deserved, and that services were evidence-based as well as service user/patient centred. The digital way of working has been fully embraced by the team, sometimes encouraging apprehensive individuals to put their fears aside and learn new digital skills, enabling service users from many different areas of the county to come together for Big C support. The mixed modalities of service delivery has significantly improved Big C's reach, allowing the organisation to strengthen work in the hard-to-reach communities within Norfolk, such as the rural and aging populations. The team has also expanded the charity's community services, by providing care, support and education within the

# Directors' Report

## Year ended 31 December 2023



community, bringing Big C services to the community and thereby narrowing healthcare inequalities in line with the NHS Long Term Plan

Core20PLUS5, committed to strengthening its contributions to reducing health care inequalities. The launch of the Big C Health Academy, along with other evidence based innovative support programmes, with significant branding improvements, has greatly enhanced Big C's reach, visibility and reputation within the East of England.

### 2023 Highlights and Achievements

- Specialised, Cancer Support and Information Centres in the grounds of the Norfolk and Norwich University Hospital and premises in King's Lynn and Great Yarmouth. The launch of the community based Norwich City Centre on Dereham Road. All centres are fully operational and open to drop in and via appointment.
- Community Support Hubs have delivered support and information services at the Cromer Macmillan Community Hospital, Thetford Burrell Centre and at the Pear Tree Centre in Suffolk – these hubs offer people the opportunity to drop in and speak to someone more locally, rather than having to travel to one of Big C's stand-alone centres. Each centre and hub is purposefully located within the East of England's major acute NHS trust localities, being the Norfolk and Norwich University Hospital Foundation Trust; James Paget University Hospital Foundation Trust; East Suffolk and North Essex Foundation trust; West Suffolk Hospital; and Cromer and District Hospital (NNUH).
- A full range of support online and by telephone was available via Big C's dedicated virtual centre and free 0800 helpline, ensuring that everyone can access support in whichever form suits them best thus broadening Big C's demographic reach and improving access for hard-to-reach populations. Since 2020, Big C has successfully increased the number of service users it supports by 75%.
- Further support and information services provided include:
  - Complementary therapies; including reiki, group relaxation, general massage, reflexology and the Jennifer Young specialist skincare for patients with cancer.
  - Full launch of the externally funded **Big C Health Academy**, providing a range in house and outreach services including nutrition support, physical activity support such as yoga, gentle exercise, walking football, bowls, child and family physical activity fun days, gardening and holistic 'back to nature' wellbeing walks and events around the county. A monthly face to face feel good Friday group. Other activities include a fully immersive health education and awareness community programme reaching over 9,000 individuals since launch, many in hard-to-reach communities.
  - A variety of support groups both face to face and virtual, including men's groups, women's groups, site specific support groups such as breast and prostate, brain and bowel, a teenage and young adult group, family support groups, bereavement support group, carers support group, and palliative care support groups.

# Directors' Report

## Year ended 31 December 2023



- Expert inhouse advice on nutrition and exercise pre, during and post cancer treatment and commissioning by JPUHFT to support the Trust's prehabilitation group. Big C has its own Health Academy team incorporating qualified registered nutritionist and qualified physical activity provider to level 4 cancer exercise intervention.
- 1:1 Cancer Specialist Nurse support.
- 1:1 mentoring support with dedicated and experienced Support & Information Officers
- Introduction of the Big C's Senior Healthcare Support Worker, covering the gap between the support & information officer and the registered nurse.
- Development for launch in 2024 of the externally funded **Child & Family Support Programme** in collaboration with the Jenny Lind Hospital at NNUHFT. Incorporating attendance at NNUHFT Multidisciplinary Team (MDT) meetings, child clinic visits alongside the oncology paediatric consultants, and dedicated family support facilitated by Big C Educational Psychologist.
- Dedicated palliative care support for individuals with a palliative care diagnosis with no current specialist care requirements. In collaboration with NNUHFT, Priscilla Bacon Hospice and the community palliative care team.
- Counselling and psychotherapy support for adults, teenagers and children, including family therapy.
- Welfare advice and support in collaboration with Citizens Advice providing an income gain for service users of **£2,724,019**.
- Wig and head scarf/wear support.
- Hosted Look Good, Feel Better workshops for Men, Women and Young Adults.
- Self-Supported Management Programme following discharge from hospital in collaboration with NNUHFT.
- Advanced care planning, financial advice and 1:1 and family support for the end-of-life patient.
- Launch of a monthly local radio Big C Cancer Information and Support slot.

### **Increased support and outcome achievements**

- A total of 20,751 service user support sessions across all services and locations, an increase of 60% compared to 2022.
- Increase in carers and bereavement support - 75% were patients; 18% carers; 6% bereaved.
- Increase in the support of men - 65% female; 35% male.
- Increase in the younger population coming for support - 51% were between the age of 51-70, followed by 71-90 (29%), and 31-50 (16%).
- **FACT-G quality of life (QOL) questionnaires**. Of service users (SUs) that completed a Post questionnaire, 65% reported an improved overall QOL score.
- **MyCaW questionnaires**. Of SUs that completed a Post questionnaire, 69% reported an improved QOL score.
- **Nourish & Nurture Nutrition programme feedback questionnaires** - 75% reported finding the programme - Excellent overall, with the remaining 25% rating it as Good.

- **CORE10 counselling questionnaires.** Of SUs that completed a Post questionnaire, 77% reported an improved overall CORE10 score.

Regulated activity: Care Quality Commission registration has not been required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio.

### **Support & Innovation Grant Making**

A grant of £125k was supported in 2021 and paid to Priscilla Bacon Hospice in 2022 in support of the construction of a new hospice accessible to cancer patients. A further £125k was paid in 2023.

An annual payment of £30,000 to the Pear Tree Centre in Halesworth was paid in 2023. The £150,000 grant (awarded in 2019 and payable in annual instalments from 2019 to 2024) was to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

### **Research and Equipment Grantmaking**

#### **2023 Highlights:**

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer.

Whilst the 2023 Business Plan did not allow for new investment into research or equipment this position was reviewed by the Trustees in March 2023 following the early outcomes reported by the Research Investment Working Group and discussions with the University of East Anglia. As a result the Board agreed that the sum of £150k be released from the charity's reserves in support of a 2023 research grants round for PhD applications from Norwich Research Park (NRP) partners (via UEA) only, with a maximum of £50k available for each award (with the remaining costs to be covered by UEA). This received a positive response from colleagues across the NRP and four applications for PhD funding were received. With the generous commitment of support of an additional £50k from the Ladies in League Against Cancer fundraising group (LILAC) all four were awarded the maximum sum of £50k and are detailed below.

#### ***23-01R - Helping the Immune System Fight Cancer: Developing Small Molecule Leads for Immune Checkpoint Therapy Using Peptide Scaffolds***

Dr Andrew Beekman, School of Pharmacy, UEA - 3 year PhD project starting 1 October 2024 (chosen by LILAC for support)

#### ***23-02R - Unravelling interactions of genotoxic E. coli with human colonic epithelium and the microbiome under physiologically relevant conditions***

# Directors' Report

## Year ended 31 December 2023



Dr Stephanie Schüller, Norwich Medical School, UEA - 3 year PhD project starting 1 October 2024

**23-03R - *Investigating the metabolic link between leukaemia and heart failure***

Dr Stuart Rushworth, Norwich Medical School, UEA - 3 year PhD project starting 1 October 2024

**23-04R - *Designing novel biotherapeutics for effective and targeted treatment of cancer***

Dr Amit Sachdeva, School of Chemistry, UEA - 3 year PhD project starting 1 October 2024

Section 10 "Plans for Future Periods" and Section 11 "Structure, Governance and Management" reflects the above and the other final outcomes from the Research Investment Working Group.

Applications for Big C Student Bursaries were invited in March 2023. Unusually and despite promotion no applications were received.

Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C's operations.

The charity's investment of £400k in the Quadram Institute, first agreed by the Trustees in 2016 began payment by instalments in 2021 and this continued in 2023. This investment was made to ensure the continuation of world-class and innovational research thereby continuing to develop an environment within the region providing positive outcomes for individuals affected by cancer.

Grants cancelled in the year totaled £2,298 all relating to Research.

### **Income Generation**

#### **Fundraising 2023 Highlights**

The fundraising team provided a motivating schedule of events successfully offsetting set up costs with valuable corporate sponsorship. The reintroduction of the National Three Peaks Challenge and a firewalk in Norwich Castle Gardens provided a significant income contribution in the summer months and the busy December was boosted by a new Forest Fun Run in Thetford. The opportunity to enter both physical and virtual marathons continued to be appealing to a wide variety of energetic supporters who raised significant sponsorship funds.

# Directors' Report

## Year ended 31 December 2023



The charity has strong corporate relationships and is grateful for all of their continuing support.

There remains strong competition for grant funding, but the time invested in building relations with larger Charitable Trusts has provided a better conversion rate. The charity was delighted to attract valuable support funding from Garfield Weston Foundation and The Geoffrey Watling Charity. The Paul Bassham Charitable Trust generously supported the charity's Finance and Welfare service which when added to the support from Norwich Consolidated Charities enabled Big C to maintain this valuable service. The charity is grateful to all the charitable Trusts and Foundations which have kindly supported Big C's work.

### **Marketing and Communications 2023 highlights**

The new website went live in June, creating an online presence aligned with brand tone and improved navigation, accessible to all Big C stakeholders.

There is greater awareness of Big C's expanding support services. The opening of the new Norwich City Cancer Support Centre in July gained superb media attention and the support team saw 79% year on year uplift in service user sessions.

### **2024 strategies:**

- Increase the visibility of Big C's Research Investment Strategy to enhance awareness and stimulate funding from potential partners.
- Undertake a volunteer advertising campaign to attract new volunteers and improve resilience across the charity.
- Improve digital developments to further engagement and reach new audiences.
- Create a well-balanced inspiring portfolio of fundraising opportunities that appeal to diverse audiences and provide effective income contribution.
- Develop corporate engagement activity to improve connectivity, bolster funding and support sponsorship.
- Develop a high-profile early diagnosis campaign to build Big C reputation and expert positioning.
- Identify funding and promote the growing Health Academy educational activity.
- Create targeted applications to attract grant funding towards core services.

In 2024 the anticipated ratio for fundraising (excluding legacies and in memoriam) is 1.7:1, working to create a 3:1 ratio in future years.

### **Retail Infrastructure**

The charity owns the premises at 45 Timberhill, Norwich which house a retail shop on the ground and the 1<sup>st</sup> floor with the 2<sup>nd</sup> floor utilised for storage. The value of the freehold property is set out in note 8.

# Directors' Report

## Year ended 31 December 2023



The charity currently operates in the following locations:

- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES
- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF
- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4, 5 and 6 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture & Craft Emporium; and Big C Boutique.

### **Retail 2023 Highlights**

- The charity's retail operation performed well against budget with an increase of 14% which was more than satisfactory considering the current economic climate.
- Big C has engaged with Shopiago to collect any unsellable books at a better rate per kilo than with the previous reclaim company. Through Shopiago each shop has the ability scan books and send direct to be reimbursed. This generated additional income from June 2023.
- Working in conjunction with the Rage Room in Norwich has secured regular income for items that would have been disposed of at a cost to the charity.
- Stock donation was a challenge earlier in the year; initiatives were implemented such as a social media drive, collections in community centres and contacting local businesses to host donation stations/van collections. Later in the year a high level of donations was experienced.
- Big C's eBay operation traded its second year, ending the year in a positive position against budget with further room for growth.
- Recruitment proved challenging however this was not limited to the charity sector. Two Relief Managers were recruited to provide Retail with more stability moving forward.

# Directors' Report

## Year ended 31 December 2023



- Volunteer recruitment was difficult in some areas and continues to be a challenge. To encourage volunteer engagement advertising has been published on social media and in local magazines. Volunteer recruitment is an ongoing project.
- The Retail estate was rebranded except for Magdalen Street which was scheduled for completion in Q1 of 2024.
- The Retail team was involved in a Bridal Show at The Forum and a sustainable Fashion Show, organised by Re-Do Norfolk, encouraging community engagement raising brand awareness. Participation in The Charity Indoor Market, Norwich in conjunction with The Benjamin Foundation provided a good opportunity to collaborate with other charities.
- A Coronation Window Competition in keeping with the coronation of King George III was judged by one of the charity's ambassadors – Amelia Reynolds. This encouraged teamwork and some friendly competition between the shops and the standard was extremely high. All shops entered the Charity Retail Association Pride Window competition and were featured in their weekly You Tube videos.
- Games Workshop traded well in the Furniture and Craft Emporium. Painting sessions commenced on Saturdays which have proved popular.
- Everyday Greetings Cards continued to be popular.
- Partnership with The Charity Shop Gift Card was launched in October.
- Big C Tote bags, Charlie Bear cuddly toy, George Bear keyring and multipack cards were launched through the Online shop and eBay. The bags, bears and keyrings are also stocked in the shops. These ranges have been expanded to the Support and Information Centres. The sale of reading glasses has been rolled out to the whole of the retail estate.

### **5. The Charity's People & Culture Strategy**

#### **Key Management Personnel**

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity now employs 86 full and part-time staff, an increase of three from 83 at the end of 2022.

#### **The Charity's Volunteers**

2023 saw an increase in volunteer applications and the number of hours donated - possibly a reflection of people's increased confidence in returning to work post-COVID-

# Directors' Report

## Year ended 31 December 2023



19 alongside Big C's continued efforts to engage with and recruit new volunteers.

In 2023 Big C's volunteers gave approximately 35,450 hours (an increase of 20%) to the charity of which 31,314 were in retail, 3,688 in charitable operations, 96 across Big C fundraising and events and 352 in head office administration.

At the end of 2023, there were 298 volunteers, an increase of 49 from 2022. There were 228 in retail, 41 in charitable activities, 23 across Big C fundraising and events and six at Big C's Head Office.

Big C's Trustees are grateful to everyone who generously gave their time to help the charity succeed in its work.

### People Achievements

The charity remains committed to creating a culture that prioritises equality, diversity, inclusion and wellbeing for all its staff and volunteers.

- Creation of a Wellbeing Policy, complete with a bespoke 'Wellbeing and Inclusion Passport' that empowers individuals to share information with their manager so that the charity can ensure appropriate support or adjustments are in place.
- Making available a Health Cash Plan and Employee Assistance Programme to employees. Funding for this was made available from employer NI savings by introducing a salary exchange plan for employee pension contributions.
- Engagement of staff and volunteers in Equity, Diversity and Inclusion and well-being working groups that educate others and act as allies.
- Providing 16 meaningful work experience opportunities across the charity of which; three were from universities (e.g. doctors/radiographer students); three from colleges; nine from High Schools; and one counselling student placement.
- Awarded 'Gold Accreditation' for the second time running and finalists in the Best Employers Eastern Region programme.
- Ongoing commitment to being 'Disability Confident'.
- Continued development of high-quality induction programmes and ongoing training and development.

### 6. Financial Review

Income amounted to £2,979,216, (2022: £3,134,649) details are set out in the Statement of Financial Activities (SOFA) on page 34 .

Expenditure during the year amounted to £3,336,162 with £1,655,558, of this spend on charitable objectives. This compares with £2,814,520, total expenditure in 2022, with £1,224,110 spend on charitable objectives.

Five grants for support were made during the year amounting to £201,377 (2022: two

# Directors' Report

## Year ended 31 December 2023



grants totalling £135,000). Grants awarded for Student Bursaries amounted to £Nil (2022: £4,200). Outstanding commitments at the year end were for research £273,069 (2022: £198,256), for equipment/clinical £200,000 (2022: £280,000), for support £16,125 (2022: £171,125) and £Nil (2022: £1,400) for Student Bursaries.

Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £1,274,829 (2022: £1,191,042). Expenditure to generate voluntary income amounted to £405,775 (2022: £389,516).

### 7. Investment Policy

The charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

The sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market was invested within the above parameters, over a five year cycle across 17.5% bonds and cash and 82.5% equities, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies.
- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income).
- no direct investment into alcohol, tobacco or weapons of warfare stocks.

The performance of the charity's investments and investment policy is reviewed by the Trustees on a quarterly basis.

### 8. Reserves Policy

The charity's net assets at 31 December 2023 amounted to £2,810,008, of which £156,016 is restricted and £87,261 is designated.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £860,237, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £489,194. Provision has also been made for all lease commitments, £428,326, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the charity to invest in the future, whilst retaining a level of working capital, as the charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

As at 31 December 2023 the Financial Statements show unrestricted liquid reserves of

# Directors' Report

## Year ended 31 December 2023



£1,314,024 (2022: £1,772,146). After deduction of provisions required by the charity's reserves policy outlined above this leaves no free reserves (2022: £310,961) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

In addition to the free cash reserve the value of Freehold Assets of £1,252,707 at 31 December 2023 (2022: £1,192,665) would be available on realisation.

The primary areas for charitable expenditure in 2024 are:

- Delivery of outstanding Support and Information Services across Big C Centres.
- Continued investment into world-class cancer research.
- Continued funding of diagnostic and treatment equipment.

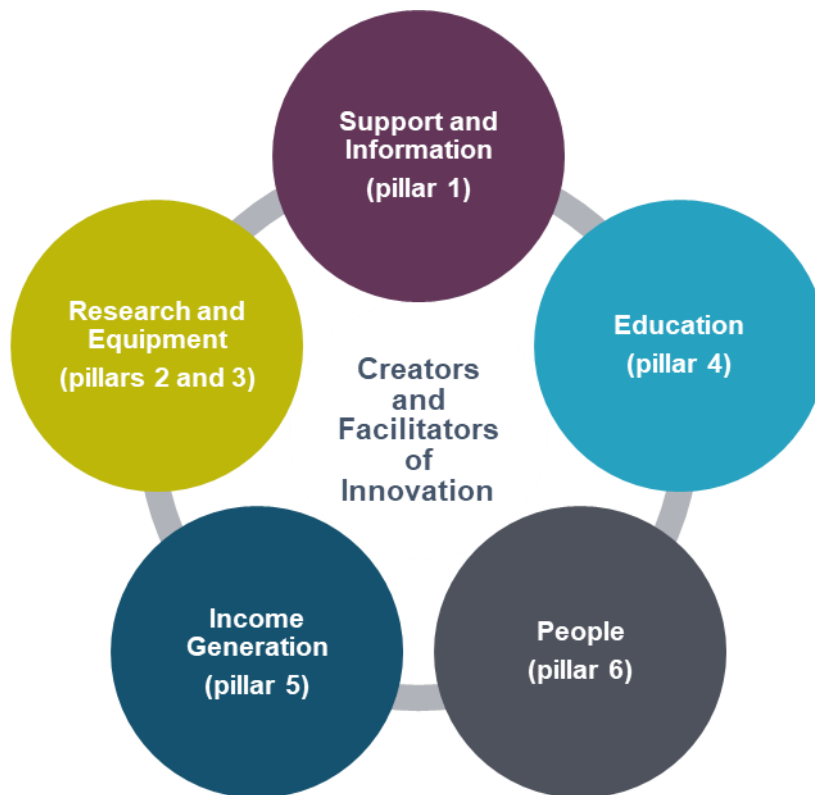
### 9. The Charity's Infrastructure

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UG.

### 10. Plans for Future Periods

The three-year Business Plan for 2024-2026 sets out the strategic and business rationale to deliver Big C's charitable and trading objectives over the next three years against a measured and stated financial performance. Six key charity and trading pillars were agreed and are set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into excellent world-class cancer research focussing on early career research primarily PhDs.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.



### Charitable Operations: Support, Information and Education

In addition to delivering outstanding care and support at existing locations, the charity plans to:

- Continue virtual methods of service delivery.
- Develop new funded services to be delivered virtually and face to face in the centres.
- Develop the charity's model for three tiers of psychological and emotional support.
- Work collaboratively with key partners on existing and new projects.

### Research and Equipment Grants

The Research Investment Strategy effective from 2024 is as follows:

- Big C's role is in supporting early stage, early career research (projects or PhDs) with a preference for local rather than national investment.
- Big C will continue to prioritise excellence in research and will not prioritise a particular strategic area or exclude a particular type of research.
- Big C will not exclude investment in research equipment grants on the condition that the grantholder make provision for service contracts and depreciation as appropriate.

# Directors' Report

## Year ended 31 December 2023



- Big C will continue to use the following measures to assess the impact of its investment:
  - number of PhD students trained
  - career development
  - research publications
  - further grant funding
  - clinical or translational impact
  - media coverage
- Big C will increase the visibility of its Research Investment Strategy; its actual investment in research; and engagement with grantholders and dissemination of their achievements.
- A restricted fund will be created within the accounts of The Big C Appeal Limited with the specific purpose of providing funds for investment into research. These restricted funds to consist of funds from grantmaking bodies, commercial companies and individuals as well as seed funding from Big C reserves.

In 2024 Trustees will give consideration to investment into research grants and if possible there will be a call for applications by the usual deadline of 31 August. Invitations for Student Bursaries will be welcomed in March 2024.

### **Education Activities**

#### Big C Health Academy

Big C launched its health education and cancer awareness academy with great success. The initial launch was funded by the Integrated Care Board and predominantly covered the Great Yarmouth and Gorleston area.

Big C Health Academy aims to address early diagnosis by improving cancer prevention and cancer awareness within Norfolk and Waveney, with a particular emphasis on areas of deprivation and hard to reach communities, in line with NHS Core20PLUS5 initiative.

#### Promoting early cancer diagnosis

Malignancy is the second leading cause of death in the UK, following heart disease. In most cancers, early detection is one of the most important factors in determining prognosis. Approximately 4 in 10 (37.7%) UK cancer cases every year could be prevented, resulting in approximately 135,000 cases being prevented every year in the UK. Early diagnosis of cancer focuses on detecting symptomatic patients as early as possible, so they have the best chance for successful treatment and best possible outcomes for the patient.

When cancer care is delayed due to late diagnosis there is a lower chance of survival, greater problems associated with treatment and higher costs of care. Early diagnosis improves cancer outcomes by providing treatment and care at the earliest possible

# Directors' Report

## Year ended 31 December 2023



stage and is therefore an important public health strategy in all settings. Awareness of behavioural modification to aid prevention, as well as a greater awareness of signs and symptoms among the general public, will significantly contribute towards early diagnosis, better outcomes for the patient, reduce the NHS cost burden and reduce incidence.

Therefore, it is essential to provide first class comprehensive education and awareness around cancer to the public. By developing effective strategies to identify cancer early, lives can be saved, and the personal, societal, and economic costs of cancer care are reduced.

### Big C Health Academy programmes

- **Health Events** - including large scale events, cancer awareness workshops in workplaces, and information & advice stands in the community.
- **Big C's Big Bum** - inflatable walk-through exhibit with new easy to read information and language translations and a virtual video tour, used at large scale events.
- **Big C's Get Moving Programme** - gentle physical activity online classes including yoga, pilates and gentle exercise.
- **Nourish & Nurture Programme** - nutrition and wellbeing online programme.
- **Feel Good Friday** - combined nutrition and physical activity in person monthly sessions.
- **Tackle Cancer** - walking football weekly face to face sessions at the Football Development Centre in Costessey, Norwich.
- **Fishing for Wellbeing** - monthly fishing sessions at Shallowbrooks, Costessey, Norwich.
- **Wellbeing days** - one off wellbeing sessions, bowls, family activities sessions.
- **Cancer rehabilitation and Cancer prehabilitation**

### West Norfolk, Thetford and Norwich Health Events

Following the pilot of Health Academy events in Great Yarmouth and Waveney, the Academy will focus its health events in West Norfolk, Thetford and Norwich in 2024/25. These are areas of deprivation with communities of underserved population and communities with a greater risk of cancer due to health inequalities such as:

- Gypsy Roma Traveller community
- Homeless
- Immigrants and refugees
- Culturally and linguistically diverse (CALD) communities
- Neurodiverse community and their carers
- The deaf Community
- Those living with dementia
- Blind communities
- LGBTQ+ communities

# Directors' Report

## Year ended 31 December 2023



- People with learning difficulties
- People from ethnic minority backgrounds

In addition, the Armed Forces community has been added to the Core20PLUS5 initiative in 2023.

During the pilot, a handful of events took place in King's Lynn and Norwich and proved successful in reaching the target communities.

### The main aim of Health Events

To engage in proactive conversations with people from areas of deprivation and hard to reach communities attending the events leading to:

- Greater awareness/education of signs and symptoms of cancer.
- Greater appetite to attend screening invitations and seek advice from GP with concerns.
- Highlighting important lifestyle factors impacting incidence and mortality of cancer
- Early diagnosis, better prognosis.
- Increase in awareness of support available at Big C.

The Health Academy will continue to focus on two main types of health events for 2024/25:

#### **1. Large Scale events**

- Large footfall events such as festivals and Pride.
- Bespoke Big Bum events.

#### **2. Community events**

- Working in collaboration with other organisations and charities.
- Information stands with educational props and nutrition/physical exercise activities.
- Advice and signposting.
- Cancer prevention workshops in the community – low budget meal ideas etc.
- Schools and workplaces workshops.

### **Health Events monthly projected timeline**

- 40 Health events per year (approximately three per month).
- 60 Health events (May 2024 – December 2025).

### **NHS Core20PLUS5 Initiative**

Core20PLUS5 is a national NHS England approach to inform action to reduce healthcare inequalities at both national and system level. The approach defines a target

# Directors' Report

## Year ended 31 December 2023



population – the 'Core20PLUS' – and identifies '5' focus clinical areas requiring accelerated improvement.

**Core 20** - this the most deprived 20% of the national population as identified by the national Index of Multiple Deprivation (IMD).

**PLUS** - this is the population groups which should be identified at a local level.

**5** - this is the five clinical areas of focus which require accelerated improvement - **early cancer diagnosis is one of them.**

### The Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) is the official measure of deprivation in England. It is comprised of seven distinct domains of deprivation - Income, Employment, Health Deprivation and Disability, Education and Skills Training, Crime, Barriers to Housing and Services, and Living Environment - which are combined to provide an overall relative measure of deprivation. A higher Index of Multiple Deprivation score indicates a higher level of deprivation. The IMD is calculated for every LSOA (Lower Super Output Area) in England, with each LSOA being ranked according to their level of deprivation relative to that of other areas.

### Selection criteria for Health Events

- Free entry for participant.
- Location -West Norfolk, Thetford and Norwich within areas of IMD score of 50+.
- Collaborating with local organisations, schools and businesses within the West Norfolk, Thetford and Norwich areas.

### Specific areas for Health Events      IMD score

King's Lynn and West Norfolk 011B	57.757
Norwich 007F	57.103
Waveney 002C	56.236
Norwich 004F	56.224
Norwich 002F	55.854
King's Lynn and West Norfolk 007A	55.795
Great Yarmouth 004D	54.779
Great Yarmouth 007D	52.938
Norwich 006E	52.831
Waveney 004C	52.692
Great Yarmouth 005A	51.259
Norwich 011H	50.83
Great Yarmouth 011D	50.794
King's Lynn and West Norfolk 007D	50.579

# Directors' Report

## Year ended 31 December 2023



### Health Academy Collaborations

Big C is currently working with the below organisations across the Health Academy:

- Riverside Leisure Centre cancer rehabilitation.
- Priscilla Bacon Hospice - exercise and nutrition workshops.
- Swaffham & Litcham Hospice - exercise and nutrition workshops.
- JPUHFT - prehabilitation project.
- Norwich University of Arts – gaming.
- National Institute of Health Research and World Cancer Research Fund - nutrition working group.
- Suffolk University - cancer prehabilitation research working group.
- Future Radio - monthly slot.

### **Newly Developed Programmes**

- Big C Family Support Programme in collaboration with the Jenny Lind Department at NNUH - **successfully funded and launched.**
- Big C Pre-Bereavement and Bereavement Support for Children, Teenagers, and Young Adults project - **successfully funded and launched.**

### **Research Collaborations**

The following research collaborations have been pursued in 2023 and are ongoing:

- CANCERLESS research project: designed and delivered in collaboration with Big C and Anglia Ruskin University.
- Palliative and End of Life Care (PEoLC): implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex Integrated Care Board, Suffolk County Council, and Waveney District Council.
- Deliberative Workshops “Transition of young people with life-limiting conditions from children’s services to adult services” - University of Suffolk and Suffolk Care Academy.
- Novel real-time behavioural support to develop healthy eating and physical activity habits following cancer treatment - University of East Anglia and National Institute for Health Research.

The diagrams overleaf show the organisations with which Big C has current or planned collaborations.

# Directors' Report

## Year ended 31 December 2023



### Big C collaborations

### Big C Research Collaborations

Academic Institution	Academy/network	Project	Funders
<p>Anglia Ruskin University</p>	<p>ARU Wellbeing Research and Innovation Network</p>	<p>Named collaborator</p>	<p>The CANCERLESS Project has been funded by the European Commission's Programme Horizon 2020 under the Grant Agreement 960551</p>
<p>University of Suffolk</p>	<p>CareAcademy</p>	<ul style="list-style-type: none"> <li>• Palliative and End of Life Care (PEoLC): Implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex ICS, Suffolk County Council, and Waveney. Consortium member</li> </ul>	<p>NIHR   National Institute for Health Research</p>
<p>University of East Anglia NORWICH MEDICAL SCHOOL</p>	<p>NIHA</p>	<ul style="list-style-type: none"> <li>• Deliberative Workshops "Transition of young people with life-limiting conditions from children's to adult services".</li> </ul> <p>Development of a Smartphone App for patients after cancer treatment Named collaborator</p>	<p>CANCER RESEARCH UK</p>

# Directors' Report

## Year ended 31 December 2023



### Income Generation

#### Fundraising and Communications:

Big C will continue to innovate and move forward with new and original ideas to expand reach into the community:

- Create a well-balanced inspiring portfolio of individual fundraising opportunities that make effective income contribution.
- Ensure sufficient corporate engagement activity to develop connectivity, bolster funding and support sponsorship.
- Create and implement legacy campaign to attract longer-term funding.
- Develop volunteer campaign to attract new volunteers to improve resilience across the charity.
- Continue to develop brand development to extend reach.
- Improve digital developments to further engagement and reach new audiences.
- Increase the visibility of Big C's Research Investment Strategy to enhance awareness and stimulate funding from potential partners.

