



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)

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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

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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 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

Directors' Report

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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 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

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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.

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- 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.

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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.

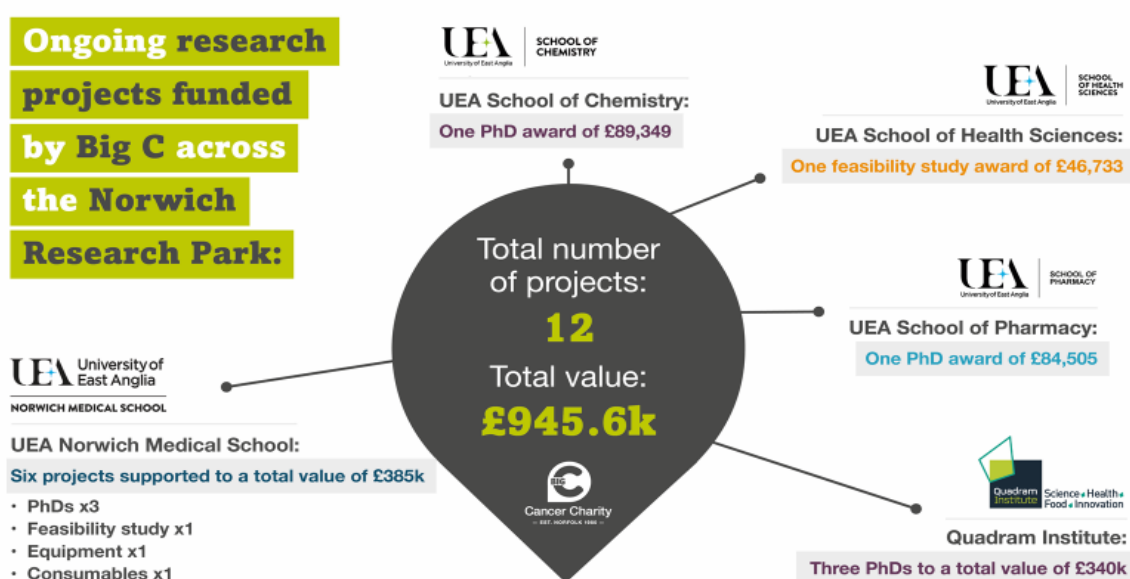
Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity's grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance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

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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

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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 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:

- 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

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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.

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- ✓ 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.

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- 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.

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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.

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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.

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- 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.



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Big C Research Collaborations

Academic Institution	Academy/network	Project	Funders
 Anglia Ruskin University	 ARU Wellbeing Research and Innovation Network	 Named collaborator	 The CANCERLESS Project has been funded by the European Commission's Programme Horizon 2020 under the Grant Agreement 965281
 University of Suffolk	 CareAcademy	<ul style="list-style-type: none"> • 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 • Deliberative Workshops "Transition of young people with life-limiting conditions from children's to adult services". 	 NIHR National Institute for Health Research
 University of East Anglia NORWICH MEDICAL SCHOOL	 NIHA	<ul style="list-style-type: none"> Development of a Smartphone App for patients after cancer treatment Named collaborator 	 CANCER RESEARCH UK

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.

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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 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

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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.

Committee	Chair	Members
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



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

Independent auditors' report to the members of Big C Appeal Limited Year ended 31 December 2021



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 2021



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 2021



- 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 £
Income					
<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
<i>Other income</i>		338,476	-	-	338,476
Total income		2,519,566	575,774	42,332	3,137,672
Expenditure					
Raising funds	2	1,328,240	2,261	15,270	1,345,771
Charitable activities	3	1,157,836	34,347	-	1,192,183
Total expenditure		2,486,076	36,608	15,270	2,537,954
Net income before gains on investments		33,490	539,166	27,062	599,718
Net gains on investments		99,576	-	-	99,576
Net income before transfers		133,066	539,166	27,062	699,294
Transfer between funds		148,693	(122,718)	(25,975)	-
Net income		281,759	416,448	1,087	699,294
Reconciliation of funds					
Total funds brought forward	13	2,105,662	61,181	45,773	2,212,616
Total funds carried forward		2,387,421	477,629	46,860	2,911,910

Statement of financial activities

Year ended 31 December 2021

Income and expenditure account - 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2020 £
Income					
<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
Total income		2,239,177	184,704	17,173	2,441,054
Expenditure					
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
Total expenditure		2,247,283	137,093	5,441	2,389,817
Net income before (losses)/ gains on investments		(8,106)	47,611	11,732	51,237
Net (losses) / gains on investments		(22,092)	-	-	(22,092)
Net (expenditure) / income before transfers		(30,198)	47,611	11,732	29,145
Transfer between funds		27,684	(26,284)	(1,400)	-
Net (expenditure) / income		(2,514)	21,327	10,332	29,145
Reconciliation of funds					
Total funds brought forward	13	2,108,176	39,854	35,441	2,183,471
Total funds carried forward		2,105,662	61,181	45,773	2,212,616