#### Retail - Big C plans to:

- Promote Big C's environmental credentials: Big C will investigate ways to promote the environmental credentials of the charity by sharing how unusable goods are recycled and the important part that the shops play in environmental sustainability. Big C will investigate the use of electric vehicles when the time comes to replace the current fleet.
- Training: the training needs of retail staff will continue to be identified for further development.
- Expansion: it is still the intention that if suitable retail premises are identified within Norfolk and the neighbouring counties and there is a viable business case that these will be actively sourced, this will enable the charity to continue to raise brand awareness and expand the network.
- Additional income opportunities: Big C will continue to explore additional income generation opportunities within retail.

In 2024 the budget KPI for retail net contribution has been set at 8.2% with achievement in 2023 of 12.9%.

### 11. Structure, Governance and Management

The organisation is a charitable company limited by guarantee ("the charity") incorporated on 10 October 1980 and registered as a charity on 6 February 1981. It is also known as

# Directors' Report

## Year ended 31 December 2023



Big C. The charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the “Board”). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

The membership of the Trustee Board remained stable during 2023 however there were two significant retirements at the AGM on 24 May. Vice Chair Jon Humphreys retired at the AGM after 12 years of service to the charity and long serving Trustee Peter Lamble also retired at the 2023 AGM after seven years of service to Big C. In October 2023 Chloe Smith MP was welcomed to the Board as a Trustee and brings valuable skills and experience from her years of public service; and in January 2024 Bethany Gammage also joined the Board and brings strategic insight into branding, marketing, fundraising and communications.

Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed as required with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when meetings with Trustees have taken place and reports any action required.

Since 2018 the Trustees have been regularly monitoring Big C’s compliance with the Charity Governance Code and this practice has served the charity well resulting in several actions which have strengthened Big C’s governance framework. The governance focus for 2023 was:

- Special purpose working groups:
  - Final conclusions from the Research Investment Working Group were presented to the Board in June 2023 responding to the following questions:

*How should Big C support research?  
What type of project? What type of funding?*

and a revised Research Investment Strategy was adopted by the Board in November 2023.

- The Trustee Diversity and Succession Planning Working Group continued in 2023 and in particular reflection on the following questions:

*What does succession planning look like for Big C Board of Trustees?  
What does diversity look like for the Big C Board of Trustees?*

- Governance arrangements for Board, Committee and Panel meetings: continued with meetings taking place on-line every month (apart from August) with the inclusion of

# Directors' Report

## Year ended 31 December 2023



three hybrid meetings across the year enabling Trustees to meet in person on a scheduled basis. A programme of spotlight items was implemented with each meeting being used to spotlight a particular area of the charity's operations and performance.

- Increase transparency of Big C's governance arrangements: the new Big C website launched in Q2 of 2023 provided an opportunity to increase the visibility of Big C Trustees by inclusion of photos and biographies for the first time in the charity's history. This was an important step in helping stakeholders understand the governance of Big C and highlighting to stakeholders the quality and diversity of skills and experience shared by the Board of Trustees.

The focus for governance activity in 2024 will be:

- Continuation of the Trustee Diversity and Succession Planning Working Group and reporting of recommendations to the Board of Trustees.
- A review of the charity's constitution (Memorandum & Articles): to be undertaken as a matter of good governance with any changes to charitable objectives reflected in the 2025 Business Plan.
- To continue to increase transparency of Big C's governance arrangements by sharing the work undertaken to comply with the Charity Governance Code on the charity's website.

The Board, meeting monthly in 2023 (with the exception of August) with the Executive Team, senior staff and advisers (as required) monitors the charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team met twice a week on average in 2023 and will keep this under review.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. There are currently two committees in operation (Grants Committee and Performance & Remuneration Committee) and the terms of reference of the two committees are as follows:

The Grants Committee met once in 2023 and its purpose is to consider research and equipment grant applications in the light of advice from the charity's Research Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting five times in 2023 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and

# Directors' Report

## Year ended 31 December 2023



remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

2023 membership of the Committees, Working Groups and Research Advisory Panel is set out in the following table including appointment and resignation dates.

<b>Committee</b>	<b>Chair</b>	<b>Members</b>
Grants	Sharon Johnson (to retire at 2024 AGM)	Prof Kris Bowles MBE (Vice Chair of Committee) Mr Simon Crocker Dr Noreen Cushen Brewster Prof Dylan Edwards
Performance & Remuneration	Prof Dylan Edwards (Committee Chair)	Mr Simon Crocker Paige Gouldthorpe (Vice Chair of the Board) Jon Humphreys (retired 24 May 2023) Marilyn Martin Karen Vincent
Research Investment Working Group	Sharon Johnson (to retire at 2024 AGM)	Prof Kris Bowles MBE Dr Noreen Cushen Brewster Dr Ian Johnson (Chair of Research Advisory Panel) Katherine Morgan (Company Secretary) Dr Melanie Pascale (Director of Charitable Operations)
Trustee Succession Planning and Diversity Working Group	Karen Vincent	Paige Gouldthorpe (Vice Chair of the Board) Denise Troughton
Research Advisory Panel	Dr Ian Johnson	Dr Leo Alexandre - consultant Clinical Associate Professor in Translational Medicine, NNUH (appointed 26 July 2023) Dr Jean Craig - Research Adviser, Research Design Service for the East of England, NIHR (retired 8 August 2023) Prof Dylan Edwards - Emeritus Professor of Cancer Studies, UEA Prof Susan Fairweather-Tait - Norwich Medical School and Research Group Member, Musculoskeletal Medicine Prof Lee Smith - Professor of Public Health, Anglia Ruskin University (appointed 27 June 2023) Dr Ralf Zwacka - Reader, School of Biological Sciences, University of Essex

Each committee and Panel has written terms of reference set out in the charity's Standing Orders. Minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

# Directors' Report

## Year ended 31 December 2023



### **Risk Assessment and Management**

The Trustees continued to assess the ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by continuing to ensure that:

- A three year Business Plan for 2024-2026 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability. This is kept under continuous review and adjusted as necessary.
- The right mix of skills across the Trustee, staff and volunteer team is in place.
- The organisation is compliant with legislative and best practice requirements.

### **Fundraising Standards Information**

The charity is registered with the Fundraising Regulator. Big C follows the guidance issued by the Institute of Fundraising and complies with the General Data Protection Regulations. Big C has maintained its Cyber Essentials annual accreditation since 2018.

Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2023 no complaints were received about the charity's fundraising activity.

Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. The charity does not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

### **12. Statement of Responsibilities of Directors and Trustees**

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

# Directors' Report

## Year ended 31 December 2023



- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### 13. Auditors

The auditors, Lovewell Blake LLP, were initially appointed on 30 November 2017 for a three year period and from 2020 this appointment became subject to an annual review by the Trustees. After completion of a Trustee-led tender and selection process it was unanimously resolved by the Board on 25 January 2023 that Lovewell Blake be appointed as the charity's auditors for the period 2023 to 2025. Lovewell Blake have indicated their willingness to accept re-appointment under section 485 of the Companies Act 2006.

### 14. Statement of Disclosure of Information to Auditors

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

#### On behalf of the Board

.....  
**Katherine Morgan ACIS**  
**Company Secretary**

**22 May 2024**

# Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



## **Opinion**

We have audited the financial statements of The Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the  
members of The Big C Appeal Limited  
Year ended 31 December 2023



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**Other information**

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Directors' report (incorporating the Trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

# Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on pages 28 and 29), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of operations and reviewing accounting estimates for bias.

Independent auditors' report to the  
members of The Big C Appeal Limited  
Year ended 31 December 2023



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance-ethics/auditors-responsibilities-for-the-audit>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Proctor FCA DChA, Senior Statutory Auditor**  
**For and on behalf of Lovewell Blake LLP**  
**Statutory Auditor**  
**Bankside 300**  
**Peachman Way**  
**Broadland Business Park**  
**Norwich**  
**NR7 0LB**

**Date: 12 June 2024**

Statement of financial activities  
Year ended 31 December 2023



Income and expenditure account – 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2023 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		763,273	-	-	763,273
In Memoriam		81,441	-	-	81,441
Donations and gift aid		250,520	820	25,889	277,229
Trust income		5,828	191,797	-	197,625
Tribute funds		5,581	-	-	5,581
<i>Charitable activities</i>					
Fundraising events		128,241	-	49,206	177,447
Services		465	-	-	465
<i>Other trading activities:</i>					
Charity shops		1,368,336	-	-	1,368,336
Merchandise		49,507	-	557	50,064
<i>Investments</i>					
Interest and dividends		57,226	-	529	57,755
<b>Total income</b>		<b>2,710,418</b>	<b>192,617</b>	<b>76,181</b>	<b>2,979,216</b>
<b>Expenditure</b>					
Raising funds	2	1,660,404	-	20,200	1,680,604
Charitable activities	3	1,568,943	86,615	-	1,655,558
<b>Total expenditure</b>		<b>3,229,347</b>	<b>86,615</b>	<b>20,200</b>	<b>3,336,162</b>
Net (expenditure)/income before gains on investments		(518,929)	106,002	55,981	(356,946)
Net gains on Investments		59,585	-	-	59,585
<b>Net (expenditure)/income before transfers</b>		<b>(459,344)</b>	<b>106,002</b>	<b>55,981</b>	<b>(297,361)</b>
Transfer between funds		61,264	(1,204)	(60,060)	-
<b>Net (expenditure)/income</b>		<b>(398,080)</b>	<b>104,798</b>	<b>(4,079)</b>	<b>(297,361)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,964,811	51,218	91,340	3,107,369
<b>Total funds carried forward</b>	<b>13</b>	<b>2,566,731</b>	<b>156,016</b>	<b>87,261</b>	<b>2,810,008</b>

Statement of financial activities  
Year ended 31 December 2023



**Income and expenditure account – 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2022 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		1,271,533	-	-	1,271,533
In Memoriam		95,571	-	-	95,571
Donations and gift aid		176,157	2,208	14,969	193,334
Trust income		53,667	54,195	-	107,862
Tribute funds		2,427	-	-	2,427
<i>Charitable activities</i>					
Fundraising events		113,104	50	53,519	166,673
<i>Other trading activities:</i>					
Charity shops		1,205,907	-	-	1,205,907
Merchandise		33,273	28	604	33,905
<i>Investments</i>					
Interest and dividends		52,773	-	38	52,811
<i>Other income</i>		4,626	-	-	4,626
<b>Total income</b>		<b>3,009,038</b>	<b>56,481</b>	<b>69,130</b>	<b>3,134,649</b>
<b>Expenditure</b>					
Raising funds	2	1,557,308	-	23,250	1,580,558
Charitable activities	3	1,180,007	44,103	-	1,224,110
Loss on disposal of assets		9,852	-	-	9,852
<b>Total expenditure</b>		<b>2,747,167</b>	<b>44,103</b>	<b>23,250</b>	<b>2,814,520</b>
Net income before (losses) on investments		261,871	12,378	45,880	320,129
Net (losses) on investments		(124,670)	-	-	(124,670)
<b>Net income before transfers</b>		<b>137,201</b>	<b>12,378</b>	<b>45,880</b>	<b>195,459</b>
Transfer between funds	13	440,189	(438,789)	(1,400)	-
<b>Net income/(expenditure) Reconciliation of funds</b>		<b>577,390</b>	<b>(426,411)</b>	<b>44,480</b>	<b>195,459</b>
Total funds brought forward	13	2,387,421	477,629	46,860	2,911,910
<b>Total funds carried forward 13</b>		<b>2,964,811</b>	<b>51,218</b>	<b>91,340</b>	<b>3,107,369</b>

Balance Sheet  
Year ended 31 December 2023



	Notes	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	8	1,252,707	1,192,665
Investments	9	948,441	1,104,907
		<u>2,201,148</u>	<u>2,297,572</u>
<b>Current assets</b>			
Debtors	10	1,012,468	897,391
Cash at bank and in hand		356,766	1,083,743
		<u>1,369,234</u>	<u>1,981,134</u>
<b>Creditors: Amounts falling due within one year</b>	11	(480,374)	(866,605)
<b>Net current assets</b>		<u>888,860</u>	<u>1,114,529</u>
<b>Total assets less current liabilities</b>		3,023,611	3,412,101
<b>Creditors: Amount falling due after more than one year</b>	12	(280,000)	(304,732)
<b>Net assets</b>		<u><b>2,810,008</b></u>	<u><b>3,107,369</b></u>
<b>The funds of the charity:</b>			
Unrestricted income funds	14		
General fund		2,566,731	2,964,811
Designated fund		87,261	91,340
Total unrestricted funds		<u>2,653,992</u>	<u>3,056,151</u>
Restricted fund		156,016	51,218
<b>Total charity funds</b>		<u><b>2,810,008</b></u>	<u><b>3,107,369</b></u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved and authorised for issue by the Board on 22 May 2024.

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**Prof. Dylan Edwards**  
**Trustee**

Company registration number 01521441

# Cashflow statement

## Year ended 31 December 2023



	Notes	2023 £	2022 £
<b>Cash flows from operating activities:</b>			
Net cash (used in) / operating activities	18	<u>(846,536)</u>	<u>(492,951)</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	8	(154,247)	(618,559)
Purchase of investments	9	(193,403)	(76,574)
Proceeds from sale of investments	9	389,128	36,104
Interest received		14,759	10,353
Dividends received		<u>42,996</u>	<u>42,458</u>
<b>Net cash provided by/(used in) investing activities</b>		<b><u>99,233</u></b>	<b><u>(606,218)</u></b>
<b>Cash flows from financing activities:</b>			
Repayment of finance lease liabilities		-	(4,986)
<b>Net cash (used in) financing activities</b>		<b>-</b>	<b><u>(4,986)</u></b>
<b>Change in cash and cash equivalents in the year</b>		<b>(747,303)</b>	<b>(1,104,155)</b>
Cash and cash equivalents brought forward		1,128,943	2,233,098
<b>Cash and cash equivalent carried forward</b>	19	<b><u>381,640</u></b>	<b><u>1,128,943</u></b>

# Notes to the financial statements

## Year ended 31 December 2023



### General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The charity is also registered with the Charity Commission, registration number 281730.

#### 1. Accounting policies

##### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s) as modified to include investment assets at fair value through income and expenditure.

The charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

##### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

##### 1.3 Income recognition

All income is accounted for in the SOFA when the charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

# Notes to the financial statements

## Year ended 31 December 2023



Donations and the proceeds of events are credited in the charity's records when they are received at the charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit or invested is included upon notification of the interest paid or payable by the bank.

### **1.4 Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants and Big C support and information operations.

Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

# Notes to the financial statements

## Year ended 31 December 2023



### 1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

### 1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Assets greater than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

### 1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

### 1.9 Stocks

For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

# Notes to the financial statements

## Year ended 31 December 2023



### **1.10 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

### **1.11 Cash at bank and in hand**

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

### **1.12 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **1.13 Unrestricted funds**

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

### **1.14 Restricted funds**

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the charity.

### **1.15 Designated funds**

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

### **1.16 Allocation of support and Governance costs**

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

# Notes to the financial statements

## Year ended 31 December 2023

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### **1.17 Operating leases**

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

### **1.18 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

### **1.19 Financial instruments**

The charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

### **1.20 Critical accounting estimates and areas of judgement**

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

#### Legacies

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator, executor for the estate has communicated in writing both the amount and settlement date.

# Notes to the financial statements

## Year ended 31 December 2023



### 2. Total expenditure

	<b>Direct Activities £</b>	<b>Support £</b>	<b>2023 £</b>	<b>2022 £</b>
Cost of raising Funds	1,537,442	143,162	1,680,604	1,580,558
Charitable activities (see note 3)	1,320,283	335,275	1,655,558	1,224,110
Loss on disposal of fixed assets	-	-	-	9,852
	<u>2,857,725</u>	<u>478,437</u>	<u>3,336,162</u>	<u>2,814,520</u>

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	<b>% support staff time</b>
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Charitable	36
Grants	25
Governance	11

# Notes to the financial statements

## Year ended 31 December 2023



### 3. Analysis of charitable expenditure

	Charitable Costs £	Grant Costs £	Support & governance £	2023 £	2022 £
Big C Centres- running costs	228,519	-	115,097	343,616	94,016
Big C support and information operations	848,366	-	52,051	900,417	820,859
Research	-	199,079	88,180	287,259	75,534
Equipment	-	-	18,167	18,167	22,437
Support	-	-	4,099	4,099	113,295
Student bursaries	-	-	334	334	4,520
Other projects	44,319	-	146	44,465	44,187
Governance costs	-	-	57,201	57,201	49,262
	<b>1,121,204</b>	<b>199,079</b>	<b>335,275</b>	<b>1,655,558</b>	<b>1,224,110</b>

Big C Centre's project costs relate to the running costs of the centres at the Norfolk and Norwich Hospital, Dereham Road Norwich, Great Yarmouth, King's Lynn, and the outreach services provided at Cromer, Lousie Hamilton Centre, Wells and Thetford. They include the provision of information, education, exercise, counselling, welfare advice and complimentary therapies at these sites.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,655,558 expenditure in 2023 (2022: £1,224,110), £1,568,943 was charged to unrestricted funds (2022: £1,180,007) and £86,615 to restricted funds (2022: £44,103).

# Notes to the financial statements

## Year ended 31 December 2023



### 4. Grants payable

	Research £	Equipment £	Support £	Bursaries £	2023 £	Research £	Equipment £	Support £	Bursaries £	2022 £
<b>Reconciliation of grants payable</b>										
Commitments at 1.1.23	198,256	280,000	171,125	1,400	<b>650,781</b>	485,805	364,950	216,753	1,400	<b>1,068,908</b>
Commitments made in the year	201,377	-	-	-	<b>201,377</b>	-	10,000	125,000	4,200	<b>139,200</b>
Grants cancelled or recovered	(2,298)	-	-	-	<b>(2,298)</b>	(8,860)	(4,950)	(15,628)	-	<b>(29,438)</b>
<b>Grants payable for the year</b>	<b>199,079</b>	-	-	-	<b>199,079</b>	<b>(8,860)</b>	<b>5,050</b>	<b>109,372</b>	<b>4,200</b>	<b>109,762</b>
Grants paid during the year	124,266	80,000	155,000	1,400	<b>360,666</b>	278,689	90,000	155,000	4,200	<b>527,889</b>
<b>Commitments at 31.12.23</b>	<b>273,069</b>	<b>200,000</b>	<b>16,125</b>	-	<b>489,194</b>	<b>198,256</b>	<b>280,000</b>	<b>171,125</b>	<b>1,400</b>	<b>650,781</b>
Within one year	73,069	120,000	16,125	-	<b>209,194</b>	169,089	120,000	156,125	1,400	<b>446,614</b>
After more than one year	200,000	80,000	-	-	<b>280,000</b>	29,167	160,000	15,000	-	<b>204,167</b>
	<b>273,069</b>	<b>200,000</b>	<b>16,125</b>	-	<b>489,194</b>	<b>198,256</b>	<b>280,000</b>	<b>171,125</b>	<b>1,400</b>	<b>650,781</b>

# Notes to the financial statements

## Year ended 31 December 2023



### 4a. Grants

	2023 £	2022 £
<b>Grants for research</b>		
Helping the Immune System Fight Cancer: Developing Small Molecule Leads for Immune Checkpoint Therapy Using Peptide Scaffolds	50,000	-
Unravelling interactions of genotoxic E. coli with human colonic epithelium and the microbiome under physiologically relevant conditions	50,000	-
Investigating the metabolic link between leukaemia and heart failure	50,000	-
Designing novel biotherapeutics for effective and targeted treatment of cancer	50,000	-
Taking back control of the immune system: Peptide directed binding to identify small molecule leads for immune checkpoint therapy (travel costs)	1,377	-
<b>Grants for support</b>		
Priscilla Bacon Hospice to support the construction of a new hospice accessible to cancer patients	-	125,000
<b>Grants for equipment</b>		
Boudicca Appeal	-	10,000
<b>Student Bursaries</b>		
Awards to no (three in 2022) undergraduates	-	4,200
<b>Total research grants</b>	<b>201,377</b>	<b>139,200</b>

During the year £201,377 (2022: £135,000) was awarded to institutions and £0 (2022: £4,200) to individuals.

# Notes to the financial statements

## Year ended 31 December 2023

### 5. Net income for the year

This is stated after charging:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible owned assets	94,205	95,750
Loss on disposal of fixed assets	-	9,852
Auditors remuneration – Audit	10,450	9,685
Operating lease costs	241,780	249,647
Gains/(losses) on fair value of investments	59,585	(124,670)

### 6. Staff costs and numbers

Staff costs were as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Staff costs (gross salary and other staff costs)	1,779,881	1,569,622
Social security costs	131,159	116,566
Pension	78,012	69,160
	<b>1,989,052</b>	<b>1,755,348</b>

Included in the above are redundancy payments of £nil (2022: £6,338)

The following numbers of staff have emoluments above £60,000:

	<b>2023</b>	<b>2022</b>
Between £70,000 - £80,000	1	1
Between £60,000 - £70,000	2	2

Average number of employees for headcount for the year was as follows:

Headcount:	<b>2023</b>	<b>2022</b>
Fundraising	5	3
Charity shops	45	45
Management and administration	12	12
Charitable activities	26	21
	<b>88</b>	<b>81</b>

# Notes to the financial statements

## Year ended 31 December 2023

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### **6. Staff costs and numbers (continued)**

The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £259,649 (2022: £260,884).

### **7. Taxation**

The company is a registered charity and there is no liability to corporation tax.



## Notes to the financial statements

### Year ended 31 December 2023

#### 8. Tangible fixed assets

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
<b>Cost</b>					
As at 1 January 2023	953,612	103,890	656,506	72,054	1,786,062
Additions	109,458	-	44,789	-	154,247
As at 31 December 2023	<u>1,063,070</u>	<u>103,890</u>	<u>701,295</u>	<u>72,054</u>	<u>1,940,309</u>
<b>Depreciation</b>					
As at 1 January 2023	104,471	24,109	409,856	54,961	593,397
Charge for the year	21,264	10,389	58,278	4,274	94,205
As at 31 December 2023	<u>125,735</u>	<u>34,498</u>	<u>468,134</u>	<u>59,235</u>	<u>687,602</u>
<b>Net book value</b>					
As at 31 December 2023	<u>937,335</u>	<u>69,392</u>	<u>233,161</u>	<u>12,819</u>	<u>1,252,707</u>
As at 31 December 2022	<u>849,141</u>	<u>79,781</u>	<u>246,650</u>	<u>17,093</u>	<u>1,192,665</u>

## Notes to the financial statements

### Year ended 31 December 2023



The net book value at 31 December 2023 represents fixed assets used for:

	<b>Freehold Property £</b>	<b>Leasehold Property £</b>	<b>Fixtures, Fittings &amp; equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
Charity shops	65,543	-	85,269	12,819	307,631
Charitable operations	871,792	67,509	89,410	-	884,711
Administration	-	1,883	58,482	-	60,365
	<b>937,335</b>	<b>69,392</b>	<b>233,161</b>	<b>12,819</b>	<b>1,252,707</b>

# Notes to the financial statements

## Year ended 31 December 2023



### 9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Market Value At 1 January	1,104,907	1,196,868
Purchase of investments at cost	193,403	76,574
Disposal of investments	(389,128)	(36,104)
	<u>909,182</u>	<u>1,237,338</u>
Net unrealised investment gain/(loss)	59,585	(124,670)
Movement in cash held for investment purposes	(20,326)	(7,761)
At 31 December	<u>948,441</u>	<u>1,104,907</u>
Listed investments	923,567	1,059,707
Cash held for investment purposes	24,874	45,200
Total investments as 31 December	<u>948,441</u>	<u>1,104,907</u>

No material shareholdings were held by the Charity in any one company.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

### 10. Debtors

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Other debtors and accrued income	952,446	841,769
Prepayments	60,022	55,622
	<u>1,012,468</u>	<u>897,391</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

# Notes to the financial statements

## Year ended 31 December 2023



### 11. Creditors: amounts falling due within one year

	<b>2023</b>	<b>2022</b>
	£	£
Trade creditors	50,864	91,310
Other creditors	34,374	24,636
Taxation and social security	37,449	32,339
Accruals	47,928	42,795
Charitable grants payable	209,194	446,614
Big C Centre NNUH running costs	100,565	228,911
	<u>480,374</u>	<u>866,605</u>

### 12. Creditors: amounts falling due after more than one year

	<b>2023</b>	<b>2022</b>
	£	£
Charitable grants payable	280,000	204,167
Big C Centre NNUH running costs	-	100,565
	<u>280,000</u>	<u>304,732</u>

Notes to the financial statements  
Year ended 31 December 2023



13. Statement of funds	As at 1 January 2023 £	Income £	Expenditure £	Transfer between funds £	Investment gains £	As at 31 December 2023 £
<b>General reserve</b>	2,964,811	2,710,418	(3,229,347)	61,264	59,585	2,566,731
<b>Designated reserve</b>	91,340	76,181	(20,200)	(60,060)	-	87,261
<b>Total unrestricted funds</b>	<u>3,056,151</u>	<u>2,786,599</u>	<u>(3,249,547)</u>	<u>1,204</u>	<u>59,585</u>	<u>2,653,992</u>
<b>Restricted funds</b>						
Nearer to Home	4,732	2,820	(7,552)	-	-	-
Calm Apps	159	-	(159)	-	-	-
Online Physical	694	-	(694)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	12,478	-	(3,334)	-	-	9,144
Nutrition	29,181	12,438	(32,031)	-	-	9,588
NCF - Service Access	1,204	-	-	(1,204)	-	-
Walking Football	-	11,012	(5,002)	-	-	6,010
Health Academy	-	12,000	(4,832)	-	-	7,168
NNUH refurbishment	-	13,434	-	-	-	13,434
Finance & Welfare	-	38,920	-	-	-	38,920
Core costs - education	-	10,000	(1,910)	-	-	8,090
Core costs - S&I	-	91,243	(30,351)	-	-	60,892
Research	-	750	(750)	-	-	-
<b>Total restricted funds</b>	<u>51,218</u>	<u>192,617</u>	<u>(86,615)</u>	<u>(1,204)</u>	<u>-</u>	<u>156,016</u>
<b>Total funds</b>	<u><b>3,107,369</b></u>	<u><b>2,979,216</b></u>	<u><b>(3,336,162)</b></u>	<u><b>-</b></u>	<u><b>59,585</b></u>	<u><b>2,810,008</b></u>

Notes to the financial statements  
Year ended 31 December 2023



13. Statement of funds

	As at 1 January 2022	Income	Expenditure	Transfer between funds	Investment (losses) £	As at 31 December 2022
	£	£	£	£		£
<b>General reserve</b>	2,387,421	3,009,038	(2,747,167)	440,189	(124,670)	2,964,811
<b>Designated reserve</b>	46,860	69,130	(23,250)	(1,400)	-	91,340
<b>Total unrestricted funds</b>	<u>2,434,281</u>	<u>3,078,168</u>	<u>(2,770,417)</u>	<u>438,789</u>	<u>(124,670)</u>	<u>3,056,151</u>
<b>Restricted funds</b>						
Nearer to Home	441,561	14,054	(12,094)	(438,789)	-	4,732
Calm Apps	159	-	-	-	-	159
Online Physical	834	-	(140)	-	-	694
King's Lynn Centre	9,559	200	(9,759)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	10,308	12,500	(10,330)	-	-	12,478
Nutrition	12,438	24,876	(8,133)	-	-	29,181
NCF - Service Access	-	4,851	(3,647)	-	-	1,204
<b>Total restricted funds</b>	<u>477,629</u>	<u>56,481</u>	<u>(44,103)</u>	<u>(438,789)</u>	<u>-</u>	<u>51,218</u>
<b>Total funds</b>	<u><b>2,911,910</b></u>	<u><b>3,134,649</b></u>	<u><b>(2,814,520)</b></u>	<u><b>-</b></u>	<u><b>(124,670)</b></u>	<u><b>3,107,369</b></u>

### 13. Statement of funds (continued)

#### Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £60,060 (2022: £1,400) have been made to the unrestricted fund in relation to donations paid to the Big C Appeal and commitments made to fund a PhD grant awarded in the year.

#### Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £nil (2022: £438,789) have been transferred to unrestricted funds in respect of costs incurred to date.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

King's Lynn Centre - Monies received to equip the new Support and Information Centre on Railway Road.

Tackling Inequalities – monies for the production of exercise videos in support of the online cancer and exercise programme.

Palliative Care – monies to provide support to those cancer patients with a palliative diagnosis.

Nutrition – monies to provide a lifestyle behavioural change intervention based around nutrition and realistic goal setting.

NCF Service Access – monies to enable purchase of tablets to allow access to Big C services. A transfer has been made of £1,204 in recognition of fixed assets purchased with the funding.

Walking football – monies to enable the provision of walking football exercise and support groups for people affected by cancer.

Health Academy – monies to support the Health Academy in its work to improve cancer prevention, awareness and recovery across Norfolk and Waveney.

Finance & Welfare – monies to support the provision of finance and welfare advice.

# Notes to the financial statements

## Year ended 31 December 2023

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Core costs (Education) – monies to support the work within the Education programme.

Core costs (Support & Information) - monies to support the work of the support and information centres across the county.

Research – monies to support the work funded by Big C into cancer research across the Norwich Research Park.

# Notes to the financial statements

## Year ended 31 December 2023



### 14. Analysis of net assets between funds

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	2,201,148	-	-	2,201,148
Current assets	1,125,957	87,261	156,016	1,369,234
Current liabilities	(480,374)	-	-	(480,374)
Long term liabilities	(280,000)	-	-	(280,000)
Net assets as at 31 December 2023	2,566,731	87,261	156,016	2,810,008

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	2,297,572	-	-	2,297,572
Current assets	1,838,576	91,340	51,218	1,981,134
Current liabilities	(866,605)	-	-	(866,605)
Long term liabilities	(304,732)	-	-	(304,732)
Net assets as at 31 December 2022	2,964,811	91,340	51,218	3,107,369

### 15. Related parties

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £nil (2022: £Nil) were reimbursed to no (2022: none) Trustees during the year in regards to travel.

Donations of £1,020 were received from two trustees (2022: £720).

# Notes to the financial statements

## Year ended 31 December 2023

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### 16. Lease commitments

#### Operating leases

The charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Within one year	199,992	206,950
Between two and five years	228,334	332,130
Over five years	-	25,625
	<u>428,326</u>	<u>564,705</u>

Notes to the financial statements  
Year ended 31 December 2023



17. Expense analysis

	Generating voluntary income	Activities to raise funds	Charitable activities	Governance	2023	2022
	£	£	£	£	£	£
Shop	-	1,215,549	-	-	1,215,549	1,131,415
Other activities undertaken directly	314,603	-	-	-	314,603	302,258
Support costs	91,172	51,990	278,074	57,201	478,437	454,273
Grants	-	-	199,079	-	199,079	109,762
Big C Centre NNUH	-	-	228,519	-	228,519	(16,139)
Big C support and information Operations	-	-	848,366	-	848,366	771,042
Other projects	-	-	44,319	-	44,319	44,048
Investment management fees	-	7,290	-	-	7,290	8,009
	<b>405,775</b>	<b>1,274,829</b>	<b>1,598,357</b>	<b>57,201</b>	<b>3,336,162</b>	<b>2,804,668</b>

# Notes to the financial statements

## Year ended 31 December 2023



### 18. Reconciliation of net movement in funds to net cash flow from operating activities

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Net (expenditure)/income for the year (as per Statement of Financial Activities)	(356,946)	320,129
<b>Adjustment for:</b>		
Dividends received	(42,996)	(42,458)
Interest receivable	(14,759)	(10,353)
Depreciation Charges	94,205	95,750
Loss on disposal of fixed asset	-	9,852
(Increase) in debtors	(115,077)	(170,883)
(Decrease) in creditors	(410,963)	(694,988)
<b>Net cash (used in) operating activities</b>	<b>(846,536)</b>	<b>(492,951)</b>

### 19. Analysis of cash and cash equivalents and net debt

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Cash in hand	304,548	446,159
Notice deposits (Less than 3 months)	52,218	637,584
Cash held for investment purposes	24,874	45,200
<b>Total</b>	<b>381,640</b>	<b>1,128,943</b>
	<b>At 1</b>	<b>Cash</b>
	<b>January</b>	<b>movements</b>
	<b>2023</b>	<b>At 31</b>
		<b>December</b>
		<b>2023</b>
Cash at bank and in hand	1,128,943	(747,303)
		381,640

### 20. Pensions and other post retirement benefits

#### Defined contribution plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £78,012 (2022: £69,160).

# Notes to the financial statements

## Year ended 31 December 2023



### 21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

Financial assets	2023 £	2022 £
Measured at fair value through net income		
- Fixed asset listed investments (note 9)	948,441	1,104,907

### 22. Capital Commitments

During 2021 the charity entered into a contract for the building of a new Support and Information Centre in Norwich for £ 699,886 (2022: £609,450).

As at the 31 December 2023, £16,205 (2022: £13,953) remained outstanding and this is expected to be settled during 2024.

### 23. Government Funding

Income for 2023 includes £19,871 of Government funding (2022: £4,626).

### 24. Limited by guarantee

The Big C Appeal Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

**THE BIG C APPEAL LIMITED**

England & Wales - Charity number 281730

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# Accounts

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**Cancer Charity**

— EST. NORFOLK 1980 —

# **The Big C Appeal Limited**

(A Company Limited by Guarantee)

Report and Financial Statements

Year ended 31 December 2022

Company Registration No. 01521441  
Charitable Registration No. 281730  
(England and Wales)

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## Year ended 31 December 2022



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# Letter from the Chair

## Year ended 31 December 2022



### 1. Letter from the Chair

Dear Reader

First of all, I would like to introduce myself as this is my first year as Chair of the Board of Trustees of Big C, having taken the reins from our co-founder, the irreplaceable David Moar, who is now President. My name is Dylan Edwards and I have been involved with Big C for the past 25 years, having been recruited from Canada in 1998 to become the Big C Chair of Cancer Studies at the University of East Anglia, where I led a cancer research laboratory working on mechanisms of tumour invasion and spread until my retirement in 2021. Big C was hugely important for supporting our work and starting the careers of many new young clinicians and scientists who have gone on to help find new ways to prevent, diagnose and treat cancer. This has created a vibrant cancer research community - the Norwich Cancer Research Network – which is making world-leading discoveries helping people with blood, prostate, bone and breast cancers, and investigating ways in which diet and lifestyle – and our gut health – can help prevent cancer. This would not have happened without Big C, and I want to thank everyone – volunteers, donors, and the staff and Trustees of Big C – for all their generosity, passion and hard work over many years.

I am very keen to do all I can to help Big C grow and prosper on its important mission – **providing support and information** for cancer patients and their families, funding **world-leading cancer research**, investing in **essential equipment**, and **supporting education** to improve healthy living. Big C is making a difference for those affected by cancer across Norfolk and Waveney, and now with the likelihood that 1 in 2 of us will be diagnosed with cancer in our lifetimes, the need for Big C will not diminish. So it is heartening to see all the many positive developments for the charity this past year, in what has been the first full year building back from the restricted activities imposed by the COVID-19 pandemic. Many charities struggled through the pandemic, but Big C staff – with an outstanding executive team led by Chris Bushby - responded nimbly and effectively. One particular highlight was the rapid development of our online support services: these helped reach people through lockdowns, but they have been so

## Letter from the Chair Year ended 31 December 2022

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successful that we will continue to operate them on an ongoing basis alongside our physical centres and hubs located at the Norfolk & Norwich University Hospital, King's Lynn, Great Yarmouth, Gorleston, Wells Community Hospital, the Charles Burrell Centre in Thetford and the Pear Tree Centre in Suffolk. Our online presence is of great help for people who face difficulties attending our centres in person, but we hope that when our wonderful new Norwich City Cancer Support Centre in Dereham Road is fully operational – which should be by late June 2023 – that even more people will be able to access Big C's support and enjoy the hospitality and warmth of our outstanding support staff.

There have been lots of other highlights for me this past year that you can read about in this report, like the great reception for our Life Kitchen project, the Big C "Big Bum" and the excellent short film "Rose" about a cancer survivor's experience, among many others. I think this is going to be an exciting year ahead and I look forward to meeting more of you at some of the wonderful Big C events that are in the pipeline – potentially accompanied by my black lab Monty.

Many thanks to you all and my very best wishes

Dylan Edwards

Chair

Emeritus Professor of Cancer Studies – University of East Anglia

# Directors' Report

## Year ended 31 December 2022



The Directors who are also Trustees of the charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2022.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

## 2. Reference and Administration

### Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE  
Helen Cordingley  
Mr Simon Crocker  
Dr Noreen Cushen-Brewster  
Prof. Dylan Edwards – Chair (from 25 May 2022)  
Paige Gouldthorpe  
Jon Humphreys – Vice Chair  
Sharon Johnson  
Peter Lamble  
Alison Lanchester (retired 9 September 2022)  
Marilyn Martin – Treasurer  
David Moar MBE – Chair (retired 25 May 2022)  
Alan Stephens (retired 25 May 2022)  
Denise Troughton  
Karen Vincent

### Lifetime President

David Moar MBE (appointed 25 May 2022)

### Lifetime Vice-President

Theresa M Cossey MBE

### Secretary

Katherine Morgan ACIS

### Chief Executive

Dr Christopher Bushby

### Company number

01521441

### Charity registration number

281730

### Telephone

01603 619900

### Website

[www.biq-c.co.uk](http://www.biq-c.co.uk)

# Directors' Report

## Year ended 31 December 2022



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### Registered office and principal address

Centrum, Norwich Research Park  
Colney Lane, Norwich, NR4 7UG

### Auditors

Lovewell Blake LLP, Bankside 300,  
Peachman Way, Broadland Business  
Park, Norwich NR7 0LB

### Solicitors

Hansells, 13 The Close  
Norwich, NR1 4DX

### Bankers

Barclays Bank PLC, 5/7 Red Lion St,  
Norwich, NR3 4DY

### Insurance Advisors

Alan Boswell Group  
Harbour House  
126 Thorpe Road  
Norwich

### Investment Managers

Canaccord Genuity Wealth  
Management  
Suite 4, Ground Floor  
13-15 St Georges Street  
Norwich, NR3 1AB

## 3. Objectives and Activities for the Public benefit

The Trustees have referred to the Charity Commission's General Guidance on Public Benefit when reviewing the charity's objectives, activities and achievements. This guidance is taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The Memorandum of Association defines the objects of the Big C as:-

- *To conduct, support, promote or assist in the promotion of research into all matters connected with or bearing on causes, prevention, treatment and cure of cancer within the UK or in any other part of the world.*
- *The support and development of research into the causes, prevention, treatment and cure of cancer in hospitals and institutions and to disseminate the useful results thereof.*
- *To provide, equip, extend and maintain Charitable and National Health Service hospitals and laboratories for the treatment of and research into cancer.*
- *To make grants or assignment of funds for:-*
  - *the erection or extension of Charitable and National Health Service hospitals or laboratories or for the equipment of any Charitable and National Health Service hospital or laboratory in which treatment or investigations are or shall be pursued.*
  - *Individual workers in Charitable or National Health Service hospitals or elsewhere.*

The charity's main objectives, activities and achievements for 2022 are described below.

## 4. Big C's Objectives, Activities and Achievements for 2022

### Strategic Review

A three year Business Plan for 2022-2024 was developed and adopted by the Trustees on 26 October 2021. The plan set out the strategic and business rationale to deliver the charitable objectives of Big C over 2022-2024 against a measured and stated financial performance. The focus of the 2022-2024 Business Plan was the six key charitable and

# Directors' Report

## Year ended 31 December 2022



trading pillars set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from income generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.

The objectives set within the 2022 Business Plan were achieved as detailed below.

### **Charitable Operations: Support, Information and Education**

The impact of COVID-19 changed Big C's fundamental way of working within the Charitable Operations directorate and across the organisation. Out of the negativities, emotional and sometimes physical distresses which the pandemic presented to the charity and its service users, there have been many positive and innovative outcomes. As an organisation Big C's objective had always been to grow and build on digital work - the impact of the pandemic accelerated and forced the fast development of the charity's digital innovation. Big C continues to work successfully via a blended method of face-to-face and virtual, allowing for greater inclusivity and gives the patient greater choice and versatility when accessing Big C services.

Face-to-face connections remain vital, however Big C has been exceptionally responsive to the changing world, as well as creative, adaptable, and fluid, enabling the charity to move swiftly between different modes of communication and support. Whichever methods or channels were used to support service users, Big C has been determined to ensure that communications provided the highest quality experience that service users rightly deserved, and that services were evidence-based as well as service user/patient centred. The digital way of working was embraced by many, sometimes encouraging apprehensive individuals to put their fears aside and learn new digital skills, enabling service users from many different areas of the county to come together for Big C support.

### **2022 Highlights**

- Specialised, Cancer Support and Information Centres in the grounds of the Norfolk and Norwich University Hospital and newly renovated premises in King's Lynn and Great Yarmouth. All Centres opened to drop in and via appointment.

# Directors' Report

## Year ended 31 December 2022



- The Norwich City Cancer Support & Information Centre on Dereham Road in Norwich is completed and ready for service following drainage work.
- Community Support Hubs are delivering support and information services at the Cromer Macmillan Community Hospital, Wells Community Hospital, Thetford Burrell Centre and at the Pear Tree Centre in Suffolk – these hubs offer people the opportunity to drop in and speak to someone more locally, rather than having to travel to one of Big C's stand-alone centres.
- A full range of support online and by telephone was available via Big C's dedicated virtual centre and helpline, ensuring that everyone can access support in whichever form suits them best thus broadening Big C's demographic reach and improving access for hard to reach populations.
- Other support services provided include:
  - Complementary therapies, including reiki, relaxation, general massage and reflexology.
  - A variety of support groups both face to face and virtual, including men's groups, women's groups, a teenage and young adult group, and palliative care groups.
  - Following a needs assessment a newly launched breast cancer support group commenced at the new King's Lynn Centre and Big C also hosted cancer site-specific support groups such as the Norfolk and Waveney Prostate Support Group.
  - Expert advice on nutrition and exercise pre, during and post cancer treatment.
  - 1:1 Cancer Specialist Nurse support.
  - 1:1 mentoring support with dedicated Support & Information Officers and Senior Healthcare Support Workers.
  - Family support.
  - Counselling and psychotherapy support for adults, teenagers and children, including family therapy.
  - Welfare advice and support in collaboration with Citizens Advice saving service users millions of pounds.
  - Wig and head scarf support.
  - Hosted Look Good, Feel Better workshops for Men, Women and Young Adults.
  - Self-Supported Management Programme following discharge from hospital.

The following externally funded Big C programmes continued in 2022:

- **Nourish & Nurture Programme:** Big C pilot of a 12-week nutrition and wellness intervention programme for patients with cancer, aimed at lifestyle and behavioural change.
- **Get Moving with Big C:** a 12-week wellbeing support programme to increase physical activity with weekly online exercise classes and regular 1:1 support.
- **360 Bereavement Project:** this latest project offers people psychological and practical support and information to help cope with the loss of a loved one.
- **Palliative Care Programme:** helping those who have received a non-curable diagnosis, by addressing the important questions, offering support with advanced care planning, financial advice and 1:1 and family support.

# Directors' Report

## Year ended 31 December 2022



Regulated activity: Care Quality Commission registration has not been required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio.

### **Support & Innovation Grant Making**

The impact of COVID-19 meant that in 2022 Big C made the difficult decision not to invite applications for Support & Innovation Grant funding in 2022. Projects which had been awarded grant funding prior to 2022 were not impacted by this decision.

A grant of £125k was supported in 2021 and paid to Priscilla Bacon Hospice in 2022 in support of the construction of a new hospice accessible to cancer patients. A further £125k will be sanctioned for payment in 2023.

An annual payment of £30,000 to the Pear Tree Centre in Halesworth was paid in 2022. The £150,000 grant (awarded in 2019 and payable in annual instalments from 2019 to 2023) was to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

### **Research and Equipment Grantmaking**

#### **2022 Highlights:**

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer.

After making the difficult decision in 2020 not to invite applications for Research and Equipment Grant funding and Support & Innovation Grant funding, the Trustees were delighted to be in a position to offer a restricted research grants round in 2021. Unfortunately this was not possible in 2022.

Applications for Big C Student Bursaries were invited in March 2022. Three applications were received and awards granted to two undergraduates from the University of East Anglia's School of Biological Sciences and one from the School of Pharmacy. The latter was chosen for support by the LILAC (Ladies in League Against Cancer) fundraising group which kindly provided funds for the bursary.

Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C's operations.

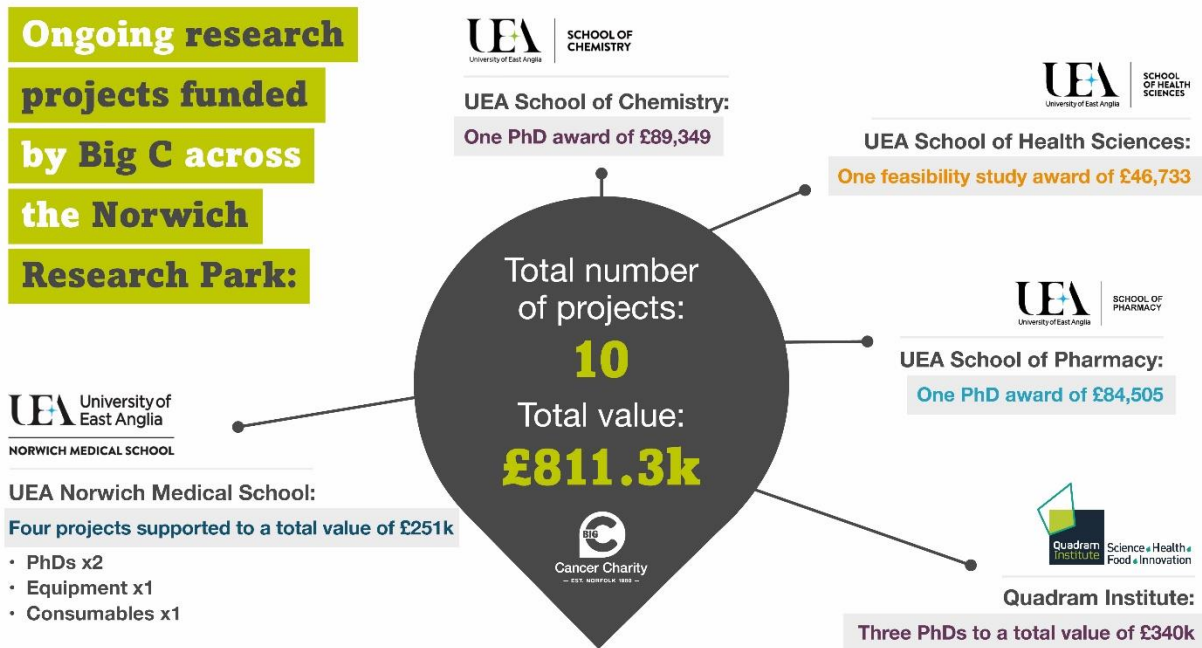
# Directors' Report

## Year ended 31 December 2022



The charity's investment of £400k in the Quadram Institute, first agreed by the Trustees in 2016 began payment by instalments in 2021 and this continued in 2022. This investment was made to ensure the continuation of world-class and innovational research thereby continuing to develop an environment within the region providing positive outcomes for individuals affected by cancer.

The diagram below shows the charity's current research investment portfolio across Norwich Research Park, including ongoing grants awarded prior to 2021.



Grants cancelled in the year totaled £29,438 consisting of £4,950 (Equipment); £8,860 (Research); and £15,628 (Support) as the funds were no longer required.

### Income Generation

### Fundraising 2022 Highlights

Big C's fundraising activities made a cautious comeback in 2022 as there were continued concerns about further outbreaks of COVID-19, which increased the financial risk of organising events.

The fundraising team was pleased to be able to progress the headline events; Norwich 100 Cycle Ride and the Big C Annual Golf Day which celebrated its 27th year with the ongoing support from the Alan Boswell Group. The opportunity to enter both physical and virtual marathons proved appealing to the charity's energetic supporters who attracted and raised significant sponsorship funds.

Big C was delighted to be adopted as charity partner for the Norfolk County Council Reuse

# Directors' Report

## Year ended 31 December 2022



shops based at recycling centres across the County who donated 5% of their sales income.

The fundraising team was keen to create family fundraising opportunities and the first of these was an autumnal 'Walk of Thoughts' event at Holkham Hall estate.

LILAC (Ladies in League Against Cancer) - a group dedicated to raise funds on behalf of Big C, continued to provide a wonderful array of activities for their members which created a combined donation of £35,000.

Whilst the 'Nearer to Home' £750m Capital Funding Appeal has completed Big C continued to approach both local and national grant funders to support the charity's core costs. The 2022 experience was challenging, with the instability in financial markets meaning that there was less funding available and more applications being submitted, with many trusts favouring smaller charities that have limited income channels. Nevertheless there were several successes including awards of £25,677 COVID-19 recovery funding from North Norfolk CCG Health & Wellbeing Partnership to support Big C's operations in North Norfolk, £25,000 from Alan Boswell Charitable Trust and £30,000 from Garfield Weston Charitable Trust.

To aid education and stimulate awareness Big C created a very bold presence at three high footfall regional events. Big C's "Big Bum" was an attention-grabbing inflatable experience which engaged over three thousand people, highlighting the signs and symptoms of bowel cancer and firmly positioning Big C as an innovative charity in tune with the community.

Big C is grateful to each of its individual supporters and every one of the local businesses who have provided corporate funding and sponsorship or assisted with furniture, planting and styling accessories for the new Norwich City Cancer Support Centre. The charity also appreciates the support of the funding bodies for their demonstration of confidence in the charity's financial health and sustainability.

### **Retail Infrastructure**

The charity owns the premises at 45 Timberhill, Norwich which house a retail shop on the ground and the 1<sup>st</sup> floor with the 2<sup>nd</sup> floor utilised for storage. The value of the freehold property is set out in note 8.

The charity currently operates in the following locations:

- Attleborough: The Old Post Office, High Street, NR17 2AA – lease termination date of 24 April 2023
- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES
- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF

# Directors' Report

## Year ended 31 December 2022



- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4 and 5 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture & Craft Emporium; and Big C Boutique.

### **Retail 2022 Highlights**

Given the prevailing economic climate, the charity's retail operation performed well against budget with an increase of 8.8%.

Big C's eBay operation traded its first full year, ending the year in a positive position with further room for growth.

Over 2022 the Book Room at the Furniture & Craft Emporium was refurbished encouraging customers to browse further and offer a wider selection of books. The Emporium's offer was also widened by the introduction of Games Workshop products.

Recruitment of staff has been challenging however two staff were recruited through the Kickstart program who had a six-month employment with Big C learning further skills in retail. Volunteer recruitment has also been difficult in some areas as a consequence of the impact of the COVID-19 lockdowns and the charity worked hard to encourage volunteer engagement.

Stock donation was also a challenge at times throughout the year which was also believed to be a consequence of the current economic climate. Several initiatives were implemented to increase donations including a social media drive; collections in community centres; approaches to a local company for end of line stock; and engagement with a removal and storage company which will offer Big C's donation service to customers.

In keeping with following market trends, the Bridal website was launched in 2022 to raise awareness of the Bridal Boutique at Timberhill and give ease of access to the complete range of wedding dresses and appointment service. The retail team was involved in a Bridal Show at Eaton Community Centre, the Aylsham Show and a sustainable Fashion Show, organised by Re-Do Norfolk, encouraging community engagement and raising brand awareness.

Round-up via the shop tills was implemented enabling the customer to round up to the nearest 50p or any other amount they wish to and this has been successful.

Everyday Greetings Cards were also launched to an extremely positive response.

# Directors' Report

## Year ended 31 December 2022



### 5. The Charity's People & Culture Strategy

#### Key Management Personnel

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity now employs 83 full and part time staff, an increase of eight from 75 at the end of 2022.

#### The Charity's Volunteers

In 2022 Big C's volunteers gave approximately 29,725 hours to the charity; 27,540 of which were in retail; 1,950 in the Support & Information Centres; 115 across Big C events; and 120 in head office administration. The work of Big C could not progress without the active involvement of the volunteers of which there are 249; 168 in retail, 41 in Support & Information, 34 across Big C events and six at Big C's Head Office to whom the Trustees are very grateful.

#### People Achievements

The charity remains committed to the health and wellbeing of all its staff and volunteers in order to ensure they can perform to their optimal potential in their work to deliver the charitable objectives. Activities and achievements in support of this include:

- ✓ Creating a Wellbeing Charter incorporating actions in areas of Mental Health and Wellbeing, Leadership and Workplace Culture.
- ✓ Integrating regular performance reviews into policies and procedures.
- ✓ Wellbeing support and Mental Health First Aiders.
- ✓ Ongoing commitment to being 'Disability Confident'.
- ✓ Supporting manager training and development.
- ✓ Placements for young people at risk of being long term unemployed through the government's Kickstart initiative.
- ✓ Improved utilisation of Raisers Edge for volunteer data and administration.

*These achievements and the improved culture across the charity was recognised with the organisation being a finalist in Best Employers category at both the Archant and Broadland and South Norfolk Business Awards.*

### 6. Financial Review

Income amounted to £3,134,649, (2021: £3,137,672) details are set out in the Statement of Financial Activities (SOFA) on page 29.

Expenditure during the year amounted to £2,814,520 with £1,224,110, of this spend on charitable objectives. This compares with £2,537,954, total expenditure in 2021, with £1,192,183 spend on charitable objectives.

# Directors' Report

## Year ended 31 December 2022



Two grants for support were made during the year amounting to £135,000 (2021: £175,000). Grants awarded for Student Bursaries amounted to £4,200 (2021: £1,050). Outstanding commitments at the year end were for research £198,256 (2021: £485,805), for equipment/clinical £280,000 (2021: £364,950), £171,125 (2021: £216,753) for support and £1,400 (2021: £1,400) for Student Bursaries.

Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £1,191,042 (2021: £993,712). Expenditure to generate voluntary income amounted to £389,516 (2020: £352,059).

### 7. Investment Policy

The charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

The sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market was invested within the above parameters, over a five year cycle across 17.5% bonds and cash and 82.5% equities, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies.
- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income).
- no direct investment into alcohol or tobacco stocks. In April 2022 this restriction was extended to include weapons of warfare.

The performance of the charity's investments and investment policy is reviewed by the Trustees on a quarterly basis.

### 8. Reserves Policy

The charity's net assets at 31 December 2022 amounted to £3,107,369, of which £51,218 is restricted.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £875,887, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £650,781. Provision has also been made for all lease commitments, £585,298, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the charity to invest in the future, whilst retaining a level of working capital, as the charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

# Directors' Report

## Year ended 31 December 2022



As at 31 December 2022 the Financial Statements show unrestricted liquid reserves of £1,772,146 (2021: £1,707,713). After deduction of provisions required by the charity's reserves policy outlined above this leaves free reserves of £310,961 (2021: £166,471) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

In addition to the free cash reserve the value of Freehold Assets of £1,192,665 at 31 December 2022 (2021: £679,708) would be available on realisation.

The primary areas for charitable expenditure in 2023 are:

- Delivery of outstanding Support and Information Services across Big C Centres.
- Continued investment into world-class cancer research.
- Continued funding of diagnostic and treatment equipment.

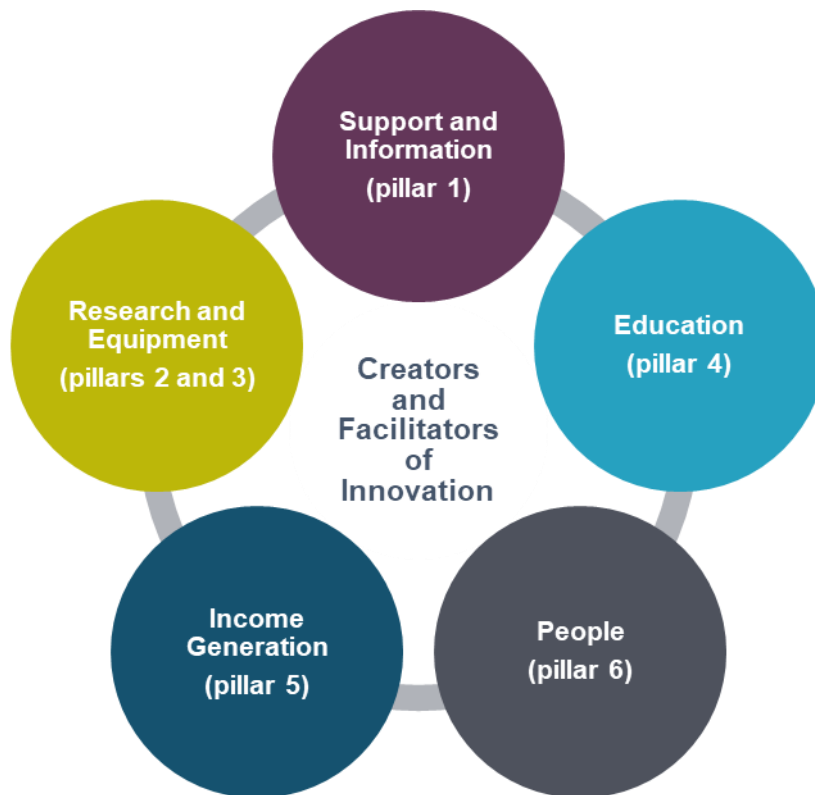
### 9. The Charity's Infrastructure

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UG.

### 10. Plans for Future Periods

In October 2022 the Board of Trustees approved a three-year Business Plan 2023-2025 which sets out the strategic and business rationale to deliver Big C's charitable and trading objectives over the next three years against a measured and stated financial performance. Six key charity and trading pillars were agreed and are set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.



### Charitable Operations: Support, Information and Education

In addition to delivering outstanding care and support at existing locations, the charity plans to:

- Continue virtual methods of service delivery beyond the COVID-19 pandemic.
- Develop new services to be delivered virtually and face to face in the centres.
- Develop the charity's model for three tiers of psychological and emotional support.
- Work collaboratively with key partners on existing and new projects.

### Research and Equipment Grants

The Trustees are delighted that an investment into research grants will be possible and that there will be a call for applications by the usual deadline of 31 August. Invitations for Student Bursaries will be welcomed in March 2023.

Current cancer research projects, equipment grants and Support & Innovation grants funded by Big C remain unimpacted by this decision as the funding for these projects was granted prior to the COVID-19 pandemic.

# Directors' Report

## Year ended 31 December 2022



### **Education Activities**

Health education and cancer prevention - Big C plans to:

- Provide workshops at schools and businesses and target larger events.
- Raise cancer awareness in the public via the development of literature and Blogs.
- Promote educational messages to current service users and the wider community for lifestyle modification to help prevent recurrence.
- Continue to develop and enhance the charity's lifestyle and behavioral change intervention programmes to support patients with cancer.
- Develop the volunteer peer mentor support programme.