Balance Sheet

Year ended 31 December 2021



	Notes	2021 £	2020 £
Fixed assets			
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>
Current assets			
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>
Creditors: Amounts falling due within one year	11	(1,479,255)	(1,415,074)
Net current assets		<u>1,427,390</u>	<u>1,140,906</u>
Total assets less current liabilities		3,303,966	2,736,972
Creditors: Amount falling due after more than one year	12	(392,056)	(524,356)
Net assets		<u>2,911,910</u>	<u>2,212,616</u>
The funds of the charity:			
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
Total charity funds		<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 £
Cash flows from operating activities:			
Net cash provided by operating activities	18	<u>706,424</u>	<u>(455,811)</u>
Cash flows from investing activities:			
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>
Net cash provided by (used in) investing activities		<u>(220,440)</u>	<u>(190,500)</u>
Cash flows from financing activities:			
Repayment of finance lease liabilities		<u>(13,779)</u>	<u>(17,404)</u>
Net cash (used in) financing activities		<u>(13,779)</u>	<u>(17,404)</u>
Change in cash and cash equivalents in the year		472,205	(663,715)
Cash and cash equivalents brought forward		1,760,893	2,424,608
Cash and cash equivalent carried forward	19	<u>2,233,098</u>	<u>1,760,893</u>

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.

Notes to the financial statements

Year ended 31 December 2021



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

	Direct Activities £	Support £	2021 £	2020 £
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
	2,149,833	388,121	2,537,954	2,389,817

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.

	% support staff time
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
	808,461	109,449	274,273	1,192,183	1,011,346

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 £
Reconciliation of grants payable										
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)
Grants payable for the year	46,074	(62,500)	125,000	875	109,449	(90,367)	-	-	4,200	(86,167)
Grants paid during the year	219,221	78,054	30,000	875	328,150	218,617	62,500	30,000	3,850	314,967
Commitments at 31.12.21	485,805	364,950	216,753	1,400	1,068,908	658,952	505,504	121,753	1,400	1,287,609
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
	485,805	364,950	216,753	1,400	1,068,908	658,952	505,504	121,753	1,400	1,287,609

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
	1,433,632	1,493,910

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
	70	77

Notes to the financial statements

Year ended 31 December 2021



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.



Cancer Charity

— EST. NORFOLK 1980 —

Notes to the financial statements

Year ended 31 December 2021

8. Tangible fixed assets

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
Cost					
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
Depreciation					
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
Net book value					
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



Cancer Charity

— EST. NORFOLK 1980 —

Notes to the financial statements

Year ended 31 December 2021

The net book value at 31 December 2021 represents fixed assets used for:

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
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
	344,053	77,227	235,637	22,791	679,708

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)
	1,094,958	1,087,692
Net unrealised investment gain	99,576	(22,092)
Movement in cash held for investment purposes	2,334	5,475
At December 31	1,196,868	1,071,075
 Listed investments	 1,143,907	 1,020,448
Cash held for investment purposes	52,961	50,627
Total investments as 31 December	1,196,868	1,071,075

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 22nd 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
	726,508	845,714

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

	2021	2020
	£	£
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

	2021	2020
	£	£
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

13. Statement of funds

	As at 1 January 2021	Income	Expenditure	Transfer between funds	Investment gains / (losses)	As at 31 December 2021
	£	£	£	£	£	£
General reserve	2,105,662	2,519,566	(2,486,076)	148,693	99,576	2,387,421
Designated reserve	45,773	42,332	(15,270)	(25,975)	-	46,860
Total unrestricted funds	<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>
Restricted funds						
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
Total restricted funds	<u>61,181</u>	<u>575,774</u>	<u>(36,608)</u>	<u>(122,718)</u>	<u>-</u>	<u>477,629</u>
Total funds	<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

13. Statement of funds	As at 1 January 2020	Income	Expenditure	Transfer between funds	Investment gains / (losses)	As at 31 December 2020
	£	£	£	£	£	£
General reserve	2,108,176	2,239,177	(2,247,283)	27,684	(22,092)	2,105,662
Designated reserve	35,441	17,173	(5,441)	(1,400)	-	45,773
Total unrestricted funds	<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>
Restricted funds						
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
Total restricted funds	<u>39,854</u>	<u>184,704</u>	<u>(137,093)</u>	<u>(26,284)</u>	<u>-</u>	<u>61,181</u>
Total funds	<u>2,183,471</u>	<u>2,441,054</u>	<u>(2,389,817)</u>	<u>-</u>	<u>(22,092)</u>	<u>2,212,616</u>

Notes to the financial statements

Year ended 31 December 2021



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	2,387,421	46,860	477,629	2,911,910

	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	2,105,662	45,773	61,181	2,212,616

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

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
Adjustment for:		
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)
Net cash provided by operating activities	706,424	(455,811)

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
Total	2,233,098	1,760,893

	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 31st 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.

Notes to the financial statements

Year ended 31 December 2021



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.