Physical activity intervention programme - Big C plans to:

- Deliver the 'Get moving with Big C' physical activity intervention programme online as well as through face-to-face group sessions within the centres.
- Continue to enhance the newly launched Nourish and Nurture nutrition programme to complement the 'Get Moving' physical activity intervention programme, including the production of high-quality nutrition resources for the virtual centre which can be used by the wider team and integrated in the physical activity programme.
- Work in collaboration with physiotherapy department at NNUH.
- Work in collaboration with the dietitian department at NNUH and QEH.
- Work in collaboration with QIB to enhance the charity's nutrition programme.
- Produce high quality exercise videos for post-surgical procedure rehabilitation.
- develop a more intensive prehabilitation strand of 'Get Moving with Big C'.
- Develop realistic educational cancer awareness programmes for the homeless community.
- Develop suitable cancer educational programmes for individuals with learning difficulties.
- Develop a 'Mini Get Moving' programme to complement the newly developed Family Support programme.

Palliative care and End of Life care initiatives - Big C plans to:

- Continue to enroll suitable patients onto the charity's Palliative care and End of Life programme to support a timely discharge and reduction in admission and re-admission of palliative care patients with cancer
- Provide specific palliative care and end of life patient facing service support within the Big C cancer centres
- Enhance the newly launched 360 bereavement support group.

### **Newly Developed Programmes seeking funding**

- Big C Family Support Programme in collaboration with the Jenny Lind Department at NNUH.

# Directors' Report

## Year ended 31 December 2022



- Big C Pre-Bereavement and Bereavement Support for Children, Teenagers, and Young Adults project.
- Support group participation.

### Research Collaborations










The following research collaborations will be pursued in 2022:

- CANCERLESS research project; designed and delivered in collaboration with Big C and Anglia Ruskin University.
- Palliative and End of Life Care (PEoLC): Implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex ICS, Suffolk County Council, and Waveney.
- Deliberative Workshops “Transition of young people with life-limiting conditions from children’s services to adult services”– University of Suffolk and Suffolk Care Academy.
- Novel real-time behavioural support to develop healthy eating and physical activity habits following cancer treatment – University of East Anglia and NIHA.

The diagrams below and overleaf show the organisations with which Big C has current or planned collaborations.



## Big C Research Collaborations

Academic Institution	Academy/network	Project	Funders
 Anglia Ruskin University	ARU Wellbeing Research and Innovation Network	 cancerless <small>Keep prevention and early detection on top of the healthcare agenda Innovate in working and engineering the health-hedger model</small> Named collaborator	 <small>The CANCERLESS Project has been funded by the European Commission's Programme Horizon 2020 under the Grant Agreement 965331</small>
		<ul style="list-style-type: none"> <li>• Palliative and End of Life Care (PEoLC): Implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex ICS, Suffolk County Council, and Waveney. Consortium member</li> </ul>	
		<ul style="list-style-type: none"> <li>• Deliberative Workshops “Transition of young people with life-limiting conditions from children’s to adult services”.</li> </ul> Development of a Smartphone App for patients after cancer treatment Named collaborator	

## Income Generation

### Fundraising and Communications:

Big C will continue to innovate and move forward with new and original ideas to expand reach into the community:

- Dedicated corporate engagement activity to increase connectivity, encourage partnerships, and create new funding streams.
- Creation of a motivating events programme, accessible to a wider group of people.
- Development of key messaging to raise awareness and promote growth across Norfolk and into neighbouring counties with a clear and consistent message about what the charity does.
- Introduction of Big C to a new and younger audience whilst also engaging and communicating more effectively with current service users and supporters including a website rebuild and development of engaging digital content.
- Using entries into local and regional awards to maintain profile and credibility in Norfolk and visibility in wider region

In 2023 the anticipated ratio for fundraising (excluding legacies and in memoriam) will be 1.4:1, working to a target ratio of 1.6:1 by the end of 2025.

# Directors' Report

## Year ended 31 December 2022



### Retail - Big C plans to:

- Actively source retail premises within Norfolk and neighbouring counties where there is a sustainable business case.
- End the lease for the Attleborough shop premises.
- Rollout the Charity Shop Gift Card.
- Investigate the saleability of seed paper products.
- Promote sustainability.
- Investigate Lottery availability via the till.
- Enable an online Gift Aid process through Cybertill.
- Review alternative reclaim companies.
- Re-launch the online shop with more products.
- Refurbish the Sheringham, Cromer and Timberhill shops.
- Re-brand the retail estate.

In 2023 the budget KPI for retail net contribution has been set at 6.4%.

## **11. Structure, Governance and Management**

The organisation is a charitable company limited by guarantee (“the charity”) incorporated on 10 October 1980 and registered as a charity on 6 February 1981. It is also known as Big C. The charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the “Board”). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

The membership of the Trustee Board remained stable during 2022 however there were two significant retirements at the AGM on 25 May. Big C’s founding Trustee and Chair David Moar MBE retired after 42 years of service to the charity. In recognition of his contribution to Big C and to reflect his ongoing commitment as a supporter he was appointed as the charity’s first life-time President. David was ably replaced in the Chair by Professor Dylan Edwards Emeritus Professor Cancer Studies (University of East Anglia) who has been a Trustee since 2017. Long serving Trustee Alan Stephens also retired at the 2022 AGM after ten years of service to Big C. Alan is a long time supporter and friend to Big C and this will continue via his work with Together Against Cancer. On 9 September 2022 Trustee Alison Lanchester decided to resign after four years of service to the Board during which she shared her valuable insight, skills and experience in the area of income generation.

Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed as required with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when

# Directors' Report

## Year ended 31 December 2022



meetings with Trustees have taken place and reports any action required.

Since 2018 the Trustees have been regularly monitoring Big C's compliance with the Charity Governance Code and this practice has served the charity well resulting in several actions which have strengthened Big C's governance framework. The governance focus for 2022 was:

- Monitoring of revised governance arrangements: these were embedded into the charity's constitution (Memorandum & Articles) at a General Meeting on 25 May 2022 to enable the continuation of virtual Trustee meetings. This approach produces significant cost savings and is hoped will assist with retaining and attracting greater diversity in Trustees as well as helping those who were unable or preferred not to travel to in-person meetings.
- Board evaluation and succession planning: the outcomes and feedback from this exercise were reviewed by the Board in early 2022 and included in the Trustee Strategy Awayday discussions in April 2022.
- Trustee Strategy Awayday: the outcomes of this meeting included the creation of two special purpose working groups for detailed discussion and review of Big C's research investment and Trustee succession planning and diversity. Chairs of both groups were appointed and scoping for both groups completed by November 2022.

The focus for governance activity in 2023 will be:

- Continuation of the Working Groups and reporting of recommendations to the Board of Trustees.
- A review of the charity's constitution (Memorandum & Articles): to be undertaken as a matter of good governance with any changes to charitable objectives reflected in the 2024 Business Plan.
- To increase transparency of Big C's governance arrangements by sharing the work undertaken to comply with the Charity Governance Code on the charity's website.

The Board, meeting monthly in 2022 (with the exception of June and August) with the Executive Team, senior staff and advisers (as required) monitors the charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team met twice a week on average in 2022 and will keep this under review.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. The operation of all but two of the committees (Grants Committee and Performance & Remuneration Committee) was suspended from March 2020 and this continued for the whole of 2021 and 2022. The terms of reference of the two committees which remained operational are as follows:

The Grants Committee did not meet in 2022. The Committee's purpose is to consider research and equipment grant applications in the light of advice from the charity's

# Directors' Report

## Year ended 31 December 2022



Research Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting five times in 2022 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

2022 membership of the Committees, Working Groups and Research Advisory Panel is set out in the following table including appointment and resignation dates.

<b>Committee</b>	<b>Chair</b>	<b>Members</b>
Grants	Sharon Johnson	Prof Kris Bowles MBE (Vice Chair of Committee) Mr Simon Crocker Dr Noreen Cushen Brewster (appointed 30/3/22) Prof Dylan Edwards David Moar MBE (retired 25/5/22)
Performance & Remuneration	David Moar MBE (retired 27/05/22) Prof Dylan Edwards (Committee Chair wef 27/05/22)	Mr Simon Crocker Paige Gouldthorpe (appointed 30/03/22) Jon Humphreys (deputy Chair of Committee) Marilyn Martin Alan Stephens (retired 25/05/22) Karen Vincent (appointed 30/05/22)
Research Investment Working Group	Sharon Johnson	Prof Kris Bowles MBE Dr Noreen Cushen Brewster Dr Ian Johnson (Chair of Research Advisory Panel) Katherine Morgan (Company Secretary) Dr Melanie Pascale (Director of Charitable Operations)
Trustee Succession Planning and Diversity Working Group	Karen Vincent	Paige Gouldthorpe Denise Troughton
Research Advisory Panel	Dr Ian Johnson	Dr Jean Craig - Research Adviser, Research Design Service for the East of England, NIHR Prof Dylan Edwards - Emeritus Professor of Cancer Studies, UEA Prof Susan Fairweather-Tait - Norwich Medical School and Research Group Member, Musculoskeletal Medicine Dr Ralf Zwacka - Reader, School of Biological Sciences, University of Essex

# Directors' Report

## Year ended 31 December 2022



Each committee and Panel has written terms of reference set out in the charity's Standing Orders. Minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

### **Risk Assessment and Management**

The Trustees continued to assess the ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by continuing to ensure that:

- A three year Business Plan for 2023-2025 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability.
- The right mix of skills across the Trustee, staff and volunteer team is in place.
- The organisation is compliant with legislative and best practice requirements.

### **Fundraising Standards Information**

The charity is registered with the Fundraising Regulator. Big C follows the guidance issued by the Institute of Fundraising and complies with the General Data Protection Regulations. Big C has maintained its Cyber Essentials annual accreditation since 2018.

Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2022 no complaints were received about the charity's fundraising activity.

Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. The charity does not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

### **12. Statement of Responsibilities of Directors and Trustees**

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

# Directors' Report

## Year ended 31 December 2022



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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **13. Auditors**

The auditors, Lovewell Blake LLP, were appointed on 30 November 2017 for an initial three year period and from 2020 this appointment became subject to an annual review by the Trustees. In late 2022 the Trustees invited five firms to tender for the external audit contract and after completion of a Trustee-led selection process it was unanimously resolved by the Board on 25 January 2023 that Lovewell Blake be appointed as the charity's auditors for the period 2023 to 2025. Lovewell Blake have indicated their willingness to accept re-appointment under section 485 of the Companies Act 2006.

### **14. Statement of Disclosure of Information to Auditors**

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Directors' Report  
Year ended 31 December 2022



**On behalf of the Board**

.....  
**Katherine Morgan ACIS**  
**Company Secretary**

**24 May 2023**

# Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2022



## **Opinion**

We have audited the financial statements of The Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2022



## **Other information**

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Directors' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Directors' report (incorporating the Trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

# Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2022



- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on pages 22 and 23), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of operations and reviewing accounting estimates for bias.

Independent auditors' report to the  
members of The Big C Appeal Limited  
Year ended 31 December 2022



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance-ethics/auditors-responsibilities-for-the-audit>. This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Proctor FCA DChA, Senior Statutory Auditor**  
**For and on behalf of Lovewell Blake LLP**  
**Statutory Auditor**  
**Bankside 300**  
**Peachman Way**  
**Broadland Business Park**  
**Norwich**  
**NR7 0LB**

**Date: 15 June 2023**

Statement of financial activities  
Year ended 31 December 2022



Income and expenditure account – 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2022 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		1,271,533	-	-	1,271,533
In Memoriam		95,571	-	-	95,571
Donations and gift aid		176,157	2,208	14,969	193,334
Trust income		53,667	54,195	-	107,862
Tribute funds		2,427	-	-	2,427
<i>Charitable activities</i>					
Fundraising events		113,104	50	53,519	166,673
<i>Other trading activities:</i>					
Charity shops		1,205,907	-	-	1,205,907
Merchandise		33,273	28	604	33,905
<i>Investments</i>					
Interest and dividends		52,773	-	38	52,811
Other income		4,626	-	-	4,626
<b>Total income</b>		<b>3,009,038</b>	<b>56,481</b>	<b>69,130</b>	<b>3,134,649</b>
<b>Expenditure</b>					
Raising funds	2	1,557,308	-	23,250	1,580,558
Charitable activities	3	1,180,007	44,103	-	1,224,110
Loss on Disposal of assets		9,852	-	-	9,852
<b>Total expenditure</b>		<b>2,747,167</b>	<b>44,103</b>	<b>23,250</b>	<b>2,814,520</b>
Net income before gains on investments		261,871	12,378	45,880	320,129
Net (loss) on Investments		(124,670)	-	-	(124,670)
<b>Net income before transfers</b>		<b>137,201</b>	<b>12,378</b>	<b>45,880</b>	<b>195,459</b>
Transfer between funds		440,189	(438,789)	(1,400)	-
<b>Net income</b>		<b>577,390</b>	<b>(426,411)</b>	<b>44,480</b>	<b>195,459</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,387,421	477,629	46,860	2,911,910
<b>Total funds carried forward</b>	<b>13</b>	<b>2,964,811</b>	<b>51,218</b>	<b>91,340</b>	<b>3,107,369</b>

Statement of financial activities  
Year ended 31 December 2022



Income and expenditure account – 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2021 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		753,465	-	-	753,465
In Memoriam		92,252	185	-	92,437
Donations and gift aid		140,829	66,572	8,630	216,031
Trust income		2,000	484,252	-	486,252
Tribute funds		5,673	-	-	5,673
COVID-19 grants		200,794	-	-	200,794
<i>Charitable activities</i>					
Fundraising events		103,584	24,742	33,414	161,740
Services		15,633	-	-	15,633
<i>Other trading activities:</i>					
Charity shops		808,689	-	-	808,689
Merchandise		18,535	23	285	18,843
<i>Investments</i>					
Interest and dividends		39,636	-	3	39,639
Other income		338,476	-	-	338,476
<b>Total income</b>		<b>2,519,566</b>	<b>575,774</b>	<b>42,332</b>	<b>3,137,672</b>
<b>Expenditure</b>					
Raising funds	2	1,328,240	2,261	15,270	1,345,771
Charitable activities	3	1,157,836	34,347	-	1,192,183
<b>Total expenditure</b>		<b>2,486,076</b>	<b>36,608</b>	<b>15,270</b>	<b>2,537,954</b>
Net income before gains on investments		33,490	539,166	27,062	599,718
Net gains on investments		99,576	-	-	99,576
<b>Net income before transfers</b>		<b>133,066</b>	<b>539,166</b>	<b>27,062</b>	<b>699,294</b>
Transfer between funds		148,693	(122,718)	(25,975)	-
<b>Net income</b>		<b>281,759</b>	<b>416,448</b>	<b>1,087</b>	<b>699,294</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,105,662	61,181	45,773	2,212,616
<b>Total funds carried forward</b>	<b>13</b>	<b>2,387,421</b>	<b>477,629</b>	<b>46,860</b>	<b>2,911,910</b>

Balance Sheet  
Year ended 31 December 2022



	Notes	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	8	1,192,665	679,708
Investments	9	1,104,907	1,196,868
		<u>2,297,572</u>	<u>1,876,576</u>
<b>Current assets</b>			
Debtors	10	897,391	726,508
Cash at bank and in hand		1,083,743	2,180,137
		<u>1,981,134</u>	<u>2,906,645</u>
<b>Creditors: Amounts falling due within one year</b>	11	(866,605)	(1,479,255)
<b>Net current assets</b>		<u>1,114,529</u>	<u>1,427,390</u>
<b>Total assets less current liabilities</b>		3,412,101	3,303,966
<b>Creditors: Amount falling due after more than one year</b>	12	(304,732)	(392,056)
<b>Net assets</b>		<u><b>3,107,369</b></u>	<u><b>2,911,910</b></u>
<b>The funds of the charity:</b>			
Unrestricted income funds			
General fund	14	2,964,811	2,387,421
Designated fund		91,340	46,860
Total unrestricted funds		<u>3,056,151</u>	<u>2,434,281</u>
Restricted fund		51,218	477,629
<b>Total charity funds</b>		<u><b>3,107,369</b></u>	<u><b>2,911,910</b></u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved and authorised for issue by the Board on 24 May 2023.

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**Prof. Dylan Edwards**

**Trustee**

Company registration number 01521441

# Cashflow statement

## Year ended 31 December 2022



	Notes	2022 £	2021 £
<b>Cash flows from operating activities:</b>			
Net cash (used in) / provided by operating activities	18	<u>(492,951)</u>	<u>706,424</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	8	(618,559)	(236,196)
Purchase of investments	9	(76,574)	(80,527)
Proceeds from sale of investments	9	36,104	56,644
Interest received		10,353	3,771
Dividends received		<u>42,458</u>	<u>35,868</u>
<b>Net cash (used in) investing activities</b>		<b><u>(606,218)</u></b>	<b><u>(220,440)</u></b>
<b>Cash flows from financing activities:</b>			
Repayment of finance lease liabilities		<u>(4,986)</u>	<u>(13,779)</u>
<b>Net cash (used in) financing activities</b>		<b><u>(4,986)</u></b>	<b><u>(13,779)</u></b>
<b>Change in cash and cash equivalents in the year</b>		<b>(1,104,155)</b>	<b>472,205</b>
Cash and cash equivalents brought forward		2,233,098	1,760,893
<b>Cash and cash equivalent carried forward</b>	19	<b><u>1,128,943</u></b>	<b><u>2,233,098</u></b>

# Notes to the financial statements

## Year ended 31 December 2022



### General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The charity is also registered with the Charity Commission, registration number 281730.

#### 1. Accounting policies

##### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

##### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

##### 1.3 Income recognition

All income is accounted for in the SOFA when the charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

# Notes to the financial statements

## Year ended 31 December 2022



Donations and the proceeds of events are credited in the charity's records when they are received at the charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit or invested is included upon notification of the interest paid or payable by the bank.

### **1.4 Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants, the Big C Centre NNUH costs and Big C support and information operations.

Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

# Notes to the financial statements

## Year ended 31 December 2022



### 1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

### 1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Assets greater than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

### 1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

### 1.9 Stocks

Purchased stocks are valued at the lower of cost and net realisable value. For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

# Notes to the financial statements

## Year ended 31 December 2022



### **1.10 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

### **1.11 Cash at bank and in hand**

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

### **1.12 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **1.13 Unrestricted funds**

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

### **1.14 Restricted funds**

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the charity.

### **1.15 Designated funds**

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

### **1.16 Allocation of support and Governance costs**

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

# Notes to the financial statements

## Year ended 31 December 2022



### 1.17 Finance leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### 1.18 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

### 1.19 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

### 1.20 Financial instruments

The charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

### 1.21 Critical accounting estimates and areas of judgement

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

#### Legacies

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator, executor for the estate has communicated in writing both the amount and settlement date.

# Notes to the financial statements

## Year ended 31 December 2022



### 2. Total expenditure

	<b>Direct Activities £</b>	<b>Support £</b>	<b>2022 £</b>	<b>2021 £</b>
Cost of raising Funds	1,441,682	138,876	1,580,558	1,345,771
Charitable activities (see note 3)	908,713	315,397	1,224,110	1,192,183
Loss on disposal of fixed assets	-	9,852	9,852	-
	<b>2,350,395</b>	<b>464,125</b>	<b>2,814,520</b>	<b>2,537,954</b>

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

None of the costs of raising funds in 2022 was restricted (2021: £2,261).

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	<b>% support staff time</b>
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Project	36
Grants	25
Governance	11

# Notes to the financial statements

## Year ended 31 December 2022



### 3. Analysis of charitable expenditure

	<b>Project Costs</b>	<b>Grant Costs</b>	<b>Support &amp; governance</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Big C Centres- running costs	(16,139)	-	110,155	94,016	364,695
Big C support and information operations	771,042	-	49,817	820,859	529,544
Research	-	(8,860)	84,394	75,534	113,328
Equipment	-	5,050	17,387	22,437	(48,644)
Support	-	109,372	3,923	113,295	128,126
Student bursaries	-	4,200	320	4,520	1,130
Other projects	44,048	-	139	44,187	41,815
Governance costs	-	-	49,262	49,262	62,189
	<b>798,951</b>	<b>109,762</b>	<b>315,397</b>	<b>1,224,110</b>	<b>1,192,183</b>

Big C Centre's project costs relate to the running costs of the centres at the Norfolk and Norwich Hospital, Great Yarmouth, King's Lynn, Louise Hamilton and the outreach services provided at Cromer, Wells and Thetford. They include the provision of information, education, exercise, counselling, welfare advice and complimentary therapies at these sites.

Big C is committed to funding the running costs of the Big C Centre NNUH.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,224,110 expenditure in 2022 (2021: £1,192,183), £1,180,007 was charged to unrestricted funds (2021: £1,157,836) and £44,103 to restricted funds (2021: £34,347).

# Notes to the financial statements

## Year ended 31 December 2022



### 4. Grants payable

	Research £	Equipment £	Support £	Bursaries £	2022 £	Research £	Equipment £	Support £	Bursaries £	2021 £
<b>Reconciliation of grants payable</b>										
Commitments at 1.1.22	485,805	364,950	216,753	1,400	<b>1,068,908</b>	658,952	505,504	121,753	1,400	<b>1,287,609</b>
Commitments made in the year	-	10,000	125,000	4,200	<b>139,200</b>	50,000	-	125,000	1,050	<b>176,050</b>
Grants cancelled or recovered	(8,860)	(4,950)	(15,628)	-	<b>(29,438)</b>	(3,926)	(62,500)	-	(175)	<b>(66,601)</b>
<b>Grants payable for the year</b>	<b>(8,860)</b>	<b>5,050</b>	<b>109,372</b>	<b>4,200</b>	<b>109,762</b>	<b>46,074</b>	<b>(62,500)</b>	<b>125,000</b>	<b>875</b>	<b>109,449</b>
Grants paid during the year	278,689	90,000	155,000	4,200	<b>527,889</b>	219,221	78,054	30,000	875	<b>328,150</b>
<b>Commitments at 31.12.22</b>	<b>198,256</b>	<b>280,000</b>	<b>171,125</b>	<b>1,400</b>	<b>650,781</b>	<b>485,805</b>	<b>364,950</b>	<b>216,753</b>	<b>1,400</b>	<b>1,068,908</b>
Within one year	169,089	120,000	156,125	1,400	<b>446,614</b>	378,749	124,950	171,753	1,400	<b>676,852</b>
After more than one year	29,167	160,000	15,000	-	<b>204,167</b>	107,056	240,000	45,000	-	<b>392,056</b>
	<b>198,256</b>	<b>280,000</b>	<b>171,125</b>	<b>1,400</b>	<b>650,781</b>	<b>485,805</b>	<b>364,950</b>	<b>216,753</b>	<b>1,400</b>	<b>1,068,908</b>

## Notes to the financial statements

### Year ended 31 December 2022



#### 4a. Grants

	2022	2021
	£	£
<b>Grants for research</b>		
A Phd applying machine learning techniques to Next Generation Sequencing Big Data to improve the prediction of prostate cancer patient outcomes	-	50,000
	<u>-</u>	<u>50,000</u>
<b>Grants for support</b>		
Priscilla Bacon Hospice to support the construction of a new hospice accessible to cancer patients	125,000	125,000
<b>Grants for equipment</b>		
Boudicca Appeal	10,000	-
<b>Student Bursaries</b>		
Awards to three (one in 2021) undergraduates	4,200	1,050
<b>Total research grants</b>	<u>139,200</u>	<u>176,050</u>

During the year £135,000 (2021: £175,000) was awarded to institutions and £4,200 (2021: £1,050) to individuals.

# Notes to the financial statements

## Year ended 31 December 2022

### 5. Net income for the year

This is stated after charging:

	<b>2022</b>	<b>2021</b>
	£	£
Depreciation of tangible owned assets	95,750	73,886
Depreciation of tangible assets held under finance lease contracts	-	7,593
Loss on disposal of fixed assets	9,852	-
Auditors remuneration – Audit	9,685	8,400
Operating lease costs	249,647	262,425
Profit/loss on fair value of investments	(124,670)	99,576

### 6. Staff costs and numbers

Staff costs were as follows:

	<b>2022</b>	<b>2021</b>
	£	£
Staff costs (gross salary and other staff costs)	1,569,622	1,286,049
Social security costs	116,566	92,193
Pension	69,160	55,390
	<b>1,755,348</b>	<b>1,433,632</b>

Included in the above are redundancy payments of £6,338 (2021: £nil)

The following numbers of staff have emoluments above £60,000:

	<b>2022</b>	<b>2021</b>
Between £70,000 - £80,000	1	1
Between £60,000 - £70,000	2	2

Average number of employees for headcount for the year was as follows:

Headcount:	<b>2022</b>	<b>2021</b>
Fundraising	3	4
Charity shops	45	43
Management and administration	12	9
Charitable activities	21	14
	<b>81</b>	<b>70</b>

# Notes to the financial statements

## Year ended 31 December 2022

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### **6. Staff costs and numbers (continued)**

The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £260,884 (2021: £255,355).

Short term employee benefits are required to be charged to the income and expenditure accounts as the employee service is received. This has resulted in Big C recognising a liability for holiday pay of £10,260 (2021: £6,941).

### **7. Taxation**

The company is a registered charity and there is no liability to corporation tax.

Notes to the financial statements  
Year ended 31 December 2022



8. Tangible fixed assets

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
<b>Cost</b>					
As at 1 January 2022	429,442	91,883	650,041	72,054	1,243,420
Additions	524,170	12,007	82,382	-	618,559
Disposals	-	-	(75,917)	-	(75,917)
As at 31 December 2022	953,612	103,890	656,506	72,054	1,786,062
<b>Depreciation</b>					
As at 1 January 2022	85,389	14,656	414,404	49,263	563,712
Charge for the year	19,082	9,453	61,517	5,698	95,750
Disposals	-	-	(66,065)	-	(66,065)
As at 31 December 2022	104,471	24,109	409,856	54,961	593,397
<b>Net book value</b>					
As at 31 December 2022	849,141	79,781	246,650	17,093	1,192,665
As at 31 December 2021	344,053	77,227	235,637	22,791	679,708



## Notes to the financial statements

### Year ended 31 December 2022

The net book value at 31 December 2022 represents fixed assets used for:

	<b>Freehold Property £</b>	<b>Leasehold Property £</b>	<b>Fixtures, Fittings &amp; equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
Charity shops	-	-	94,421	17,093	111,514
Charitable operations	849,141	77,001	35,029	-	961,171
Administration	-	2,780	117,200	-	119,980
	<b>849,141</b>	<b>79,781</b>	<b>246,650</b>	<b>17,093</b>	<b>1,192,665</b>

Included in the total net book value of motor vehicles was £nil (2021: £4,986) in respect of assets held under finance leases.

# Notes to the financial statements

## Year ended 31 December 2022



### 9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Market Value	1,196,868	
At 1 January		1,071,075
Purchase of investments at cost	76,574	80,527
Disposal of investments	(36,104)	(56,644)
	<u>1,237,338</u>	<u>1,094,958</u>
Net unrealised investment (loss)/gain	(124,670)	99,576
Movement in cash held for investment purposes	(7,761)	2,334
At 31 December	<u>1,104,907</u>	<u>1,196,868</u>
Listed investments	1,059,707	1,143,907
Cash held for investment purposes	45,200	52,961
Total investments as 31 December	<u>1,104,907</u>	<u>1,196,868</u>

No material shareholdings were held by the Charity in any one company. The Trustees consider the value of the investments to be supported by their underlying assets, as appropriate.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

### 10. Debtors

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other debtors	841,769	677,587
Prepayments	55,622	48,921
	<u>897,391</u>	<u>726,508</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

# Notes to the financial statements

## Year ended 31 December 2022



### 11. Creditors: amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	91,310	76,486
Other creditors	24,636	15,110
Obligation under finance leases	-	4,986
Taxation and social security	32,339	31,371
Accruals	42,795	41,023
Charitable grants payable	446,614	676,852
Big C Centre NNUH running costs	228,911	633,427
	<b>866,605</b>	<b>1,479,255</b>

### 12. Creditors: amounts falling due after more than one year

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Charitable grants payable	204,167	392,056
Big C Centre NNUH running costs	100,565	-
	<b>304,732</b>	<b>392,056</b>

Notes to the financial statements  
Year ended 31 December 2022



13. Statement of funds

	As at 1 January 2022	Income	Expenditure	Transfer between funds	Investment (losses) £	As at 31 December 2022
	£	£	£	£		£
<b>General reserve</b>	2,387,421	3,009,038	(2,747,167)	440,189	(124,670)	2,964,811
<b>Designated reserve</b>	46,860	69,130	(23,250)	(1,400)	-	91,340
<b>Total unrestricted funds</b>	<u>2,434,281</u>	<u>3,078,168</u>	<u>(2,770,417)</u>	<u>438,789</u>	<u>(124,670)</u>	<u>3,056,151</u>
<b>Restricted funds</b>						
Nearer to Home	441,561	14,054	(12,094)	(438,789)	-	4,732
Calm Apps	159	-	-	-	-	159
Online Physical	834	-	(140)	-	-	694
King's Lynn Centre	9,559	200	(9,759)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	10,308	12,500	(10,330)	-	-	12,478
Nutrition	12,438	24,876	(8,133)	-	-	29,181
NCF - Service Access	-	4,851	(3,647)	-	-	1,204
<b>Total restricted funds</b>	<u>477,629</u>	<u>56,481</u>	<u>(44,103)</u>	<u>(438,789)</u>	<u>-</u>	<u>51,218</u>
<b>Total funds</b>	<u><b>2,911,910</b></u>	<u><b>3,134,649</b></u>	<u><b>(2,814,520)</b></u>	<u><b>-</b></u>	<u><b>(124,670)</b></u>	<u><b>3,107,369</b></u>

Notes to the financial statements  
Year ended 31 December 2022



13. Statement of funds

	As at 1 January 2021	Income	Expenditure	Transfer between funds	Investment gains £	As at 31 December 2021
	£	£	£	£		£
<b>General reserve</b>	2,105,662	2,519,566	(2,486,076)	148,693	99,576	2,387,421
<b>Designated reserve</b>	45,773	42,332	(15,270)	(25,975)	-	46,860
<b>Total unrestricted funds</b>	<u>2,151,435</u>	<u>2,561,898</u>	<u>(2,501,346)</u>	<u>122,718</u>	<u>99,576</u>	<u>2,434,281</u>
<b>Restricted funds</b>						
Nearer to Home	55,657	537,769	(29,147)	(122,718)	-	441,561
Welfare Packs	4,031	-	(4,031)	-	-	-
Calm Apps	159	-	-	-	-	159
Online Physical	834	-	-	-	-	834
Active Norfolk	500	-	(500)	-	-	-
King's Lynn Centre	-	10,297	(738)	-	-	9,559
Tackling Inequalities	-	2,770	-	-	-	2,770
Palliative Care	-	12,500	(2,192)	-	-	10,308
Nutrition	-	12,438	-	-	-	12,438
<b>Total restricted funds</b>	<u>61,181</u>	<u>575,774</u>	<u>(36,608)</u>	<u>(122,718)</u>	<u>-</u>	<u>477,629</u>
<b>Total funds</b>	<u><b>2,212,616</b></u>	<u><b>3,137,672</b></u>	<u><b>(2,537,954)</b></u>	<u><b>-</b></u>	<u><b>99,576</b></u>	<u><b>2,911,910</b></u>

# Notes to the financial statements

## Year ended 31 December 2022

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### 13. Statement of funds (continued)

#### Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £1,400 (2021: £25,975) have been made to the unrestricted fund in relation to donations paid to the Big C Appeal.

#### Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £438,789 (2021: £122,718) have been transferred to unrestricted funds in respect of costs incurred to date.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

Active Norfolk - Monies received to enable online courses to be held covering areas such as gentle exercise, yoga and pilates.

King's Lynn Centre - Monies received to equip the new Support and Information Centre on Railway Road.

Tackling Inequalities – monies for the production of exercise videos in support of the online cancer and exercise programme.

Palliative Care – monies to provide support to those cancer patients with a palliative diagnosis.

Nutrition – monies to provide a lifestyle behavioural change intervention based around nutrition and realistic goal setting.

NCF Service Access – monies to enable purchase of tablets to allow access to our services.

Notes to the financial statements  
Year ended 31 December 2022



**14. Analysis of net assets between funds**

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	2,297,572	-	-	2,297,572
Current assets	1,838,576	91,340	51,218	1,981,134
Current liabilities	(866,605)	-	-	(866,605)
Long term liabilities	(304,732)	-	-	(304,732)
Net assets as at 31 December 2022	<u>2,964,811</u>	<u>91,340</u>	<u>51,218</u>	<u>3,107,369</u>
	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	1,876,576	-	-	1,876,576
Current assets	2,382,156	46,860	477,629	2,906,645
Current liabilities	(1,479,255)	-	-	(1,479,255)
Long term liabilities	(392,056)	-	-	(392,056)
Net assets as at 31 December 2021	<u>2,387,421</u>	<u>46,860</u>	<u>477,629</u>	<u>2,911,910</u>

**15. Related parties**

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £nil (2021: £Nil) were reimbursed to none (2021: none) Trustees during the year in regards to travel.

All figures are stated inclusive of VAT.

Donations of £720 were received from one trustee (2021: £720).

# Notes to the financial statements

## Year ended 31 December 2022



### 16. Lease commitments

#### (a) Finance leases

Finance leases related to two (2021: two) motor vehicles held by the charity. Total future minimum finance lease payments are as follows:

	2022 £	2021 £
Within one year	-	4,986
Between two and five years	-	-
Over five years	-	-
	-	4,986

#### (b) Operating leases

The charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	2022 £	2021 £
Within one year	206,950	212,396
Between two and five years	332,130	456,365
Over five years	25,625	58,525
	564,705	727,286

Notes to the financial statements  
Year ended 31 December 2022



17. Expense analysis

	Generating voluntary income	Activities to raise funds	Charitable activities	Governance	2022	2021
	£	£	£	£	£	£
Shop	-	1,131,415	-	-	1,131,415	941,150
Other activities undertaken directly	302,258	-	-	-	302,258	282,523
Support costs	87,258	51,618	266,135	49,262	454,273	388,121
Grants	-	-	109,762	-	109,762	109,449
Big C Centre NNUH	-	-	(16,139)	-	(16,139)	276,912
Big C support and information Operations	-	-	771,042	-	771,042	489,845
Other projects	-	-	44,048	-	44,048	41,704
Investment management fees	-	8,009	-	-	8,009	8,250
	<u>389,516</u>	<u>1,191,042</u>	<u>1,174,848</u>	<u>49,262</u>	<u>2,804,668</u>	<u>2,537,954</u>

# Notes to the financial statements

## Year ended 31 December 2022



### 18. Reconciliation of net movement in funds to net cash flow from operating activities

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Net income for the year (as per Statement of Financial Activities)	320,129	599,718
<b>Adjustment for:</b>		
Dividends received	(42,458)	(35,868)
Interest receivable	(10,353)	(3,771)
Depreciation Charges	95,750	81,479
Loss on disposal of fixed asset	9,852	-
(Increase)/decrease in debtors	(170,883)	119,206
(Decrease) in creditors	(694,988)	(54,340)
<b>Net cash (used in) / provided by operating activities</b>	<b>(492,951)</b>	<b>706,424</b>

### 19. Analysis of cash and cash equivalents and net debt

	<b>2022</b>	<b>2021</b>	
	<b>£</b>	<b>£</b>	
Cash in hand	446,159	1,251,381	
Notice deposits (Less than 3 months)	637,584	928,756	
Cash held for investment purposes	45,200	52,961	
<b>Total</b>	<b>1,128,943</b>	<b>2,233,098</b>	
	<b>At 1</b>	<b>Cash</b>	<b>At 31</b>
	<b>January</b>	<b>movements</b>	<b>December</b>
	<b>2022</b>		<b>2022</b>
Cash at bank and in hand	2,233,098	(1,104,155)	1,128,943

### 20. Pensions and other post retirement benefits

#### Defined contribution plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £69,160 (2021: £55,390).

# Notes to the financial statements

## Year ended 31 December 2022



### 21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

Financial assets	2022 £	2021 £
Measured at fair value through net income / expenditure:		
- Fixed asset listed investments (note 9)	1,104,907	1,196,868

### 22. Capital Commitments

During 2021 the charity entered into a contract for the building of a new Support and Information Centre in Norwich for £609,450 (2021: £609,450).

As at the 31 December 2022, £13,953 (2021: £486,732) remained outstanding and this was expected to be settled during 2023.

### 23. Government Funding

Income for 2022 includes £4,626 of Government funding (2021: £415,079).

### 24. Limited by guarantee

The Big C Appeal Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

**THE BIG C APPEAL LIMITED**

England & Wales - Charity number 281730

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# Accounts

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**Cancer Charity**

— EST. NORFOLK 1980 —

## **The Big C Appeal Limited**

(A Company Limited by Guarantee)

Report and Financial Statements

Year ended 31 December 2021

Company Registration No. 01521441  
Charitable Registration No. 281730  
(England and Wales)

# Contents

## Year ended 31 December 2021



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# Letter from the Chair

## Year ended 31 December 2021



### 1. Letter from the Chair

Dear reader

As a founding member of Big C in 1980 I have decided to retire as a Trustee and Chair of the charity. I am delighted that Professor Dylan Edwards will be taking the Chair at the AGM in May 2022. You may well remember that Dylan came to Norfolk and the University of East Anglia as Chair of Cancer Studies, sponsored by Big C over 20 years ago and I am confident that we have found the best person to fulfil the role.

It goes without saying that I am extremely thankful to all those supporters, volunteers, organisations and Trusts which have enabled Big C to develop into the charity that it is today, which does make a real difference to those affected by cancer.

I am indebted to all of the Trustees that I have worked with closely over the past 40 years which have ensured the effective governance of Big C. I must not forget all those members of staff and volunteers that have helped and promoted the charity over that time. They are a great team and have all pulled together to make Big C the organisation it is today.

Once again thank you for your continuing support of a much needed charity.

With my best wishes for the future.

David Moar MBE

Big C Chair and Founder.

# Directors' Report

## Year ended 31 December 2021



The Directors who are also Trustees of the charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

## 2. Reference and Administration

### Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE  
Helen Cordingley  
Mr Simon Crocker  
Dr Noreen Cushen-Brewster  
Prof. Dylan Edwards  
Paige Gouldthorpe  
Jon Humphreys – Vice Chair  
Sharon Johnson  
Peter Lamble  
Alison Lanchester  
Marilyn Martin – Treasurer  
David Moar MBE – Chair (appointed 31 March 2021)  
Alan Stephens  
Denise Troughton  
Karen Vincent (appointed 27 October 2021)

### Lifetime Vice-President

Theresa M Cossey (MBE)

### Secretary

Katherine Morgan ACIS

### Company number

01521441

### Telephone

01603 619900

### Chief Executive

Dr Christopher Bushby

### Charity registration number

281730

### Website

[www.big-c.co.uk](http://www.big-c.co.uk)

# Directors' Report

## Year ended 31 December 2021



### Registered office and principal address

Centrum, Norwich Research Park  
Colney Lane, Norwich, NR4 7UG

### Auditors

Lovewell Blake LLP, Bankside 300,  
Peachman Way, Broadland Business  
Park, Norwich NR7 0LB

### Solicitors

Hansells, 13 The Close  
Norwich, NR1 4DX

### Bankers

Barclays Bank PLC, 5/7 Red Lion St,  
Norwich, NR3 4DY

### Insurance Advisors

Alan Boswell Group  
Harbour House  
126 Thorpe Road  
Norwich

### Investment Managers

Canaccord Genuity Wealth  
Management  
Suite 4, Ground Floor  
13-15 St Georges Street  
Norwich, NR3 1AB

## 3. Objectives and Activities for the Public benefit

The Trustees have referred to the Charity Commission's General Guidance on Public Benefit when reviewing the charity's objectives, activities and achievements. This guidance is taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The Memorandum of Association defines the objects of the Big C as:-

- *To conduct, support, promote or assist in the promotion of research into all matters connected with or bearing on causes, prevention, treatment and cure of cancer within the UK or in any other part of the world.*
- *The support and development of research into the causes, prevention, treatment and cure of cancer in hospitals and institutions and to disseminate the useful results thereof.*
- *To provide, equip, extend and maintain Charitable and National Health Service hospitals and laboratories for the treatment of and research into cancer.*
- *To make grants or assignment of funds for:-*
  - *the erection or extension of Charitable and National Health Service hospitals or laboratories or for the equipment of any Charitable and National Health Service hospital or laboratory in which treatment or investigations are or shall be pursued.*
  - *Individual workers in Charitable or National Health Service hospitals or elsewhere.*

The charity's main objectives, activities and achievements for 2021 are described below.

## 4. Big C's Objectives, Activities and Achievements for 2021

### Strategic Review

A three year Business Plan for 2021-2023 was developed and adopted by the Trustees on 16 December 2020. The plan set out the strategic and business rationale to deliver the charitable objectives of Big C over 2021-2023 against a measured and stated financial

# Directors' Report

## Year ended 31 December 2021



performance. The focus of the 2021-2023 Business Plan was the five key charitable and trading pillars set out below:

1. Delivery of innovative and outstanding Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.

The objectives set within the 2021 Business Plan were in achieved as detailed below.

### **Charitable Operations: Support, Information and Education**

The scale and seriousness of the COVID-19 pandemic continued to impact the charity over 2021. The measures adopted and implemented in 2020 continued to be exercised allowing the charity to expand in line with the Business Plan.

The impact of COVID-19 changed Big C's fundamental way of working within the Charitable Operations directorate and across the organisation. Out of the negativities, emotional and sometimes physical distresses the pandemic presented the charity and our service users, many positive and innovative outcomes have been afforded to us because of the pandemic. As an organisation Big C's objective had always been to grow and build on digital work - the impact of the pandemic accelerated and forced the fast development of the charity's digital innovation.

Face-to-face connection remain vital, however Big C has been exceptionally responsive to the changing world, as well as creative, adaptable, and fluid, enabling the charity to move swiftly between different modes of communication and support. Whichever methods or channels were used to support service users, Big C has been determined to ensure that communications provided the high-quality experience that service users rightly deserved, and were evidence-based and service user/patient centred. The digital way of working was embraced by many service users, sometimes encouraging apprehensive individuals to put their fears aside and learn new digital skills, enabling service users from many different areas of the county to come together for Big C support.

### **2021 Highlights**

- Specialised, Cancer Support and Information Centres in the grounds of the Norfolk and Norwich University Hospital and newly renovated premises in King's Lynn and Great Yarmouth. All Centres re-opened on a drop in and appointment basis.

# Directors' Report

## Year ended 31 December 2021



- Work on the building and design of the new Norwich City Cancer Support & Information Centre on Dereham Road in Norwich was conducted over 2021 and was due to be completed by the end of May 2022.
- Community Support Hubs continued to be delivered in the grounds of the James Paget Hospital, Wells Community Hospital, Thetford Healthy Living Centre and at the Pear Tree Centre in Suffolk – these hubs offered people the opportunity to drop in and speak to someone more locally, rather than having to travel to one of Big C's stand-alone centres.
- A full range of support online and by telephone was available via Big C's dedicated virtual centre and helpline, ensuring that everyone can access support in whichever form suits them best thus broadening Big C's demographic reach and improving access for hard to reach populations.
- Other support services provided include:
  - Complementary Therapies, including reiki, relaxation, general massage and reflexology.
  - A variety of support groups both face to face and virtual, including men's groups, women's groups, a teenage and young adult group, and palliative care groups.
  - Following a needs assessment a newly launched breast cancer support group commenced at the new King's Lynn Centre and Big C also hosted cancer site-specific support groups such as the Norfolk and Waveney Prostate Support Group.
  - Expert advice on nutrition and exercise pre, during and post cancer treatment.
  - 1:1 Cancer Specialist Nurse support.
  - 1:1 mentoring support with dedicated Support and Information Officers and Senior Healthcare Support Workers.
  - Family support.
  - Counselling and psychotherapy support for adults, teenagers and children, including family therapy.
  - Welfare advice and support in collaboration with Citizens Advice.
  - Wig and head scarf support.
  - Hosted Look Good, Feel Better workshops for Men, Women and Young Adults.
  - Self-Supported Management Programme following discharge from hospital.

The following externally funded Big C programmes were commenced in 2021:

- **Nourish & Nurture Programme:** Big C pilot of a 12-week nutrition and wellness intervention programme for patients with cancer, aimed at lifestyle and behavioural change.
- **Get Moving with Big C:** a 12-week wellbeing support programme to increase physical activity with weekly online exercise classes and regular 1:1 support.
- **360 Bereavement Project:** our latest project offers people psychological and practical support and information to help cope with the loss of a loved one.
- **Palliative Care Programme** helping those who have received a non-curable diagnosis, by addressing the important questions, offering support with advanced care planning, financial advice and 1:1 and family support.

# Directors' Report

## Year ended 31 December 2021



Regulated activity: Care Quality Commission registration has not been required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio.

### Support & Innovation Grant Making

The impact of COVID-19 meant that in 2021 Big C made the difficult decision not to invite applications for Support & Innovation Grant funding in 2021. Projects which had been awarded grant funding prior to 2020 were not impacted by this decision.

A support grant of £125k was awarded to Priscilla Bacon Hospice to support the construction of a new hospice accessible to cancer patients.

An annual payment of £30,000 to the Pear Tree Centre in Halesworth was paid in 2021. The £150,000 grant (awarded in 2019 and payable in annual instalments from 2019 to 2023) was to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

### Research and Equipment Grantmaking

#### 2021 Highlights:

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer.

After making the difficult decision in 2020 not to invite applications for Research and Equipment Grant funding and Support & Innovation Grant funding in 2021, the Trustees were delighted to be in a position to offer a restricted research grants round in 2021. One grant was awarded to a 36 month PhD project at Norwich Medical School, UEA starting 1 October 2022. The project title is *A PhD applying machine learning techniques to Next Generation Sequencing Big Data to improve the prediction of prostate cancer patient outcomes*.

Applications for Big C Student Bursaries were invited in March 2021. One application was received and granted to an undergraduate from the Norwich Medical School, and this was chosen by the Lilac Ladies fundraising group which kindly provided funds for the bursary.

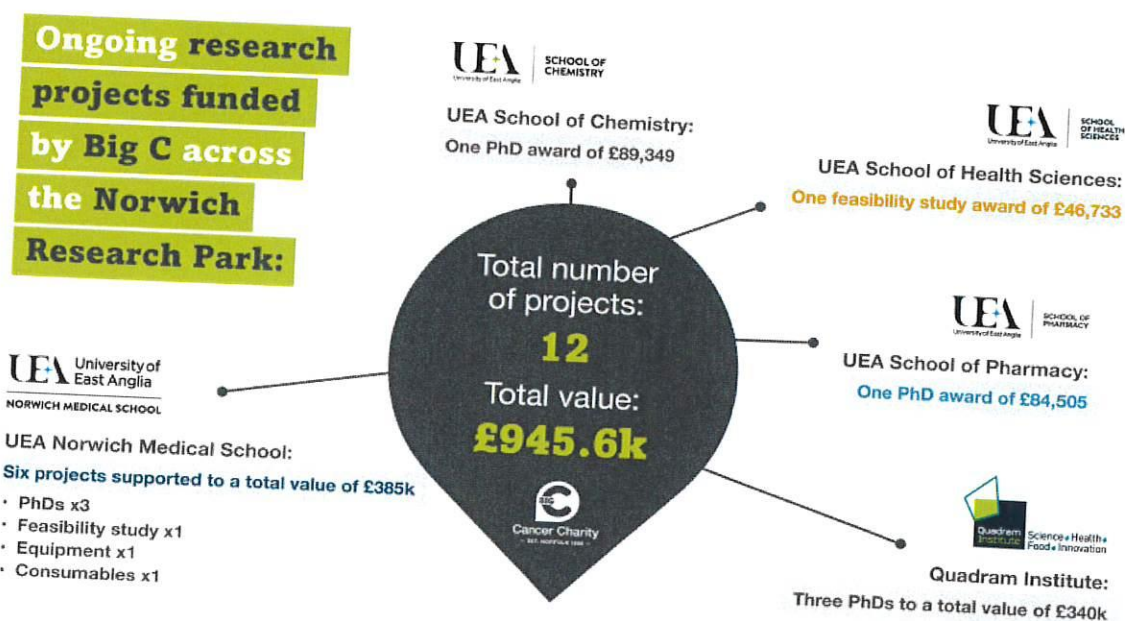
Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C's operations. In 2021 the Trustees conducted a thorough review of Big C's Research Funding Conditions increasing the charity's requirements for reporting and engagement.

# Directors' Report

## Year ended 31 December 2021

The charity's investment of £400k in the Quadram Institute, first agreed by the Trustees in 2016 became payable in 2019, however, a first instalment was made in 2021. This investment was made to ensure the continuation of world-class and innovational research thereby continuing to develop an environment within the region providing positive outcomes for individuals affected by cancer.

The diagram below shows the charity's current research investment portfolio across Norwich Research Park, including ongoing grants awarded prior to 2021.



Grants cancelled in the year totaled £66,601 consisting of £62,500 (Equipment Grant 17-06E); £3,926 (Research Grant 16-13R); and £175 (Student Bursary SB21:01) as the funds were no longer required.

## Income Generation

### Fundraising 2021 Highlights

Big C's fundraising activities were once again impacted by COVID-19 in 2021 with a national lockdown in place for the first few months of the year and the fast spread of the Omicron variant at the end of the year. This resulted in much uncertainty and increased financial risk of organising events. It also meant less supporter led fundraising events took place.

The fundraising team continued to adopt an opportunistic approach towards events and utilised experience gained from COVID-safe events during 2020. This resulted in many of the charity's summer events going ahead safely, including high profile fundraisers such as the Norwich 100 cycling event and the Big C Annual Golf Day. These two events

# Directors' Report

## Year ended 31 December 2021



also attracted significant corporate sponsorship from organisations such as Alan Boswell Group and Loveday & Partners.

Big C continued the newly adopted approach of pursuing external funding in 2021. The charity achieved a 22% success rate in funding applications to local and national grant funders which equated to a total of £486,252 being awarded to the charity.

The Nearer to Home Appeal was set up to raise £750m to establish a new support Centre in the heart of Norwich and at year end the appeal had reached 97% of target.

Big C is grateful to every one of the funding bodies for this show of support and demonstration of confidence in the charity's financial health and sustainability.

### Retail Infrastructure

The charity owns the premises at 45 Timberhill, Norwich which house a retail shop on the ground and the 1<sup>st</sup> floor with the 2<sup>nd</sup> floor utilised for storage. The value of the freehold property is set out in note 8.

The charity currently operates in the following locations:

- Attleborough: The Old Post Office, High Street, NR17 2AA
- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES
- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF
- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4 and 5 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture Emporium; and Craft Centre and in 2021 incorporated the boutique operation transferred from the former Wymondham town shop.

### Retail 2021 Highlights

Designated as a non-essential retailer by government restrictions the charity's retail operation was closed entirely from 1 January until 12 April 2021 after which re-opening took place in line with Big C's COVID-19 risk assessments, having PPE and social distancing in place. All shops opened for trading on 12 April. During the lockdown the delivery team was deployed to continue delivering care packages to service users.

Maintenance of the estate was undertaken during the lockdown and the completion of the

relocation of the Wymondham Boutique to the charity's Emporium on Allenbrookes Way, Wymondham ensuring its opening on the 12 April.

The retail operation did not see the same surge in donations as previous lockdowns had generated however the flow was steady. The quantity of winter donations received was lower than in previous years which may have been a result of donors' reluctance to donate winter items after experiencing a winter lockdown.

Considering the financial climate due to COVID-19 the charity's retail operation performed well against the previous year giving an increase of 5.1%. In October Big C's eBay operation commenced and has grown well.

## 5. The Charity's People & Culture Strategy

### Key Management Personnel

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity now employs 75 full and part time staff, a decrease of 2 from 77 in 2020.

### The Charity's Volunteers

In 2021 our volunteers gave approximately 17,450 hours to the charity; 16,650 of which were in Retail, 580 in our Support and Information Centres and 148 across our Big C Events. The work of Big C could not progress without the active involvement of our team of volunteers of which there are still 280; 196 in retail, 44 in Support and Information, 44 across Big C Events and seven at Big C's Head Office to whom the Trustees are very grateful. COVID-19 directly impacted volunteers' ability to work in our shops and Support and Information Centres, reducing the need for new applicants at times. There are still 42 volunteers who are non-operational through personal choice although throughout 2021, the number of volunteers who returned to work in support of our service delivery objectives gradually increased.

### People Achievements

The charity remains committed to the health and wellbeing of all its staff and volunteers in order to ensure they can perform to their optimal potential in their work to deliver the charitable objectives. Activities and achievements in support of this include:

- ✓ Bringing together HR and Volunteering management as one People function with harmonisation of procedures.
- ✓ Adapting people practices across the charity in response to the phases of the pandemic.
- ✓ Continued support for staff during and returning from lockdown.

# Directors' Report

## Year ended 31 December 2021



- ✓ Wellbeing support and Mental Health First Aiders.
- ✓ Ongoing commitment to being 'Disability Confident'.
- ✓ Supporting manager training and development.
- ✓ Placements for young people at risk of being long term unemployed through the government's Kickstart initiative.
- ✓ Improved utilisation of Raisers Edge for volunteer data and administration.

*These achievements and the improved culture across the charity was reflected in the Best Employers Eastern Region 2021 survey results in which Big C was recognised with Gold Accreditation and received the Most Improved Award.*

### 6. Financial Review

Income amounted to £3,137,672, (2020: £2,441,054) details are set out in the Statement of Financial Activities (SOFA) on page 26.

Expenditure during the year amounted to £2,537,954 with £1,192,183, of this spend on charitable objectives. This compares with £2,389,817, total expenditure in 2020, with £1,011,346 spend on charitable objectives.

One grant for research was made during the year amounting to £50,000 and one for support amounting to £125,000. Grants awarded for Student Bursaries amounted to £1,050 (2020: £4,200). Outstanding commitments at the year end were for research £485,805 (2020: £658,952), for equipment/clinical £364,950 (2020: £505,504), £216,753 (2020: £121,753) for support and £1,400 (2020: £1,400) for Student Bursaries.

Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £993,712 (2020: £1,039,731). Expenditure to generate voluntary income amounted to £352,059 (2020: £337,183).

### 7. Investment Policy

The charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

The sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market was invested within the above parameters, over a five year cycle across 17.5% bonds and cash and 82.5% equities, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies.

# Directors' Report

## Year ended 31 December 2021



- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income).
- no direct investment into alcohol or tobacco stocks. In April 2022 this restriction was extended to include weapons of warfare.

The charity's investment policy was reviewed by the Trustees at the end of March 2020 and most recently in March 2022.

After a challenging start to the year the portfolio was performing in line with market expectations as at 31 December 2021 and has not been adversely affected by the COVID-19 pandemic with an unrealised growth percentage of 9.3%

### 8. Reserves Policy

The charity's net assets at 31 December 2021 amounted to £2,911,910, of which £477,629 is restricted.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £798,470, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £1,068,908. Provision has also been made for all lease commitments, £742,772, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the charity to invest in the future, whilst retaining a level of working capital, as the charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

As at 31 December 2021 the Financial Statements show unrestricted liquid reserves of £1,707,713 (2020: £1,580,671). After deduction of provisions required by our reserves policy outlined above this leaves free reserves of £166,471 (2020: £430,183) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

In addition to the free cash reserve the value of Freehold Assets of £679,708 at 31 December 2021 (2020: £524,991) would be available on realisation.

The primary areas for charitable expenditure in 2022 are:

- Delivery of outstanding Support and Information Services across Big C Centres.
- Continued investment into world-class cancer research.
- Continued funding of diagnostic and treatment equipment.

## 9. The Charity's Infrastructure

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UG.

## 10. Plans for Future Periods

In October 2021 the Board of Trustees approved a three-year Business Plan 2022-2024 which sets out the strategic and business rationale to deliver Big C's charitable and trading objectives over the next three years against a measured and stated financial performance. Six key charity and trading pillars were agreed and are set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.

### Support and Information Services

In addition to delivering outstanding care and support at existing locations, the charity plans to:

- continue virtual methods of service delivery beyond the COVID-19 pandemic.
- develop new services to be delivered virtually and face to face in the centres.
- develop the charity's model for three tiers of psychological and emotional support.
- work collaboratively with key partners on existing and new projects.

### Research and Equipment Grants

Trustees have not planned for new investment into research or equipment in 2022, however, have reserved the right to revisit this position during the year when the financial position of the charity continues to be sustainable. Invitations for Student Bursaries will be welcomed in March 2022.

Current cancer research projects, equipment grants and Support & Innovation grants funded by Big C remain unimpacted by this decision as the funding for these projects was granted prior to the COVID-19 pandemic.

## Education Activities

### Health education and cancer prevention - Big C plans to:

- provide workshops at schools and businesses and target larger events.
- raise cancer awareness in the public via the development of literature and Blogs.
- promote educational messages to current service users for lifestyle modification to help prevent recurrence. continue to develop and enhance our lifestyle and behavioral change intervention programmes to support patients with cancer.
- develop our volunteer peer mentor support programme.

### Physical activity intervention programme - Big C plans to:

- deliver the 'Get moving with Big C' physical activity intervention programme online as well as through face-to-face group sessions within the centres.
- continue to enhance the newly launched Nourish and Nurture nutrition programme to complement the 'Get Moving' physical activity intervention programme, including the production of high-quality nutrition resources for the virtual centre which can be used by the wider team and integrated in the physical activity programme.
- work in collaboration with physiotherapy department at NNUH.
- work in collaboration with the dietitian department at NNUH and QEH.
- work in collaboration with QIB to enhance our nutrition programme.
- produce high quality exercise videos for post-surgical procedure rehabilitation.
- develop a more intensive prehabilitation strand of 'Get Moving with Big C'.
- develop realistic educational cancer awareness programmes for the homeless community.
- develop suitable cancer educational programmes for individuals with learning difficulties.
- develop a 'Mini Get Moving' programme to complement the newly developed Family Support programme.

### Palliative care and End of Life care initiatives - Big C plans to:

- continue to enroll suitable patients onto the charity's Palliative care and End of Life programme to support a timely discharge and reduction in admission and re-admission of palliative care patients with cancer.
- provide specific palliative care and end of life patient facing service support within the Big C cancer centres.
- enhance the newly launched 360 bereavement support group.

## Newly Developed Programmes seeking Funding

- Big C Family Support Programme in Collaboration with the Jenny Lind Department at NNUH.

- Big C Pre-Bereavement and Bereavement Support for Children, Teenagers, and Young Adults project.
- Support group participation.

**Research Collaborations**

The following research collaborations will be pursued in 2022:

- CANCERLESS research project; designed and delivered in collaboration with Big C and Anglia Ruskin University.
- Palliative and End of Life Care (PEoLC): Implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex ICS, Suffolk County Council, and Waveney.
- Deliberative Workshops “Transition of young people with life-limiting conditions from children’s services to adult services” – University of Suffolk and Suffolk Care Academy.
- Novel real-time behavioural support to develop healthy eating and physical activity habits following cancer treatment – University of East Anglia and NIHA.

The diagrams below and overleaf show the organisations with which Big C has current or planned collaborations.



## Big C Research Collaborations



## Income Generation

### Fundraising and Communications - Big C plans to:

Big C will continue to innovate and move forward with new and original ideas to expand reach into the community:

- Raising the awareness of Big C across Norfolk and into neighbouring counties with a clear and consistent message about what the charity does.
- Introducing Big C to a new and younger audience whilst also engaging and communicating more effectively with current service users and supporters including County Show presence, website, email and social content improvements and a wider use of video.
- Plans for more unique fundraising events, accessible to a wider group of people.
- Developing stronger engagement with Corporates across the region, encouraging "Charity of the Year" adoption, partnerships, and sponsorship.
- Utilise entries into local and regional awards to gain recognition and enhance Big C brand.

In 2022 the anticipated ratio for fundraising (excluding legacies and in memoriam) will be 1.4:1, working to a target ratio of 2.0:1 by the end of 2024.

Retail - Big C plans to:

- actively source retail premises within Norfolk and neighbouring counties where there is a sustainable business case.

In 2022 the budget KPI for retail net contribution has been set at 17.0%.

### **11. Structure, Governance and Management**

The organisation is a charitable company limited by guarantee (“the charity”) incorporated on 10 October 1980 and registered as a charity on 6 February 1981. It is also known as Big C. The charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the “Board”). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

The Trustee Board remained stable during 2021 and was pleased to welcome two new Trustees Dr Noreen Cushen-Brewster and Karen Vincent. Both bring valuable expertise to the Board. To ensure good governance the skills mix of the Board is kept under constant review and any gaps are prioritised for recruitment. Opportunities to become a Big C Trustee are advertised openly or by approach when a particular skillset is required.

With the retirement of current Chair David Moar planned for the AGM in 2022, the Board is delighted to be appointing Professor Dylan Edwards as its new Chair with effect from the 2022 AGM with support from current Vice Chair Jon Humphreys.

Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed as required with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when meetings with Trustees have taken place and reports any action required.

Since 2018 the Trustees have been regularly monitoring Big C’s compliance with the Charity Governance Code and this practice has served the charity well resulting in several actions which have strengthened Big C’s governance framework. The governance focus for 2022 will be:

- Monitoring of revised governance arrangements
- Board evaluation and succession planning
- Increased transparency of Big C’s governance arrangements

# Directors' Report

## Year ended 31 December 2021



The Board, meeting monthly in 2021 with the Executive Team, senior staff and advisers (as required) monitors the charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team has moved from meeting three times a week in 2020 to twice a week in 2021.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. The operation of all but two of the committees (Grants Committee and Performance & Remuneration Committee) was suspended from March 2020 and this continued for the whole of 2021. The terms of reference of the two committees which remained operational are as follows:

The Grants Committee meeting once in 2021 considers research and equipment grant applications in the light of advice from the charity's Research Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting four times in 2021 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

2021 membership of the Committees and Panel is set out in the following table including committee/panel appointment and resignation dates.

<b>Committee</b>	<b>Chair</b>	<b>Members</b>
Grants	Sharon Johnson	Prof Kris Bowles MBE (Vice Chair of Committee) Mr Simon Crocker Prof Dylan Edwards David Moar MBE
Performance & Remuneration	David Moar MBE	Mr Simon Crocker Jon Humphreys (deputy Chair of Committee) Marilyn Martin Alan Stephens

# Directors' Report

## Year ended 31 December 2021



Research  
Advisory  
Panel

Dr Ian Johnson

Dr Jean Craig - Research Adviser, Research Design Service for the East of England, National Institute for Health Research

Prof Dylan Edwards - Executive Dean, Faculty of Medicine & Health Sciences, Chair of Cancer Studies, UEA

Prof Susan Fairweather-Tait - Norwich Medical School and Research Group Member, Musculoskeletal Medicine

Prof Andy Jones - Professor in Public Health, Norwich Medical School (resigned 20 July 2021)

Dr Ralf Zwacka - Reader, School of Biological Sciences, University of Essex

Each committee and panel has written terms of reference set out in the charity's Standing Orders. Minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

### **Risk Assessment and Management**

The Trustees continued to assess the ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by ensuring that:

- A three year Business Plan for 2022-2024 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability.
- The right mix of skills across the Trustee, staff and volunteer team is in place.
- The organisation is compliant with legislative and best practice requirements.

### **Fundraising Standards Information**

The charity is registered with the Fundraising Regulator. Big C follows the guidance issued by the Institute of Fundraising and complies with the General Data Protection Regulations. Big C has maintained its Cyber Essentials annual accreditation since 2018.

Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2021 no complaints were received about the charity's fundraising activity.

# Directors' Report

## Year ended 31 December 2021



Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. We do not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

### **12. Statement of Responsibilities of Directors and Trustees**

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

# Directors' Report

## Year ended 31 December 2021

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### **13. Auditors**

The auditors, Lovewell Blake LLP, were appointed on 30 November 2017 for an initial three year period and from 2020 this appointment became subject to an annual review by the Trustees. Lovewell Blake have indicated their willingness to accept re-appointment under section 485 of the Companies Act 2006.

### **14. Statement of Disclosure of Information to Auditors**

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

### **On behalf of the Board**

.....  
**Katherine Morgan ACIS**  
**Company Secretary**

**25 May 2022**

## **Opinion**

We have audited the financial statements of Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Directors' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on page 10), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of operations and reviewing accounting estimates for bias.

Independent auditors' report to the  
members of Big C Appeal Limited  
Year ended 31 December 2021



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Proctor FCA DChA, Senior Statutory Auditor**  
**For and on behalf of Lovewell Blake LLP**  
**Statutory Auditor**  
**Bankside 300**  
**Peachman Way**  
**Broadland Business Park**  
**Norwich**  
**NR7 0LB**

**Date:**

Statement of financial activities  
Year ended 31 December 2021

Income and expenditure account – 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2021 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		753,465	-	-	753,465
In Memoriam		92,252	185	-	92,437
Donations and gift aid		140,829	66,572	8,630	216,031
Trust income		2,000	484,252	-	486,252
Tribute funds		5,673	-	-	5,673
COVID-19 grants		200,794	-	-	200,794
<i>Charitable activities</i>					
Fundraising events		103,584	24,742	33,414	161,740
Services		15,633	-	-	15,633
<i>Other trading activities:</i>					
Charity shops		808,689	-	-	808,689
Merchandise		18,535	23	285	18,843
<i>Investments</i>					
Interest		39,636	-	3	39,639
Other income		338,476	-	-	338,476
<b>Total income</b>		<b>2,519,566</b>	<b>575,774</b>	<b>42,332</b>	<b>3,137,672</b>
<b>Expenditure</b>					
Raising funds	2	1,328,240	2,261	15,270	1,345,771
Charitable activities	3	1,157,836	34,347	-	1,192,183
<b>Total expenditure</b>		<b>2,486,076</b>	<b>36,608</b>	<b>15,270</b>	<b>2,537,954</b>
Net income before gains on investments		33,490	539,166	27,062	599,718
Net gains on investments		99,576	-	-	99,576
<b>Net income before transfers</b>		<b>133,066</b>	<b>539,166</b>	<b>27,062</b>	<b>699,294</b>
Transfer between funds		148,693	(122,718)	(25,975)	-
<b>Net income</b>		<b>281,759</b>	<b>416,448</b>	<b>1,087</b>	<b>699,294</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,105,662	61,181	45,773	2,212,616
<b>Total funds carried forward</b>		<b>2,387,421</b>	<b>477,629</b>	<b>46,860</b>	<b>2,911,910</b>

Statement of financial activities  
Year ended 31 December 2021

**Income and expenditure account - 2020**

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2020 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		883,161	-	-	883,161
In Memoriam		92,378	3,242	-	95,620
Donations and gift aid		140,118	22,074	7,358	169,550
Trust income		6,500	157,462	-	163,962
Tribute funds		2,958	155	-	3,113
COVID-19 grants		218,601	-	-	218,601
<i>Charitable activities</i>					
Fundraising events		63,441	61	9,764	73,266
Services		23,905	-	-	23,905
<i>Other trading activities:</i>					
Charity shops		499,811	1,440	-	501,251
Merchandise		11,968	270	32	12,270
<i>Investments</i>					
Interest		39,799	-	19	39,818
<i>Other income</i>		256,537	-	-	256,537
<b>Total income</b>		<b>2,239,177</b>	<b>184,704</b>	<b>17,173</b>	<b>2,441,054</b>
<b>Expenditure</b>					
Raising funds	2	1,371,473	-	5,441	1,376,914
Charitable activities	3	874,253	137,093	-	1,011,346
Loss on disposal of fixed assets		1,557	-	-	1,557
<b>Total expenditure</b>		<b>2,247,283</b>	<b>137,093</b>	<b>5,441</b>	<b>2,389,817</b>
Net income before (losses)/ gains on investments		(8,106)	47,611	11,732	51,237
Net (losses) / gains on investments		(22,092)	-	-	(22,092)
<b>Net (expenditure) / income before transfers</b>		<b>(30,198)</b>	<b>47,611</b>	<b>11,732</b>	<b>29,145</b>
Transfer between funds		27,684	(26,284)	(1,400)	-
<b>Net (expenditure) / income Reconciliation of funds</b>		<b>(2,514)</b>	<b>21,327</b>	<b>10,332</b>	<b>29,145</b>
Total funds brought forward	13	2,108,176	39,854	35,441	2,183,471
<b>Total funds carried forward</b>		<b>2,105,662</b>	<b>61,181</b>	<b>45,773</b>	<b>2,212,616</b>

Balance Sheet  
Year ended 31 December 2021



	Notes	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	8	679,708	524,991
Investments	9	1,196,868	1,071,075
		<u>1,876,576</u>	<u>1,596,066</u>
<b>Current assets</b>			
Debtors	10	726,508	845,714
Cash at bank and in hand		2,180,137	1,710,266
		<u>2,906,645</u>	<u>2,555,980</u>
<b>Creditors: Amounts falling due within one year</b>	11	(1,479,255)	(1,415,074)
<b>Net current assets</b>		<u>1,427,390</u>	<u>1,140,906</u>
<b>Total assets less current liabilities</b>		3,303,966	2,736,972
<b>Creditors: Amount falling due after more than one year</b>	12	(392,056)	(524,356)
<b>Net assets</b>		<u>2,911,910</u>	<u>2,212,616</u>
<b>The funds of the charity:</b>			
Unrestricted income funds			
General fund	14	2,387,421	2,105,662
Designated fund		46,860	45,773
Total unrestricted funds		<u>2,434,281</u>	<u>2,151,435</u>
Restricted fund		477,629	61,181
<b>Total charity funds</b>		<u>2,911,910</u>	<u>2,212,616</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved by the Board on 25 May 2022.

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**D Moar MBE**  
**Trustee**

Company registration number 1521441

Cashflow statement  
Year ended 31 December 2021

	Notes	2021 £	2020 £
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	18	<u>706,424</u>	<u>(455,811)</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	8	(236,196)	(72,843)
Purchase of investments	9	(80,527)	(129,896)
Gifted investments	9	-	(141,062)
Proceeds from sale of investments	9	56,644	113,483
Interest received		3,771	9,766
Dividends received		<u>35,868</u>	<u>30,052</u>
<b>Net cash provided by (used in) investing activities</b>		<b><u>(220,440)</u></b>	<b><u>(190,500)</u></b>
<b>Cash flows from financing activities:</b>			
Repayment of finance lease liabilities		<u>(13,779)</u>	<u>(17,404)</u>
<b>Net cash (used in) financing activities</b>		<b><u>(13,779)</u></b>	<b><u>(17,404)</u></b>
<b>Change in cash and cash equivalents in the year</b>		<b>472,205</b>	<b>(663,715)</b>
Cash and cash equivalents brought forward		1,760,893	2,424,608
<b>Cash and cash equivalent carried forward</b>	19	<b><u>2,233,098</u></b>	<b><u>1,760,893</u></b>

# Notes to the financial statements

## Year ended 31 December 2021



### General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The charity is also registered with the Charity Commission, registration number 281730.

#### 1. Accounting policies

##### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

##### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have considered the impact of COVID-19 when making this assessment. See further details in note 25.

##### 1.3 Income recognition

All income is accounted for in the SOFA when the charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

# Notes to the financial statements

## Year ended 31 December 2021



Donations and the proceeds of events are credited in the organisation's records when they are received at the charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit is included upon notification of the interest paid or payable by the bank.

### **1.4 Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants, the Big C Centre NNUH costs and Big C support and information operations.

Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

# Notes to the financial statements

## Year ended 31 December 2021



### 1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

### 1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

### 1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

### 1.9 Stocks

Purchased stocks are valued at the lower of cost and net realisable value. For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

# Notes to the financial statements

## Year ended 31 December 2021



### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

### 1.11 Cash at bank and in hand

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

### 1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### 1.13 Unrestricted funds

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

### 1.14 Restricted funds

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the charity.

### 1.15 Designated funds

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

### 1.16 Allocation of support and Governance costs

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

### **1.17 Finance leasing and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### **1.18 Operating leases**

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

### **1.19 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

### **1.20 Financial instruments**

The charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

### **1.21 Critical accounting estimates and areas of judgement**

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

#### **Legacies**

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator, executor for the estate has communicated in writing both the amount and settlement date.

# Notes to the financial statements

## Year ended 31 December 2021



### 2. Total expenditure

	<b>Direct Activities £</b>	<b>Support £</b>	<b>2021 £</b>	<b>2020 £</b>
Cost of raising Funds	1,231,923	113,848	1,345,771	1,376,914
Charitable activities (see note 3)	917,910	274,273	1,192,183	1,011,346
Loss on disposal of fixed assets	-	-	-	1,557
	<u>2,149,833</u>	<u>388,121</u>	<u>2,537,954</u>	<u>2,389,817</u>

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

£2,261 of the costs of raising funds in 2021 was restricted (2020: £nil).

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	<b>% support staff time</b>
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Project	36
Grants	25
Governance	11

# Notes to the financial statements

## Year ended 31 December 2021



### 3. Analysis of charitable expenditure

	Project Costs £	Grant Costs £	Support & governance £	2021 £	2020 £
Big C Centres'- running costs	276,912	-	87,783	364,695	347,536
Big C support and information operations	489,845	-	39,699	529,544	575,751
Research	-	46,074	67,254	113,328	(23,137)
Equipment	-	(62,500)	13,856	(48,644)	13,851
Support	-	125,000	3,126	128,126	3,125
Student bursaries	-	875	255	1,130	4,455
Other projects	41,704	-	111	41,815	41,561
Governance costs	-	-	62,189	62,189	48,204
	<b>808,461</b>	<b>109,449</b>	<b>274,273</b>	<b>1,192,183</b>	<b>1,011,346</b>

Big C Centre's project costs relate to the running costs of the centres at the Norfolk and Norwich Hospital, Great Yarmouth, King's Lynn, Louise Hamilton and the outreach services provided at Cromer, Wells and Thetford. They include the provision of information, education, exercise, counselling, welfare advice and complimentary therapies at these sites.

Big C is committed to funding the running costs of the Big C Centre NNUH.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,192,183 expenditure in 2021 (2020: £1,011,346), £1,157,836 was charged to unrestricted funds (2020: £874,253) and £34,347 to restricted funds (2020: £137,093).

# Notes to the financial statements

## Year ended 31 December 2021



### 4. Grants payable

	Research £	Equipment £	Support £	Bursaries £	2021 £	Research £	Equipment £	Support £	Bursaries £	2020 £
<b>Reconciliation of grants payable</b>										
Commitments at 1.1.21	658,952	505,504	121,753	1,400	1,287,609	967,936	568,004	151,753	1,050	1,688,743
Commitments made in the year	50,000	-	125,000	1,050	176,050	-	-	-	4,200	4,200
Grants cancelled or recovered	(3,926)	(62,500)	-	(175)	(66,601)	(90,367)	-	-	-	(90,367)
<b>Grants payable for the year</b>	<b>46,074</b>	<b>(62,500)</b>	<b>125,000</b>	<b>875</b>	<b>109,449</b>	<b>(90,367)</b>	<b>-</b>	<b>-</b>	<b>4,200</b>	<b>(86,167)</b>
Grants paid during the year	219,221	78,054	30,000	875	328,150	218,617	62,500	30,000	3,850	314,967
<b>Commitments at 31.12.21</b>	<b>485,805</b>	<b>364,950</b>	<b>216,753</b>	<b>1,400</b>	<b>1,068,908</b>	<b>658,952</b>	<b>505,504</b>	<b>121,753</b>	<b>1,400</b>	<b>1,287,609</b>
Within one year	378,749	124,950	171,753	1,400	676,852	454,582	265,504	46,753	1,400	768,239
After more than one year	107,056	240,000	45,000	-	392,056	204,370	240,000	75,000	-	519,370
	<b>485,805</b>	<b>364,950</b>	<b>216,753</b>	<b>1,400</b>	<b>1,068,908</b>	<b>658,952</b>	<b>505,504</b>	<b>121,753</b>	<b>1,400</b>	<b>1,287,609</b>

# Notes to the financial statements

## Year ended 31 December 2021



### 4a. Grants

#### Grants for research

A Phd applying machine learning techniques to Next Generation Sequencing Big Data to improve the prediction of prostate cancer patient outcomes  
Carried forward

	2021 £	2020 £
	50,000	-
	<u>50,000</u>	<u>-</u>

#### Grants for support

Priscilla Bacon Hospice to support the construction of a new hospice accessible to cancer patients

	125,000	-
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#### Student Bursaries

Awards to one (three in 2020) undergraduate

#### Total research grants

	1,050	4,200
	<u>176,050</u>	<u>4,200</u>

There were no grants for equipment awarded in either 2021 or 2020.

Following the granting of the award to Priscilla Bacon Hospice there now exists a contingent liability for a further £125,000 subject to future conditions being met and approved by Trustees.

During the year £175,000 (2020: £Nil) was awarded to institutions and £1,050 (2020: £4,200) to individuals.

Notes to the financial statements  
Year ended 31 December 2021



**5. Net income for the year**

This is stated after charging:

	2021 £	2020 £
Depreciation of tangible owned assets	73,886	71,060
Depreciation of tangible assets held under finance lease contracts	7,593	10,133
Loss on disposal of fixed assets	-	(1,557)
Auditors remuneration – Audit	8,400	6,200
Operating lease costs	262,425	240,793
Profit/loss on fair value of investments	99,576	(22,092)

**6. Staff costs and numbers**

Staff costs were as follows:

	2021 £	2020 £
Staff costs (gross salary and other staff costs)	1,286,049	1,345,159
Social security costs	92,193	93,829
Pension	55,390	54,922
	<u>1,433,632</u>	<u>1,493,910</u>

Included in the above are redundancy payments of £nil (2020: £14,045)

The following numbers of staff have emoluments above £60,000:

Between £70,000 - £80,000	1	-
Between £60,000 - £70,000	2	1

Average number of employees for headcount for the year was as follows:

Headcount:	2021	2020
Fundraising	4	5
Charity shops	43	46
Management and administration	9	9
Charitable activities	14	17
	<u>70</u>	<u>77</u>

# Notes to the financial statements

## Year ended 31 December 2021

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### **6. Staff costs and numbers (continued)**

The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £255,355 (2020: £223,134).

Short term employee benefits are required to be charged to the income and expenditure accounts as the employee service is received. This has resulted in Big C recognising a liability for holiday pay of £6,941 (2020: £7,765).

### **7. Taxation**

The company is a registered charity and there is no liability to corporation tax.



Notes to the financial statements  
Year ended 31 December 2021

8. Tangible fixed assets

Cost	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
As at 1 January 2021	307,223	20,887	607,060	72,054	1,007,224
Additions	122,219	70,996	42,981	-	236,196
As at 31 December 2021	429,442	91,883	650,041	72,054	1,243,420
<b>Depreciation</b>					
As at 1 January 2021	79,245	5,587	355,731	41,670	482,233
Charge for the year	6,144	9,069	58,673	7,593	81,479
As at 31 December 2021	85,389	14,656	414,404	49,263	563,712
<b>Net book value</b>					
As at 31 December 2021	344,053	77,227	235,637	22,791	679,708
As at 31 December 2020	227,978	15,300	251,329	30,384	524,991



## Notes to the financial statements Year ended 31 December 2021

The net book value at 31 December 2021 represents fixed assets used for:

	<b>Freehold Property £</b>	<b>Leasehold Property £</b>	<b>Fixtures, Fittings &amp; equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
Charity shops	68,234	-	94,764	22,791	339,389
Charitable operations	275,819	73,551	8,778	-	204,548
Administration	-	3,676	132,095	-	135,771
	<b>344,053</b>	<b>77,227</b>	<b>235,637</b>	<b>22,791</b>	<b>679,708</b>

Included in the total net book value of motor vehicles was £4,986 (2020: £18,765) in respect of assets held under finance leases.

# Notes to the financial statements

## Year ended 31 December 2021



### 9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	2021 £	2020 £
Market Value		
At January 1	1,071,075	930,217
Purchase of investments at cost	80,527	129,896
Transfer in of shares	-	141,062
Disposal of investments	(56,644)	(113,483)
	<u>1,094,958</u>	<u>1,087,692</u>
Net unrealised investment gain	99,576	(22,092)
Movement in cash held for investment purposes	2,334	5,475
At December 31	<u>1,196,868</u>	<u>1,071,075</u>
Listed investments	1,143,907	1,020,448
Cash held for investment purposes	52,961	50,627
Total investments as 31 December	<u>1,196,868</u>	<u>1,071,075</u>

No material shareholdings were held by the Charity in any one company. The Trustees consider the value of the investments to be supported by their underlying assets, as appropriate.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

At 22<sup>nd</sup> March 2022 the valuation of the portfolio stood at £1,149,642.

### 10. Debtors

	2021 £	2020 £
Other debtors	677,587	797,557
Prepayments	48,921	48,157
	<u>726,508</u>	<u>845,714</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

Notes to the financial statements  
Year ended 31 December 2021



**11. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade creditors	76,486	27,612
Other creditors	15,110	19,090
Obligation under finance leases	4,986	13,779
Taxation and social security	31,371	24,786
Accruals	41,022	22,598
Charitable grants payable	676,853	768,239
Big C Centre NNUH running costs	633,427	538,970
	<u>1,479,255</u>	<u>1,415,074</u>

**12. Creditors: amounts falling due after more than one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Charitable grants payable	392,056	519,370
Obligation under finance leases	-	4,986
	<u>392,056</u>	<u>524,356</u>

Notes to the financial statements  
Year ended 31 December 2021



Cancer Charity  
— EST. NORFOLK 1980 —

13. Statement of funds	As at 1 January 2021	Income	Expenditure	Transfer between funds	Investment gains / (losses)	As at 31 December 2021
	£	£	£	£	£	£
<b>General reserve</b>	2,105,662	2,519,566	(2,486,076)	148,693	99,576	2,387,421
<b>Designated reserve</b>	45,773	42,332	(15,270)	(25,975)	-	46,860
<b>Total unrestricted funds</b>	<u>2,151,435</u>	<u>2,561,898</u>	<u>(2,501,346)</u>	<u>122,718</u>	<u>99,576</u>	<u>2,434,281</u>
<b>Restricted funds</b>						
Nearer to Home	55,657	537,769	(29,147)	(122,718)	-	441,561
Welfare Packs	4,031	-	(4,031)	-	-	-
Calm Apps	159	-	-	-	-	159
Online Physical	834	-	-	-	-	834
Active Norfolk	500	-	(500)	-	-	-
King's Lynn Centre	-	10,297	(738)	-	-	9,559
Tackling Inequalities	-	2,770	-	-	-	2,770
Palliative Care	-	12,500	(2,192)	-	-	10,308
Nutrition	-	12,438	-	-	-	12,438
<b>Total restricted funds</b>	<u>61,181</u>	<u>575,774</u>	<u>(36,608)</u>	<u>(122,718)</u>	<u>-</u>	<u>477,629</u>
<b>Total funds</b>	<u>2,212,616</u>	<u>3,137,672</u>	<u>(2,537,954)</u>	<u>-</u>	<u>99,576</u>	<u>2,911,910</u>

# Notes to the financial statements

## Year ended 31 December 2021



**Cancer Charity**  
— EST. NORFOLK 1980 —

13. Statement of funds	As at 1 January 2020	Income	Expenditure	Transfer between funds	Investment gains / (losses)	As at 31 December 2020
	£	£	£	£	£	£
<b>General reserve</b>	2,108,176	2,239,177	(2,247,283)	27,684	(22,092)	2,105,662
<b>Designated reserve</b>	35,441	17,173	(5,441)	(1,400)	-	45,773
<b>Total unrestricted funds</b>	<u>2,143,617</u>	<u>2,256,350</u>	<u>(2,252,724)</u>	<u>26,284</u>	<u>(22,092)</u>	<u>2,151,435</u>
<b>Restricted funds</b>						
Nearer to Home	39,854	43,802	(1,715)	(26,284)	-	55,657
Support and Information	-	120,000	(120,000)	-	-	-
Services	-	10,000	(5,969)	-	-	4,031
Welfare Packs	-	1,600	(1,441)	-	-	159
Calm Apps	-	2,520	(1,686)	-	-	834
Online Physical	-	5,342	(5,342)	-	-	-
Infection Control	-	1,440	(940)	-	-	500
Active Norfolk	-	184,704	(137,093)	(26,284)	-	61,181
<b>Total restricted funds</b>	<u>39,854</u>	<u>184,704</u>	<u>(137,093)</u>	<u>(26,284)</u>	<u>-</u>	<u>61,181</u>
<b>Total funds</b>	<u><b>2,183,471</b></u>	<u><b>2,441,054</b></u>	<u><b>(2,389,817)</b></u>	<u><b>-</b></u>	<u><b>(22,092)</b></u>	<u><b>2,212,616</b></u>

### 13. Statement of funds (continued)

#### Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £25,975 (2020: £1,400) have been made to the unrestricted fund in relation to donations paid to the Big C Appeal.

#### Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £122,718 (2020: £26,284) have been transferred to unrestricted funds in respect of costs incurred to date.

Support and Information Services – Monies received to enable the continued provision of support and information services to those affected by cancer.

Welfare Packs - Monies received to enable the provision of care packs to those receiving treatment for Cancer at the Spire Hospital in Norwich.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

Infection Control - Monies received to cover the additional costs incurred for PPE as a result of COVID-19.

Active Norfolk - Monies received to enable online courses to be held covering areas such as gentle exercise, yoga and pilates.

King's Lynn Centre - Monies received to equip the new Support and Information Centre on Railway Road.

Tackling Inequalities – monies for the production of exercise videos in support of the online cancer and exercise programme.

Palliative Care – monies to provide support to those cancer patients with a palliative diagnosis.

Nutrition – monies to provide a lifestyle behavioural change intervention based around nutrition and realistic goal setting.

Notes to the financial statements  
Year ended 31 December 2021



14. Analysis of net assets between funds

	General Fund £	Designated Fund £	Restricted Fund £	Total Funds £
Fixed assets	1,876,576	-	-	1,876,576
Current assets	2,382,156	46,860	477,629	2,906,645
Current liabilities	(1,479,255)	-	-	(1,479,255)
Long term liabilities	(392,056)	-	-	(392,056)
Net assets as at 31 December 2021	<u>2,387,421</u>	<u>46,860</u>	<u>477,629</u>	<u>2,911,910</u>

	General Fund £	Designated Fund £	Restricted Fund £	Total Funds £
Fixed assets	1,596,066	-	-	1,596,066
Current assets	2,447,585	45,773	62,622	2,555,980
Current liabilities	(1,413,633)	-	(1,441)	(1,415,074)
Long term liabilities	(524,356)	-	-	(524,356)
Net assets as at 31 December 2020	<u>2,105,662</u>	<u>45,773</u>	<u>61,181</u>	<u>2,212,616</u>

15. Related parties

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £nil (2020: £Nil) were reimbursed to no (2020: none) Trustees during the year in regards to travel.

All figures are stated inclusive of VAT.

# Notes to the financial statements

## Year ended 31 December 2021



### 16. Lease commitments

#### (a) Finance leases

Finance leases relate to two (2020: three) motor vehicles held by the charity. Total future minimum finance lease payments are as follows:

	2021 £	2020 £
Within one year	4,986	13,779
Between two and five years	-	4,986
Over five years		
	<u>4,986</u>	<u>18,765</u>

#### (b) Operating leases

The charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	2021 £	2020 £
Within one year	222,896	190,377
Between two and five years	456,365	243,572
Over five years	58,525	-
	<u>737,786</u>	<u>433,949</u>

Notes to the financial statements  
Year ended 31 December 2021



**Cancer Charity**  
— EST. NORFOLK 1980 —

17. Expense analysis

	Generating voluntary income £	Activities to raise funds £	Charitable activities £	Governance £	2021 £	2020 £
Shop	-	941,150	-	-	941,150	1,005,258
Other activities undertaken directly	282,523	-	-	-	282,523	267,672
Support costs	69,536	44,312	212,084	62,189	388,121	357,530
Grants	-	-	109,449	-	109,449	(86,167)
Big C Centre NNUH	-	-	276,912	-	276,912	259,784
Big C support and information Operations	-	-	489,845	-	489,845	536,065
Other projects	-	-	41,704	-	41,704	41,450
Investment management fees	-	8,250	-	-	8,250	6,668
	<u>352,059</u>	<u>993,712</u>	<u>1,129,994</u>	<u>62,189</u>	<u>2,537,954</u>	<u>2,388,260</u>

Notes to the financial statements  
Year ended 31 December 2021

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	599,718	51,237
<b>Adjustment for:</b>		
Dividends received	(35,868)	(30,052)
Interest receivable	(3,771)	(9,766)
Depreciation Charges	81,479	81,193
Surplus / Loss on disposal of fixed asset	-	1,557
(Increase) / Decrease in debtors	119,206	(198,383)
(Decrease) in creditors	(54,340)	(351,597)
<b>Net cash provided by operating activities</b>	<b>706,424</b>	<b>(455,811)</b>

**19. Analysis of cash and cash equivalents and net debt**

	2021 £	2020 £
Cash in hand	1,251,381	369,104
Notice deposits (Less than 3 months)	928,756	1,341,162
Cash held for investment purposes	52,961	50,627
<b>Total</b>	<b>2,233,098</b>	<b>1,760,893</b>

	At 1 January 2021	Cash movements	At 31 December 2021
Cash at bank and in hand	1,760,893	472,205	2,233,098

**20. Pensions and other post retirement benefits**

**Defined contribution plans**

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £55,390 (2020: £54,922).

# Notes to the financial statements

## Year ended 31 December 2021



### 21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

Financial assets	2021 £	2020 £
Measured at fair value through net income / expenditure:		
- Fixed asset listed investments (note 8)	1,196,868	1,071,075

### 22. Capital Commitments

During 2021 the charity entered into a contract for the building of a new Support and Information Centre in Norwich for £609,450 (2020: nil).

As at the 31<sup>st</sup> December 2021, £486,732 remained outstanding and this was expected to be settled during 2022.

### 23. Contingent Liability

Following the granting of the award to Priscilla Bacon Hospice there now exists a contingent liability for a further £125,000 subject to future conditions being met and approved by Trustees.

### 24. Government Funding

Income for 2021 includes £415,079 of Government funding (2020: £425,138).

### 25. Post balance sheet event

Since 31 December 2021, the charity has been able to begin implementing its Business Plan for 2022. The support and information centres were closed during January 2022 with services reverting to being fully online as a precautionary measure to protect service users in that period.

The Executive Team meets virtually twice weekly monitoring and responding to the changing internal and external environment. Impacts observed and actions taken so far include:

- The value of quoted investments remains in line with the 31 December 2021 valuation
- We continue to deliver services via digital means and have increased the range of services to support those affected by cancer in Norfolk and north Waveney.
- Grants have been successfully bid for to support the delivery of both existing and newly developed charitable activities.
- The 2022 external grants round will only proceed should Trustees consider that the level of financial reserves permits.

**25. Post balance sheet event (continued)**

- Trustee meetings continue to take place on a virtual basis and the Board meets monthly.
- Risk assessments have been reviewed in line with Government advice as from 1 April 2022.

Whilst cash flow has been affected for some time, Big C is able to continue day to day operations without the need to sell investments. It is expected that the current level of liquid reserves will provide adequate resources to cover ongoing commitments for the foreseeable future (being considered twelve months from the date of approving these financial statements).

Trustees and the Executive Team are keeping the situation under constant review and developing and refining the charity's response as new information becomes available.

**THE BIG C APPEAL LIMITED**

England & Wales - Charity number 281730

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# Accounts

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# **The Big C Appeal Limited**

(A Company Limited by Guarantee)

Report and Financial Statements

Year ended 31 December 2020

Company Registration No. 01521441  
Charitable Registration No. 281730  
(England and Wales)

# Contents

## Year ended 31 December 2020

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# Letter from the Chair

## Year ended 31 December 2020

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### 1. Letter from the Chair

Dear reader

As I took on the role of Chair of Big C at the beginning of 2020, I could not have anticipated the year which lay ahead. The outbreak of the coronavirus pandemic and its subsequent consequences closed our shops and centres, leaving many local cancer patients even more vulnerable. The pandemic also derailed our business plans and disrupted our fundraising and yet the 'Big C spirit' that I am so proud of shone through as strongly as ever. Very quickly the charity adapted, moving services online and by telephone and the team worked hard to source new streams of income to ensure that those that need us could continue to count on our support.

We are humbled and deeply grateful to those who chose to leave a legacy to the charity; a gift to Big C in their wills. This is a very special gesture which goes a long way to safeguarding support for cancer patients and their families in the future, as well as investment into local cancer research projects. Whilst on the subject of research I am pleased to announce that in July of this year we were successful in securing membership of the Association of Medical Research Charities (AMRC). We were very pleased to achieve this accreditation as it recognises the high quality and innovative nature of the research that Big C funds not only at the UEA, NNUH and the Quadram Institute but also across the Norwich Research Park.

Thanks also to those many individuals who would not let the pandemic stand in their way and came up with new creative ways of raising funds for us 'virtually'.

I would like to take this opportunity to thank my predecessor Carolyn Sexton, who served and steered Big C so brilliantly for over a decade, first as Trustee and then as Chair. This year we warmly welcomed Paige Gouldthorpe, Associate Lawyer at Fosters Solicitors to the Board and I extend enormous thanks to all Trustees who have expertly guided the charity through this stormy year. Your support has been invaluable.

Late 2020 saw the sad passing of Ted Hare, a widely respected social care innovator who was a trustee of the charity and is very much missed. We pay tribute to Ted and his many achievements and our thoughts are with his family.

# Letter from the Chair

## Year ended 31 December 2020

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Due to the hard work of all involved, I am very pleased to say that as the year comes to an end, the financial position of the Big C is more favorable than we expected and the charity is demonstrating a surplus which has enabled us to embark on a bold business plan for 2021 and continue our drive and passion for creating and delivering outstanding cancer care for the region's patients and their families.

My final words are for Big C's wonderful staff and volunteers who have gone above and beyond in very difficult circumstances and shown such patience and flexibility. A huge thank you to you all for what you do which is fantastic and makes a difference to so many people's lives.

I wish everyone the very best for a safe and successful year ahead.

David Moar, Big C Chair and Founder.

# Directors' report

## Year ended 31 December 2020

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The Directors who are also Trustees of the Charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2020.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

### 2. Status

The organisation is a charitable company limited by guarantee ("the Charity") incorporated on 10 October 1980 and registered as a charity on 6 February 1981. It is also known as Big C. The Charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the Charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the "Board"). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

#### Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE	Sharon Johnson
Paige Gouldthorpe (appointed 21 May 2020)	Peter Lamble
Helen Cordingley	Alison Lanchester
Mr Simon Crocker	Marilyn Martin –Treasurer
Prof. Dylan Edwards	David Moar MBE – Chair
Ted Hare (died 11 December 2020)	Dr Noreen Cushen-Brewster (appointed 31 March 2021)
Jon Humphreys – Vice Chair (appointed as vice chair 21 April 2020)	Alan Stephens
	Denise Troughton

#### Lifetime Vice-President

Theresa M Cossey (MBE)

#### Secretary

Katherine Morgan ACIS

#### Chief Executive

Dr Christopher Bushby

#### Company number

01521441

#### Charity registration number

281730

# Directors' report

## Year ended 31 December 2020

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**Telephone**

01603 619900

**Website**

[www.big-c.co.uk](http://www.big-c.co.uk)

**Registered office and principal address**

Centrum, Norwich Research Park  
Colney Lane, Norwich, NR4 7UG

**Auditors**

Lovewell Blake LLP, Bankside 300,  
Peachman Way, Broadland Business  
Park, Norwich NR7 0LB

**Solicitors**

Hansells, 13 The Close  
Norwich, NR1 4DX

**Bankers**

Barclays Bank PLC, 5/7 Red Lion St,  
Norwich, NR3 4DY

**Insurance Advisors**

Alan Boswell Group  
Harbour House  
126 Thorpe Road  
Norwich, NR1 1UL

**Investment Managers**

Canaccord Genuity Wealth  
Management  
Suite 4, Ground Floor  
13-15 St Georges Street  
Norwich, NR3 1AB

**Property Advisors**

Roche  
56 Thorpe Road  
Norwich, NR1 1RY

**Health & Safety Advisors**

RedCat Partnership Ltd  
8 Thorpe Road  
Norwich, NR1 1RY

### 3. Structure, Governance and Management

The Trustees have a wide variety of interests, and the skills mix which the Charity requires in order to ensure the use of charitable funds is kept under review. In April 2020 a Trustee skills audit was undertaken and completed with the intention of informing planned Trustee recruitment exercises. With the retirement of Chair Carolyn Sexton at the end of 2019 after 11 years' service to Big C the Board was grateful that founding Trustee David Moar MBE agreed to take up the position of Chair whilst recruitment for a new Chair was ongoing. The latter was suspended during lockdown and the charity has been excellently served by David and his longstanding knowledge and experience of Big C. One new Trustee (Paige Gouldthorpe) joined the Board in May 2020 and brings great energy to the group as well as additional expertise in probate matters. Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed regularly with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when meetings with Trustees have taken place and reports any action required.

# Directors' report

## Year ended 31 December 2020

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A Board evaluation exercise conducted in late 2019 provided the Trustees with the opportunity to reflect on their performance and experience both as individuals and as members of the Board. A number of changes to practice were agreed as a result and implemented early in 2020. The subsequent impact of COVID-19 on the charity's governance arrangements was profound with the Trustees moving from a quarterly face to face meeting cycle to monthly Board meetings conducted virtually through Zoom. Meetings of the Committees were also suspended. This more agile way of working enabled the Executive Team to work closely with the whole Board on implementing changes in a dynamic environment without the need for increasing levels of delegation at a time when the Board would wish to maintain close scrutiny and oversight. In October 2020 the Trustees agreed to extend this arrangement for a temporary period of 12-18 months with the following refinements:

- The Board will meet on a monthly basis.
- Each monthly Board meeting will include a “spotlight” item on which reports and discussion will be focused and which give Trustees the opportunity to engage with specific topic areas in detail.
- Committees will be suspended (rather than dissolved) with the exception of the Performance & Remuneration Committee which will be retained under its present terms of reference. Duties reserved for all other Committees are restored to the Board.
- Committee chairs will remain leads at Board meetings for the area of oversight allocated to their committee.
- Relevant employees who are not members of the Executive Team will be invited to attend and contribute to meetings as appropriate.

The Board, meeting monthly in 2020 with the Executive Team, senior staff and advisers (as required) monitors the Charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team has moved from weekly meetings to meeting three times a week as a result of the new governance arrangements and the impact of COVID-19.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. Whilst the operation of the committees was suspended from March 2020 their terms of reference remained as follows:

The Charitable Operations Committee (formed from the merger of the Care & Support Committee and Education Committee with effect from 21 April 2020) monitors and reviews all aspects of the Charity's support and information activities for those affected by cancer. This includes the operation of the Big C Centres at Great Yarmouth, King's Lynn and NNUH; and the Big C services undertaken within the Cromer Hospital, Louise Hamilton Centre JPUH Gorleston, and outreach work.

# Directors' report

## Year ended 31 December 2020



The Committee also monitors the development and review of Big C's Education Vision & Strategy and reports to the Board on the charity's performance in the education operations and delivery. This Committee has responsibility for Student Bursary grants and the award of grants awards for Support and Innovation projects

The Finance & Administration Committee monitors the Charity's income and expenditure against the agreed budgets and the Business Plan. This Committee also conducts close scrutiny of the Charity's legacy pipeline and leads the Charity's review of the Risk Map.

The Fundraising & Retail Committee monitors the performance of the retail outlets; fundraising activities; donations; marketing and communications activities and receives an annual report on formal complaints made to the charity.

The Grants Committee considers research and equipment grant applications in the light of advice from the charity's Research Advisory Panel and the Equipment Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting three times in 2020 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

Membership of the Committees and Panels is set out in the following table including committee appointment and resignation dates.

<b>Committee</b>	<b>Chair</b>	<b>Members</b>
Charitable Operations	Not appointed	Mr Simon Crocker Ted Hare (died 11 December 2020) Sharon Johnson Peter Lamble David Moar MBE Alan Stephens Denise Troughton
Finance & Administration	Marilyn Martin Treasurer	Helen Cordingley Jon Humphreys (Vice Chair of Committee) Sharon Johnson

# Directors' report

## Year ended 31 December 2020

Fundraising & Retail	Peter Lamble	Ted Hare (died 11 December 2020) Jon Humphreys Alison Lanchester Denise Troughton
Grants	Sharon Johnson	Prof Kris Bowles MBE (Vice Chair of Committee) Mr Simon Crocker Prof Dylan Edwards David Moar MBE
Performance & Remuneration	David Moar MBE	Mr Simon Crocker Ted Hare (died 11 December 2020) Jon Humphreys (appointed 21/04/2020 as Vice Chair of the Board and deputy Chair of the Committee) Marilyn Martin Alan Stephens
Research Advisory Panel	Dr Ian Johnson	Dr Jean Craig - Research Adviser, Research Design Service for the East of England, National Institute for Health Research Prof Dylan Edwards - Executive Dean, Faculty of Medicine & Health Sciences, Chair of Cancer Studies, UEA Prof Susan Fairweather-Tait - Norwich Medical School and Research Group Member, Musculoskeletal Medicine Prof Andy Jones - Professor in Public Health, Norwich Medical School Dr Ralf Zwacka - Reader, School of Biological Sciences, University of Essex
Equipment Advisory Panel	Mr Simon Crocker	

Each committee and panel has written terms of reference set out in the Charity's Standing Orders. When the committees and panels are in operation minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

# Directors' report

## Year ended 31 December 2020

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### **Risk Assessment and Management**

#### Response to the impact of the COVID-19 pandemic

The COVID-19 crisis has had an unprecedented impact on the environment in which the charity operates and Big C adopted a precautionary approach from the outset. This precautionary approach was in line with Government and NHS guidance in relation to the personal health of staff, volunteers, service users and shoppers and also the financial and reputational health of the charity. Mitigation planning began in early March 2020 and a four stage Mitigation Plan was adopted by the Trustees on 2 April. This set out a robust set of mitigation actions which prioritised the survival of Big C's charitable activities alongside the precautionary approach. The starting point for the Plan was the charity's position at the end of February 2020 and the 2020 expenditure budget and from April 2020 the Plan was reviewed continuously by the Executive Team and Trustees in response to the changing internal and external environment.

Alongside this the Trustees continued to assess the other ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by ensuring that:

- A three year Business Plan for 2021-2023 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability.
- The right mix of skills across the Trustee, staff and volunteer team is in place.
- The organisation is compliant with legislative and best practice requirements.

### **Fundraising Standards Information**

The charity is registered with the Fundraising Regulator. We follow the guidance issued by the Institute of Fundraising and comply with the General Data Protection Regulations. Big C has maintained its Cyber Essentials accreditation since 2018.

Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2020 no complaints were received about the charity's fundraising activity.

Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. We do not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

# Directors' report

## Year ended 31 December 2020



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#### **4. Statement of responsibilities of Directors and Trustees**

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **5. Objectives and activities for the public benefit**

The Trustees have referred to the guidance contained in the Charity Commission's General Guidance on Public Benefit when reviewing the Charity's objectives, activities and achievements. These are taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The charity's main objectives, activities and achievements for 2020 are described below.

Big C's Plans for Future Periods, set out in paragraph 12 contain a summary of the objectives for 2021. These have been established in relation to the charity's Memorandum of Association as adopted in 1980.

# Directors' report

## Year ended 31 December 2020



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### 6. Big C's objectives, activities and achievements for 2020

#### Strategic Review

A three year Business Plan for 2020-2022 was developed and adopted by the Trustees in October 2019. The plan set out the strategic and business rationale to deliver the trading objectives of Big C over 2020-2022 against a measured and stated financial performance. The focus of the 2020-2022 Business Plan was the five key trading pillars set out below:

1. Delivery of innovative and outstanding Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPI's.

The first quarter of 2020 had demonstrated growth in line with the charity's Business Plan. This was de-railed by the COVID-19 pandemic and the resulting lockdown which impacted on operations across the board and financial returns. A four stage Mitigation Plan was developed in response to the situation and its initial aim (stage one) was to establish whether, given the position that the country found itself in, Big C was able to meet its financial obligations, with restricted income, from liquid reserves (current and savings accounts) leaving equity investments intact. This being the case priority was first given to the survival of Big C's charitable activities. Paragraphs 6.1 to 6.4 set out the action taken, adaptations made and achievements as a result of the implementation of the Plan.

#### 6.1 Charitable Operations: support, information, education

As the scale and seriousness of the COVID-19 pandemic grew over February and March 2020 the decision was taken to close all of the charity's Support & Information Centres with effect from 16 March whilst continuing to provide telephone and online support. By 26 March all one to one support, including counselling and welfare advice had been moved to telephone or online and was swiftly followed by the development of innovative remote alternatives to the face-to-face contact provided by the charity. Through the use of virtual platforms Big C facilitated nurse and anxiety management consultations; drop-in support; wellbeing and exercise videos; healthy eating recipes; live stream concerts; specialist trichology support; weekly Blogs and podcasts on subjects such as palliative care, advance care planning, physical activity at home and mental wellbeing.

# Directors' report

## Year ended 31 December 2020



Specialist palliative care, advanced care planning and end of life training and study days for Healthcare Professionals was also provided using virtual meeting platforms and a 12 week physical Activity Intervention Programme was launched and run successfully.

The impact of COVID-19 on our service users was a great concern to the charity and a number of initiatives were provided in response. This included working in collaboration with local foodbanks, referring patients and delivery of food parcels to people living with cancer and in financial difficulties due to COVID-19 effects; delivery of emergency shopping, pharmacy collections and 1,557 welfare packages for those affected by cancer who were house bound. Also in collaboration with NNUH and the Spire Hospital Big C provided 338 care packages for patients undergoing time sensitive cancer treatment and surgery. Big C's Amazon wish list was also launched following lockdown to appeal for donations to incorporate into these welfare packs.

2020 saw the development of existing and new partnerships, building on the heritage and values Big C established over the last 41 years. Work with acute Trusts included:

- Supporting Norfolk & Norwich University Hospital (NNUH) COVID-19 staff vaccination programme.
- Strengthening relationships with NNUH paediatric cancer services in readiness for Little C at Big C and further development of our Teenage and Young Adult services.
- James Paget University Hospital (JPUH) HOPE programme rollout.
- JPUH newly diagnosed patient information session (pilot project).
- Discussions with Queen Elizabeth Hospital, King's Lynn (QEH) with regard to Big C's support and presence in the new cancer centre.
- Production of professional Big C cancer support information and treatment folders for distribution to acute Trusts.
- Prehabilitation service project planning with Eastern Cancer Alliance and JPUH.

Big C's work with palliative care stakeholders included:

- QEH Palliative Care and End of Life training matrix complete and training commenced.
- Working with NNUH and JPUH to develop a Palliative Care and End of Life matrix.
- Working with PBL to develop a training matrix for GP Palliative Care and End of Life training programme.
- In discussions with Norfolk Community Health & Care (NCH&C) with regards to a dedicated professional Palliative Care and End of Life Big C training hub.
- Members of the Palliative and End of Life Care (PEoLC) Network.
- Member of the Education sub-group.

## Directors' report

### Year ended 31 December 2020

Big C's work with psychological support and bereavement specialist stakeholders included:

- Nelson's Journey bereavement counselling for 18 years and under.
- Family bereavement counselling in collaboration with Priscilla Bacon Hospice and The Norfolk Hospice Tapping House.
- Member of the STP Partnership for Psychological and Bereavement support.
- Member of the CCG Partnership for Psychological Support for People Affected by Cancer.

Other collaborations include:

- Prehabilitation research project discussions with University of Suffolk.
- Working with careology APP to support services users at home.
- Judging of the University of East Anglia Innovation and Impact Awards; Outstanding Impact in Health, Wellbeing and Welfare category (April 2021).
- Collaborative working with the UEA Institute of Healthy Aging in development of the Big C nutrition/malnutrition intervention programme.

Other notable highlights and achievements for the year include:

- Securing of external funding (NNUH Trust and Active Norfolk).
- Implementation of Cliniko aiding accurate analysis of:
  - Service flow by quantifying demand, capacity and activity across all sites.
  - Standardisation of robust and informative data collection across all sites.
- Implementation of validated Quality of Life (QoL) and service questionnaires across all sites and services.
- Implementation of structured counselling triage system in line with best practice across all sites.
- All Palliative Care and End of Life training passports developed and approved.
- PBL co-ordination and development of the Palliative Care and End of Life training completed.
- Bereavement 360 Support service.
- Introduction of Big C Volunteer bereavement support practitioners.

Regulated activity: **Care Quality Commission registration is not required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio**

## 6.2 Support & Innovation grant making

The impact of COVID-19 meant that in 2020 Big C made the difficult decision not to invite applications for Support & Innovation Grant funding in 2020 or 2021. No Support & Innovation grants were awarded in 2020 however the projects which were awarded grant funding prior to 2020 were not impacted by this decision.

# Directors' report

## Year ended 31 December 2020



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### 6.3 Research and equipment grantmaking

#### 2020 highlights:

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer. The impact of COVID-19 meant that in 2020 Big C made the difficult decision not to invite applications for Research and Equipment Grant funding and Support & Innovation Grant funding in 2020 or 2021. Current cancer research projects, equipment grants and Support & Innovation grants funded by Big C were not impacted by this decision as the funding for these projects was granted prior to the COVID-19 pandemic.

Applications for Big C Student Bursaries were invited in March 2020. Three applications were received and granted to undergraduates from the Norwich Medical School, the Quadram Institute and School of Pharmacy, one of which was chosen by the Lilac Ladies fundraising group for support from funds raised by them.

In July 2020 the charity was successful in its objective of securing membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C's operations. The value of the membership to networking and the charity's profile and reputation has been immediately notable since membership was announced publicly in August 2020.

The charity's investment of £400k in the Quadram Institute, first agreed by the Trustees in 2016 became payable in 2019, however, the first of five annual payments has been delayed until 2021. This investment was made to ensure the continuation of world-class and innovational research thereby continuing to develop an environment within the region providing positive outcomes for individuals affected by cancer.

In addition, an annual payment to the Pear Tree Centre in Halesworth was paid in 2020. The £150,000 grant, payable in annual instalments is to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

### 6.4 Income Generation

#### Fundraising 2020 Highlights

Big C's responded swiftly to the impact of COVID-19 by cancelling or postponing events which could not go ahead safely. Presentations and visits to promote the charity to other organisations were also stopped and the closure of the shops and Centres meant that fundraising activities could no longer be promoted through the charity's community premises. Many of Big C's corporate partners were also forced to cancel their own fundraising events.

# Directors' report

## Year ended 31 December 2020



The need to quickly adapt the charity's fundraising operation to meet the challenges of this changed environment was paramount and a series of seven virtual events was run successfully in response. One key annual event – the Big C Golf Day - was able to take place in October and was well supported by the charity's corporate partners, the main sponsors being Alan Boswell Group, Norwich Accountancy Services Ltd and Solar Signs and Graphics. The Big C Lottery was launched and social media provided an excellent platform for sharing news of supporters' individual fundraising efforts as well as the new and innovative approaches being taken by the charity to providing support for people affected by cancer.

The impact of COVID-19 on fundraising income was felt sharply in the first two quarters of the year and as part of the Mitigation Plan a significant development for Big C was to shift the fundraising focus to the pursuit of external funding from national and local grant providers. A 20% success rate resulted in funds being awarded to the charity to a total of £378,306. Big C is grateful to every one of the funding bodies for this show of support and demonstration of confidence in the charity's financial health and sustainability.

### **Retail 2020 Highlights**

The impact of national lockdown in the first half of 2020 and the county-wide lockdown in November 2020 was profound. Designated as a non-essential retailer by government restrictions the charity's retail operation was closed entirely from 23 March until 4 July after which a phased re-opening took place in line with the precautionary approach set out in the Mitigation Plan. By the end of October all shops were open for trading apart from three which were designated for closure (Great Yarmouth and King's Lynn) and transfer (Wymondham town centre) by the Mitigation Plan and consequent restructuring exercise. The three week lockdown in November was a further interruption to trading.

Despite these challenges the retail operation responded by making best use of its resources and infrastructure, dealing with the very large number of donated items received after the first lockdown and deploying the delivery team to distribute care packages to service users. Online sales were able to continue successfully and valuable work on improvements and maintenance of the estate was undertaken.

### **7. Financial Review**

Income amounted to £2,441,054, (2019: £2,626,088) details are set out in the Statement of Financial Activities (SOFA) on page 26.

Expenditure during the year amounted to £2,389,817 with £1,011,346, of this spend on charitable objectives. This compares with £3,499,378, total expenditure in 2019, with £1,980,280 spend on charitable objectives.

No grants for research, equipment or support and innovation projects were made during the year. Grants awarded for Student Bursaries amounted to £4,200 (2019: £5,600). Outstanding commitments at the year end were for research £658,952 (2019: £967,936), for equipment/clinical £505,504 (2019: £568,004), £121,753 (2019: £151,753) for support and £1,400 (2019: £1,050) for Student Bursaries.

# Directors' report

## Year ended 31 December 2020



Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £1,039,731 (2019: £1,073,263). Expenditure to generate voluntary income amounted to £337,183 (2019: £445,835).

### 8. Investment Policy

The Charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

Due to a large legacy received in the form of shares 2020 saw an increase to the sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market within the above parameters, over a five year cycle across 17.5% bonds and cash and 82.5% equities, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies
- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income)
- no direct investment into alcohol or tobacco stocks

The charity's investment policy was reviewed by the Trustees at the end of March 2020 alongside Phase 1 of the Mitigation Plan developed in response to the impact of the COVID-19 pandemic. The Trustees kept the policy under review over the course of 2020 alongside their monthly monitoring of the charity's cashflow requirements.

After a challenging start to the year the portfolio was performing in line with market expectations as at 31 December 2020.

### 9. Reserves Policy

The Charity's net assets at 31 December 2020 amounted to £2,212,616, of which £61,181 is restricted.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £697,774, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £1,287,609. Provision has also been made for all lease commitments, £452,714, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the Charity to invest in the future, whilst retaining a level of working capital, as the Charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

# Directors' report

## Year ended 31 December 2020



As at 31 December 2020 the Financial Statements show unrestricted liquid reserves of £1,580,671 (2019: £1,573,278). After deduction of provisions required by our reserves policy outlined above this leaves free reserves of £430,183 (2019: £708,509) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

In addition to the free cash reserve the value of Freehold Assets of £524,991 at 31 December 2020 (2019: £534,898) would be available on realisation.

The primary areas this charitable expenditure will support are:

- Delivery of outstanding Support and Information Services across Big C Centres.
- Continued investment into world-class cancer research.
- Continued funding of diagnostic and treatment equipment.

### **10. The Charity's People & Culture Strategy**

#### **Key Management Personnel**

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity now employs 77 full and part time staff, a decrease of 4 from 81 in 2019.

#### **Impact and response to COVID-19**

The immediate impact of COVID-19 on the charity's operations meant that staff who were not able to work or work at home were furloughed and full use of the government's Coronavirus Job Retention Scheme was made. Employees who were normally office based or worked at one of the Support & Information Centres all changed to remote working and existing and new resources were deployed so that face-to-face and paper-based HR activities such as recruitment, induction and volunteer management were able to take place remotely and via electronic platforms. Staff responded extremely well to these changes with furloughed employees making good use of their time by completing mandatory training and non-furloughed staff developing new skills in remote working practices. As a result of the pandemic there has been increased flexibility of the workforce and for those staff working from home they have been able to achieve a better balance between work and home life, including mutual flexibility of working hours and coping with home/life COVID-19 challenges.

The health and wellbeing of all Big C staff and volunteers has always been a priority for the charity in order to ensure that they can perform to their optimal potential in their work to deliver Big C's charitable objectives. In addition to ongoing activities as set out in the charity's People and Culture Strategy the charity has developed resources in support of this to meet the challenges of working during a pandemic.

# Directors' report

## Year ended 31 December 2020



This includes the provision of the Sharepoint Wellbeing Hub which is used to share up to date information with staff and volunteers.

The financial impact of COVID required the Trustees to undertake a restructure of the whole organisation which was concluded by mid-October 2020.

### **The Charity's Volunteers**

As a result of COVID-19 restrictions it was in most cases impossible for any of our 300+ volunteers to continue working across the organisation. Some volunteers were able to help with the retail operation when it re-opened on 4 July and a programme of keeping in contact with volunteers was maintained throughout 2020.

### **11. The Charity's Infrastructure**

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UY. The charity owns the premises at 45 Timberhill which house a retail shop on the ground and the 1<sup>st</sup> floor with the 2<sup>nd</sup> floor utilised for storage. The value of the freehold property is set out in note 8.

The Mitigation Plan developed in response to the impact of COVID-19 identified natural opportunities to make savings to expenditure and overheads including identifying premises which had lease agreements coming up for renewal and/or increased lease payments. Leases for three premises (Great Yarmouth, King's Lynn and Wymondham town) were terminated as a result and the charity now operates in the following locations:

- Attleborough: The Old Post Office, High Street, NR17 2AA
- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES
- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF
- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4 and 5 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture Emporium; and Craft Centre and in 2021 will incorporate the boutique operation transferred from the former Wymondham town shop.

# Directors' report

## Year ended 31 December 2020

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### 12. Plans for future periods

In December 2020 the Board of Trustees approved a three-year Business Plan 2021-2023 which sets out the strategic and business rationale to deliver the charity trading objectives of Big C over the next three years against a measured and stated financial performance. Five key charity and trading pillars were agreed and are set out below:

1. Delivery of innovative and outstanding Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.

#### Support and Information Services

In addition to delivering outstanding care and support at existing locations, the charity plans to:

- continue virtual methods of service delivery beyond the COVID-19 pandemic.
- develop new services to be delivered virtually and face to face in the centres.
- develop the charity's model for three tiers of psychological and emotional support.
- work collaboratively with key partners on existing and new projects.

#### Research and Equipment Grants

At the end of 2020 the Trustees made the difficult decision not to invite applications for Research and Equipment Grant funding and Support & Innovation Grant funding in 2021. Current cancer research projects, equipment grants and Support & Innovation grants funded by Big C remain unimpacted by this decision as the funding for these projects was granted prior to the COVID-19 pandemic. Invitations for Student Bursaries will be welcomed in March 2021.

#### Education activities

Health education and cancer prevention - Big C plans to:

- provide workshops at schools and businesses and target larger events.
- raise cancer awareness in the public via the development of literature and Blogs.
- promote educational messages to current service users for lifestyle modification to help prevent reoccurrence.

# Directors' report

## Year ended 31 December 2020

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### Physical activity intervention programme - Big C plans to:

- deliver the 'Get moving with Big C' programme online as well as through face-to-face group sessions within the centres.
- develop the nutrition aspect to complement this programme, including the production of high-quality nutrition resources for the virtual centre which can be used by the wider team and integrated in the physical activity programme.
- work in collaboration with physiotherapy department at NNUH.
- produce high quality exercise videos for post-surgical procedure rehabilitation.
- develop a more intensive prehabilitation strand of 'Get Moving with Big C'.

### Palliative care and End of Life care initiatives - Big C plans to:

- develop a Palliative care and End of Life service to support a timely discharge and reduction in admission and re-admission of palliative care patients with cancer.
- establish a specific palliative care and end of life patient facing service support within the centre.
- provide end of life general information workshops to the public.
- develop and enhance the current bereavement support group.
- develop a bereavement support education group for Health Care Professionals.
- follow on from the basic passport training, provide advance training for organisations; and expand the end of life training and passport.
- work in partnership with local colleges and universities to deliver palliative care and end of life training.
- work with NNUH to develop and deliver a palliative care training package specifically for teenage and young adults.

## **Income Generation**

### Fundraising and Communications - Big C plans to:

- continue to innovate and move forward with new and original ideas to expand Big C's reach into the community.
- introduce Big C to a new and younger audience whilst also engaging and communicating more effectively with current service users and supporters.
- improve the website, email and social communications and supporting this with a wider use of video.
- deliver more unique events, ensuring that events are accessible and achievable to a wider group of people.
- continue to engage with corporates with various projects including the Big C Lottery and the Nearer to Home Campaign.

In 2021 the anticipated ratio for fundraising will be 2.4:1.

# Directors' report

## Year ended 31 December 2020



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### Retail - Big C plans to:

- actively source retail premises within Norfolk and neighbouring counties where there is a sustainable business case.

In 2021 the budget and KPI for retail is set at 6.4%.

### **13. Statement of Disclosure of Information to Auditors**

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **14. Auditors**

The auditors, Lovewell Blake LLP, were appointed on 30 November 2017 for an initial three year period and from 2020 this appointment will be subject to an annual review by the Trustees. Lovewell Blake have indicated their willingness to accept re- appointment under section 485 of the Companies Act 2006.

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

### **On behalf of the Board**

.....  
**K Morgan ACIS**  
**Company Secretary**

**9 June 2021**

# Independent auditors' report to the members of Big C Appeal Limited Year ended 31 December 2020



## **Opinion**

We have audited the financial statements of Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# Independent auditors' report to the members of Big C Appeal Limited Year ended 31 December 2020



## **Other information**

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Directors' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

# Independent auditors' report to the members of Big C Appeal Limited Year ended 31 December 2020



- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on page 10), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

# Independent auditors' report to the members of Big C Appeal Limited Year ended 31 December 2020



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Proctor FCA DChA, Senior Statutory Auditor  
For and on behalf of Lovewell Blake LLP  
Statutory Auditor  
Bankside 300  
Peachman Way  
Broadland Business Park  
Norwich  
NR7 0LB**

**Date: 21 June 2021**

# Statement of financial activities

## Year ended 31 December 2020



### Income and expenditure account – 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2020 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		883,161	-	-	883,161
In Memoriam		92,378	3,242	-	95,620
Donations and gift aid		140,118	22,074	7,358	169,550
Trust income		6,500	157,462	-	163,962
Tribute funds		2,958	155	-	3,113
Covid grants		218,601	-	-	218,601
<i>Charitable activities</i>					
Fundraising events		63,441	61	9,764	73,266
Services		23,905	-	-	23,905
<i>Other trading activities:</i>					
Charity shops		499,811	1,440	-	501,251
Merchandise		11,968	270	32	12,270
<i>Investments</i>					
Interest		39,799	-	19	39,818
Other income		256,537	-	-	256,537
<b>Total income</b>		<b>2,239,177</b>	<b>184,704</b>	<b>17,173</b>	<b>2,441,054</b>
<b>Expenditure</b>					
Raising funds	2	1,371,473	-	5,441	1,376,914
Charitable activities	3	874,253	137,093	-	1,011,346
Loss on disposal of fixed assets		1,557	-	-	1,557
<b>Total expenditure</b>		<b>2,247,283</b>	<b>137,093</b>	<b>5,441</b>	<b>2,389,817</b>
Net income / (expenditure) before (losses) on investments		(8,106)	47,611	11,732	51,237
Net (losses) on investments		(22,092)	-	-	(22,092)
<b>Net (expenditure) / income before transfers</b>		<b>(30,198)</b>	<b>47,611</b>	<b>11,732</b>	<b>29,145</b>
Transfer between funds		27,684	(26,284)	(1,400)	-
<b>Net (expenditure) / income</b>		<b>(2,514)</b>	<b>21,327</b>	<b>10,332</b>	<b>29,145</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	2,108,176	39,854	35,441	2,183,471
<b>Total funds carried forward</b>		<b>2,105,662</b>	<b>61,181</b>	<b>45,773</b>	<b>2,212,616</b>

# Statement of financial activities

## Year ended 31 December 2020

### Income and expenditure account - 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2019 £
<b>Income</b>					
<i>Donations and legacies:</i>					
Legacies		809,948	3,000	-	812,948
In Memoriam		93,807	1,793	-	95,600
Donations and gift aid		229,793	48,984	4,610	283,387
Trust income		2,000	15,000	-	17,000
Tribute funds		16,835	5,702	-	22,537
<i>Charitable activities</i>					
Fundraising events		106,933	18,634	43,220	168,787
<i>Other trading activities:</i>					
Charity shops		1,151,440	-	-	1,151,440
Merchandise		18,960	58	2,575	21,593
<i>Investments</i>					
Interest		52,731	-	65	52,796
<b>Total income</b>		<b>2,482,447</b>	<b>93,171</b>	<b>50,470</b>	<b>2,626,088</b>
<b>Expenditure</b>					
Raising funds	2	1,497,761	-	21,337	1,519,098
Charitable activities	3	1,980,280	-	-	1,980,280
Loss on disposal of fixed assets		-	-	-	-
<b>Total expenditure</b>		<b>3,478,041</b>	<b>-</b>	<b>21,337</b>	<b>3,499,378</b>
Net (expenditure) / income before gains on investments		(995,594)	93,171	29,133	(873,290)
Net gains on investments		97,615	-	-	97,615
<b>Net (expenditure) / income before transfers</b>		<b>(897,979)</b>	<b>93,171</b>	<b>29,133</b>	<b>(775,675)</b>
Transfer between funds		79,717	(53,317)	(26,400)	-
<b>Net (expenditure) / income</b>		<b>(818,262)</b>	<b>39,854</b>	<b>2,733</b>	<b>(775,675)</b>
Reconciliation of funds					
Total funds brought forward	13	2,926,438	-	32,708	2,959,146
<b>Total funds carried forward</b>		<b>2,108,176</b>	<b>39,854</b>	<b>35,441</b>	<b>2,183,471</b>

# Balance Sheet

## Year ended 31 December 2020



	Notes	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	8	524,991	534,898
Investments	9	1,071,075	930,217
		<u>1,596,066</u>	<u>1,465,115</u>
<b>Current assets</b>			
Debtors	10	845,714	647,331
Cash at bank and in hand		<u>1,710,266</u>	<u>2,379,456</u>
		2,555,980	3,026,787
<b>Creditors: Amounts falling due within one year</b>	11	(1,415,074)	(1,479,329)
		<u>1,140,906</u>	<u>1,547,458</u>
<b>Net current assets</b>			
<b>Total assets less current liabilities</b>		<u>2,736,972</u>	<u>3,012,573</u>
<b>Creditors: Amount falling due after more than one year</b>	12	(524,356)	(829,102)
<b>Net assets</b>		<u>2,212,616</u>	<u>2,183,471</u>
<b>The funds of the Charity:</b>			
Unrestricted income funds			
General fund	14	2,105,662	2,108,176
Designated fund		45,773	35,441
Total unrestricted funds		<u>2,151,435</u>	<u>2,143,617</u>
Restricted fund		61,181	39,854
<b>Total charity funds</b>		<u>2,212,616</u>	<u>2,183,471</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved by the Board on 26 May 2021.

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**D Moar MBE**  
**Trustee**  
 Company registration number 1521441

# Cash Flow

## Year ended 31 December 2020

	Notes	2020 £	2019 £
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	18	<u>(455,811)</u>	<u>(187,796)</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	8	(72,843)	(290,943)
Purchase of investments	9	(129,896)	(181,003)
Gifted investments	9	(141,062)	-
Proceeds from sale of investments	9	113,483	150,756
Interest received		9,766	15,372
Dividends received		<u>30,052</u>	<u>37,424</u>
<b>Net cash (used in) investing activities</b>		<b><u>(190,500)</u></b>	<b><u>(268,394)</u></b>
<b>Cash flows from financing activities:</b>			
Repayment of finance lease liabilities		<u>(17,404)</u>	<u>(17,405)</u>
<b>Net cash (used in) financing activities</b>		<b><u>(17,404)</u></b>	<b><u>(17,405)</u></b>
<b>Change in cash and cash equivalents in the year</b>		<b>(663,715)</b>	<b>(473,595)</b>
Cash and cash equivalents brought forward		2,424,608	2,898,203
<b>Cash and cash equivalent carried forward</b>	19	<b><u>1,760,893</u></b>	<b><u>2,424,608</u></b>

### General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The Charity is also registered with the Charity Commission, registration number 281730.

#### 1. Accounting policies

##### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

##### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have considered the impact of Covid 19 when making this assessment. See further details in note 22.

##### 1.3 Income recognition

All income is accounted for in the SOFA when the Charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

Donations and the proceeds of events are credited in the organisation's records when they are received at the Charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the Charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit is included upon notification of the interest paid or payable by the bank.

### **1.4 Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the Charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the Charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants, the Big C Centre NNUH costs and Big C support and information operations.

Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

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## 1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

## 1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

## 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

## 1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

## 1.9 Stocks

Purchased stocks are valued at the lower of cost and net realisable value. For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

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### **1.10 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

### **1.11 Cash at bank and in hand**

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

### **1.12 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **1.13 Unrestricted funds**

Unrestricted funds are donations and other income receivable or generated for the objects of the Charity without further specified purpose, and are available as the general reserve.

### **1.14 Restricted funds**

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the Charity.

### **1.15 Designated funds**

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

### **1.16 Allocation of support and Governance costs**

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

### **1.17 Finance leasing and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### **1.18 Operating leases**

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

### **1.19 Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

### **1.20 Financial instruments**

The Charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

### **1.21 Critical accounting estimates and areas of judgement**

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

Legacies

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date.

## 2. Total expenditure

	<b>Direct Activities £</b>	<b>Support £</b>	<b>2020 £</b>	<b>2019 £</b>
Cost of raising Funds	1,279,598	97,316	1,376,914	1,519,098
Charitable activities (see note 3)	751,132	260,214	1,011,346	1,980,280
Loss on disposal of fixed assets	-	-	1,557	-
	<u>2,030,730</u>	<u>357,530</u>	<u>2,389,817</u>	<u>3,499,378</u>

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

All costs of raising funds in 2020 were unrestricted.

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	<b>% support staff time</b>
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Project	36
Grants	25
Governance	11

### 3. Analysis of charitable expenditure

	<b>Project Costs</b>	<b>Grant Costs</b>	<b>Support &amp; governance</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Big C Centres'- running costs	259,784	-	87,752	347,536	328,403
Big C support and information operations	536,065	-	39,686	575,751	568,649
Research	-	(90,367)	67,230	(23,137)	362,898
Equipment	-	-	13,851	13,851	452,855
Care	-	-	3,125	3,125	166,067
Student bursaries	-	4,200	255	4,455	4,822
Other projects	41,450	-	111	41,561	41,944
Governance costs	-	-	48,204	48,204	54,642
	<b>837,299</b>	<b>(86,167)</b>	<b>260,214</b>	<b>1,011,346</b>	<b>1,980,280</b>

Big C Centre's running costs relate to the running costs of the Centre's at the Norfolk and Norwich Hospital, Great Yarmouth, King's Lynn, Louise Hamilton and Cromer. They include the provision of information, counselling, welfare advice and complimentary therapies at these sites.

Big C is committed to funding the running costs of the Big C Centre NNUH.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,011,346 expenditure in 2020 (2019: £1,980,280), £874,253 was charged to unrestricted funds (2019: £1,980,280) and £137,093 to restricted funds (2019: £0).

# Notes to the financial statements

## Year ended 31 December 2020

### 4. Grants payable

	Research £	Equipment £	Support £	Bursaries £	2020 £	Research £	Equipment £	Support £	Bursaries £	2019 £
<b>Reconciliation of grants payable</b>										
Commitments at 1.1.20	967,936	<b>568,004</b>	151,753	1,050	<b>1,688,743</b>	863,828	129,950	4,025	-	<b>997,803</b>
Commitments made in the year	-	-	-	4,200	<b>4,200</b>	294,441	438,054	162,728	5,600	<b>900,823</b>
Grants cancelled or recovered	(90,367)	-	-	-	<b>(90,367)</b>	(3,384)	-	-	(1,050)	<b>(4,434)</b>
<b>Grants payable for the year</b>	<b>(90,367)</b>	-	-	<b>4,200</b>	<b>(86,167)</b>	<b>291,057</b>	<b>438,054</b>	<b>162,728</b>	<b>4,550</b>	<b>896,389</b>
Grants paid during the year	218,617	62,500	30,000	3,850	<b>314,967</b>	186,949	-	15,000	3,500	<b>205,449</b>
<b>Commitments at 31.12.20</b>	<b>658,952</b>	<b>505,504</b>	<b>121,753</b>	<b>1,400</b>	<b>1,287,609</b>	<b>967,936</b>	<b>568,004</b>	<b>151,753</b>	<b>1,050</b>	<b>1,688,743</b>
Within one year	454,582	265,504	46,753	1,400	<b>768,239</b>	502,598	328,004	46,753	1,050	<b>878,405</b>
After more than one year	204,370	240,000	75,000	-	<b>519,370</b>	465,338	240,000	105,000	-	<b>810,338</b>
	<b>658,952</b>	<b>505,504</b>	<b>121,753</b>	<b>1,400</b>	<b>1,287,609</b>	<b>967,936</b>	<b>568,004</b>	<b>151,753</b>	<b>1,050</b>	<b>1,688,743</b>

# Notes to the financial statements

## Year ended 31 December 2020



### 4a. Grants

	2020	2019
<b>Grants for research</b>	£	£
Taking back control of the immune system: Peptide directed binding to identify small molecule leads for immune checkpoint therapy		84,505
Distinguishing Aggressive from Non-Aggressive Prostate Cancer (The Tiger Test)	-	93,294
Synthesis and evaluation of X-ray structure inspired ubiquitin ligase inhibitors as anticancer lead compounds	-	89,349
Real time PCR system for gene expression studies	-	27,293
Carried forward	-	294,441
<b>Student Bursaries</b>		
Awards to three (five in 2019) undergraduates	4,200	5,600
<b>Total research grants</b>	<b>4,200</b>	<b>300,041</b>

# Notes to the financial statements

## Year ended 31 December 2020



<b>Grants for equipment</b>	<b>2020</b>	<b>2019</b>
	£	£
<b>Quadram Institute</b>		
Funding the development of new laboratories to extend cancer research facilities on the Norwich Research Park	-	400,000
<b>Norfolk &amp; Norwich University Hospital</b>		
Two rooms to be fitted with moving and static LED ceiling panels with control panels plus option of each scanner being equipped with a built in media unit to offer music/radio	-	38,054
<b>Total equipment grants</b>	<b>-</b>	<b>438,054</b>
<b>Independent</b>	£	£
Pear Tree Centre – Halesworth	-	150,000
Kick Cancer – Great Yarmouth	-	6,978
Kick Cancer – The Nest at Horsford	-	5,750
<b>Total support grants</b>	<b>-</b>	<b>162,728</b>

During the year £Nil (2019: £895,223) was awarded to institutions and £4,200 (2019: £5,600) to individuals.

# Notes to the financial statements

## Year ended 31 December 2020



### 5. Net income for the year

This is stated after charging:

	<b>2020</b>	<b>2019</b>
	£	£
Depreciation of tangible owned assets	71,060	70,738
Depreciation of tangible assets held under finance lease contracts	10,133	13,506
Loss on disposal of fixed assets	(1,557)	-
Auditors remuneration – Audit	6,200	6,200
Operating lease costs	240,793	233,586
Profit/loss on fair value of investments	(22,092)	97,615

### 6. Staff costs and numbers

Staff costs were as follows:

	<b>2020</b>	<b>2019</b>
	£	£
Staff costs (gross salary and other staff costs)	1,345,159	1,337,925
Social security costs	93,829	87,990
Pension	54,922	53,100
	<b>1,493,910</b>	<b>1,479,015</b>

Included in the above are redundancy payments of £14,045 (2019:£0)

The following numbers of staff have emoluments above £60,000:

Between £60,000 - £70,000	1	1
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Average number of employees for headcount for the year was as follows:

	<b>2020</b>	<b>2019</b>
Headcount:		
Fundraising	5	6
Charity shops	46	49
Management and administration	9	11
Charitable activities	17	15
	<b>77</b>	<b>81</b>

# Notes to the financial statements

## Year ended 31 December 2020

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The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £223,134 (2019 £227,539).

Short term employee benefits are required to be charged to the income and expenditure accounts as the employee service is received. This has resulted in Big C recognising a liability for holiday pay of £7,765 (2019 £7,059).

### **7.Taxation**

The company is a registered charity and there is no liability to corporation tax.

Notes to the financial statements  
Year ended 31 December 2020



8. Tangible fixed assets

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
<b>Cost</b>					
As at 1 January 2020	307,223	8,968	553,416	72,054	941,661
Additions	-	11,919	60,924	-	72,843
Disposals	-	-	(7,280)	-	(7,280)
As at 31 December 2020	<u>307,223</u>	<u>20,887</u>	<u>607,060</u>	<u>72,054</u>	<u>1,007,224</u>
<b>Depreciation</b>					
As at 1 January 2020	73,101	3,498	298,627	31,537	406,763
Charge for the year	6,144	2,089	62,827	10,133	81,193
Depreciation on disposals	-	-	(5,723)	-	(5,723)
As at 31 December 2020	<u>79,245</u>	<u>5,587</u>	<u>355,731</u>	<u>41,670</u>	<u>482,233</u>
<b>Net book value</b>					
As at 31 December 2020	<u>227,978</u>	<u>15,300</u>	<u>251,329</u>	<u>30,384</u>	<u>524,991</u>
As at 31 December 2019	<u>234,122</u>	<u>5,470</u>	<u>254,789</u>	<u>40,517</u>	<u>534,898</u>

## Notes to the financial statements

### Year ended 31 December 2020



The net book value at 31 December 2020 represents fixed assets used for:

	<b>Freehold Property £</b>	<b>Leasehold Property £</b>	<b>Fixtures, Fittings &amp; equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
Charity shops	74,378	-	103,152	30,384	207,914
Administration	153,600	15,300	148,177	-	317,077
	<b>227,978</b>	<b>15,300</b>	<b>251,329</b>	<b>30,384</b>	<b>524,991</b>

Included in the total net book value of motor vehicles was £30,384 (2019: £40,517) in respect of assets held under finance leases.

# Notes to the financial statements

## Year ended 31 December 2020



### 9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	2020 £	2019 £
Market Value		
At January 1	930,217	779,653
Purchase of investments at cost	129,896	181,003
Transfer in of shares	141,062	-
Disposal of investments	(113,483)	(142,788)
	<u>1,087,692</u>	<u>817,868</u>
Net unrealised investment gain	(22,092)	89,647
Movement in cash held for investment purposes	5,475	22,702
At December 31	<u>1,071,075</u>	<u>930,217</u>
Listed investments	1,020,448	885,065
Cash held for investment purposes	50,627	45,152
Total investments as 31 December	<u>1,071,075</u>	<u>930,217</u>

No material shareholdings were held by the Charity in any one company. The Trustees consider the value of the investments to be supported by their underlying assets, as appropriate.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

Since the year end the valuation of the portfolio has increased to £1,082,035.

### 10. Debtors

	2020 £	2019 £
Other debtors	797,557	608,877
Prepayments	48,157	38,454
	<u>845,714</u>	<u>647,331</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

# Notes to the financial statements

## Year ended 31 December 2020



### 11. Creditors: amounts falling due within one year

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade creditors	27,612	59,453
Other creditors	19,090	6,760
Obligation under finance leases	13,779	17,405
Taxation and social security	24,786	32,767
Accruals	22,598	19,143
Charitable grants payable	768,239	878,405
Big C Centre NNUH running costs	538,970	465,396
	<b>1,415,074</b>	<b>1,479,329</b>

### 12. Creditors: amounts falling due after more than one year

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Charitable grants payable	519,370	810,338
Obligation under finance leases	4,986	18,764
	<b>524,356</b>	<b>829,102</b>

Notes to the financial statements  
Year ended 31 December 2020

13. Statement of funds

	As at 1 January 2020	Income	Expenditure	Transfer between funds	Investment gains / (losses)	As at 31 December 2020
	£	£	£	£	£	£
<b>General reserve</b>	2,108,176	2,239,177	(2,247,283)	27,684	(22,092)	2,105,662
<b>Designated reserve</b>	35,441	17,173	(5,441)	(1,400)	-	45,773
<b>Total unrestricted funds</b>	2,143,617	2,256,350	(2,252,724)	26,284	(22,092)	2,151,435
<b>Restricted funds</b>						
Nearer to Home	39,854	43,802	(1,715)	(26,284)	-	55,657
Support and Information Services	-	120,000	(120,000)	-	-	-
Welfare Packs	-	10,000	(5,969)	-	-	4,031
Calm Apps	-	1,600	(1,441)	-	-	159
Online Physical	-	2,520	(1,686)	-	-	834
Infection Control	-	5,342	(5,342)	-	-	-
Active Norfolk	-	1,440	(940)	-	-	500
<b>Total restricted funds</b>	39,854	184,704	(137,093)	(26,284)	-	61,181
<b>Total funds</b>	<b>2,183,471</b>	<b>2,441,054</b>	<b>(2,389,817)</b>	<b>-</b>	<b>(22,092)</b>	<b>2,212,616</b>

Notes to the financial statements  
Year ended 31 December 2020

13. Statement of funds  
(continued)

	As at 1 January 2019 £	Income £	Expenditure £	Transfer between funds £	Investment gains / (losses) £	As at 31 December 2019 £
<b>General reserve</b>	2,926,438	2,482,447	(3,478,041)	79,717	97,615	2,108,176
<b>Designated reserve</b>	32,708	50,470	(21,337)	(26,400)	-	35,441
<b>Total unrestricted funds</b>	<u>2,959,146</u>	<u>2,532,917</u>	<u>(3,499,378)</u>	<u>53,317</u>	<u>97,615</u>	<u>2,143,617</u>
<b>Restricted funds</b>						
Nearer to Home	-	93,171	-	(53,317)	-	39,854
<b>Total funds</b>	<u>2,959,146</u>	<u>2,626,088</u>	<u>(3,499,378)</u>	<u>-</u>	<u>97,615</u>	<u>2,183,471</u>

# Notes to the financial statements

## Year ended 31 December 2020

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### 13. Statement of funds (continued)

#### Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £1,400 (2019: £26,400) have been made to the unrestricted fund in relation to donations paid to the Big C Appeal.

#### Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £26,284 (2019: 53,317) have been transferred to unrestricted funds in respect of capital costs incurred to date.

Support and Information Services – Monies received to enable the continued provision of support and information services to those affected by cancer.

Welfare Packs - Monies received to enable the provision of care packs to those receiving treatment for Cancer at the Spire Hospital in Norwich.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

Infection Control - Monies received to cover the additional costs incurred for PPE as a result of Covid 19.

Active Norfolk - Monies received to enable online courses to be held covering areas such as gentle exercise, yoga and pilates.

# Notes to the financial statements

## Year ended 31 December 2020



### 14. Analysis of net assets between funds

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	1,596,066	-	-	1,596,066
Current assets	2,447,585	45,773	62,622	2,555,980
Current liabilities	(1,413,633)	-	(1,441)	(1,415,074)
Long term liabilities	(524,356)	-	-	(524,356)
Net assets as at 31 December 2020	<b>2,105,662</b>	<b>45,773</b>	<b>61,181</b>	<b>2,212,616</b>

	<b>General Fund £</b>	<b>Designated Fund £</b>	<b>Restricted Fund £</b>	<b>Total Funds £</b>
Fixed assets	1,465,115	-	-	1,465,115
Current assets	2,951,492	35,441	39,854	3,026,787
Current liabilities	(1,479,329)	-	-	(1,479,329)
Long term liabilities	(829,102)	-	-	(829,102)
Net assets as at 31 December 2019	<b>2,108,176</b>	<b>35,441</b>	<b>39,854</b>	<b>2,183,471</b>

# Notes to the financial statements

## Year ended 31 December 2020



### 15. Related parties

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £Nil (2019: £1,763) were reimbursed to no (2019: two) Trustees during the year in regards to travel.

All figures are stated inclusive of VAT.

### 16. Operating lease commitments

#### (a) Finance leases

Finance leases relate to three motor vehicles held by the charity. Total future minimum finance lease payments are as follows:

	<b>2020</b>	<b>2019</b>
	£	£
Within one year	13,779	17,405
Between two and five years	4,986	18,764
Over five years	-	-
	<u>18,765</u>	<u>36,169</u>

#### (b) Operating leases

The Charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	<b>2020</b>	<b>2019</b>
	£	£
Within one year	190,377	254,656
Between two and five years	243,572	23,994
Over five years	-	-
	<u>433,949</u>	<u>278,650</u>

Notes to the financial statements  
Year ended 31 December 2020

17. Expense analysis

	Generating voluntary income	Activities to raise funds	Charitable activities	Governance	2020	2019
	£	£	£	£	£	£
Shop	-	1,005,258	-	-	1,005,258	1,035,248
Other activities undertaken directly	267,672	-	-	-	267,672	378,583
Support costs	69,511	27,805	212,010	48,204	357,530	375,346
Grants	-	-	(86,167)	-	(86,167)	896,389
Big C Centre NNUH	-	-	259,784	-	259,784	234,631
Big C support and information Operations	-	-	536,065	-	536,065	526,242
Other projects	-	-	41,450	-	41,450	41,825
Investment management fees	-	6,668	-	-	6,668	11,114
	<b>337,183</b>	<b>1,039,731</b>	<b>963,142</b>	<b>48,204</b>	<b>2,388,260</b>	<b>3,499,378</b>

## 18. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income for the year (as per Statement of financial activities)	51,237	(873,290)
<b>Adjustment for:</b>		
Dividends received	(30,052)	(37,424)
Interest receivable	(9,766)	(15,372)
Depreciation Charges	81,193	84,244
Loss on disposal of fixed asset	1,557	-
Increase in debtors	(198,383)	(98,953)
Decrease in creditors	(351,597)	752,999
<b>Net cash used by operating activities</b>	<b>(455,811)</b>	<b>(187,796)</b>

## 19. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	369,104	596,085
Notice deposits (Less than 3 months)	1,341,162	1,783,371
Cash held for investment purposes	50,627	45,152
<b>Total</b>	<b>1,760,893</b>	<b>2,424,608</b>

## 20. Pensions and other post retirement benefits

### Defined contribution plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £54,922 (2019: £53,100).

## 21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

Financial assets	2020 £	2019 £
Measured at fair value through net income / expenditure:		
- Fixed asset listed investments (note 9)	1,071,075	930,217

### 22. Post balance sheet event

Since 31 December 2020, there has been a third national lockdown which has delayed the charity in fully implementing its Business Plan for 2021. The mitigation measures implemented in 2020 have enabled the charity operate with lower costs thus minimising the impact of this lockdown. The Executive Team continues to meet virtually three times per week monitoring and responding to the changing internal and external environment. Impacts observed and actions taken so far include:

- The value of quoted investments remains in line with the 31 December 2020 valuation
- We continue to deliver services via digital means and have increased the range of services to support those affected by cancer in Norfolk and north Waveney.
- The retail operation was closed until April 12, with staff being furloughed and only necessary overheads being paid.
- There has been minimal impact on our fundraising events with most planned for quarters 3 and 4 in 2021 with virtual fundraising initiatives being offered in the first quarter.
- Grants have been successfully bid for to support the delivery of both existing and newly developed charitable activities.
- We are utilising the Job Retention Scheme and are receiving Retail, Hospitality and Leisure Grant funds.
- A claim has been submitted under the Charity's Business Interruption Insurance cover and an interim payment has been received. The claim is to be finalised in 2021.
- The 2021 external grants round will only proceed should the financial reserves meet the relevant criteria.
- Existing grant commitments will continue to be honoured.
- Trustee meetings continue to take place on a virtual basis and the Board is now meeting monthly.

Whilst our cash flow has been affected for some time, we are able to continue our day to day operations without the need to sell investments. It is expected that the current level of liquid reserves will provide adequate resources to cover ongoing commitments for the foreseeable future (being considered twelve months from the date of approving these financial statements).

While it is presently difficult to accurately predict when and how the current pandemic will be resolved, Trustees and the Executive Team are keeping the situation under constant review and developing and refining our response as new information becomes available.