



**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)

# Contents

## Year ended 31 December 2022



---

Directors' report	Page
1. Letter from the Chair	2
2. Reference and Administration	4
3. Objectives and Activities for the Public Benefit	5
4. Big C's Objectives, Activities and Achievements for 2022	5
5. The Charity's People & Culture Strategy	12
6. Financial Review	12
7. Investment Policy	13
8. Reserves Policy	13
9. The Charity's Infrastructure	14
10. Plans for Future Periods	14
11. Structure, Governance and Management	19
12. Statement of Responsibilities of Directors and Trustees	22
13. Auditors	23
14. Statement of Disclosure of Information to Auditors	23
Independent Auditors' Report	25
Statement of Financial Activities	29
Balance Sheet	31
Cashflow Statement	32
Notes to the Financial Statements	33

---

# 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

---



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



---

**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.

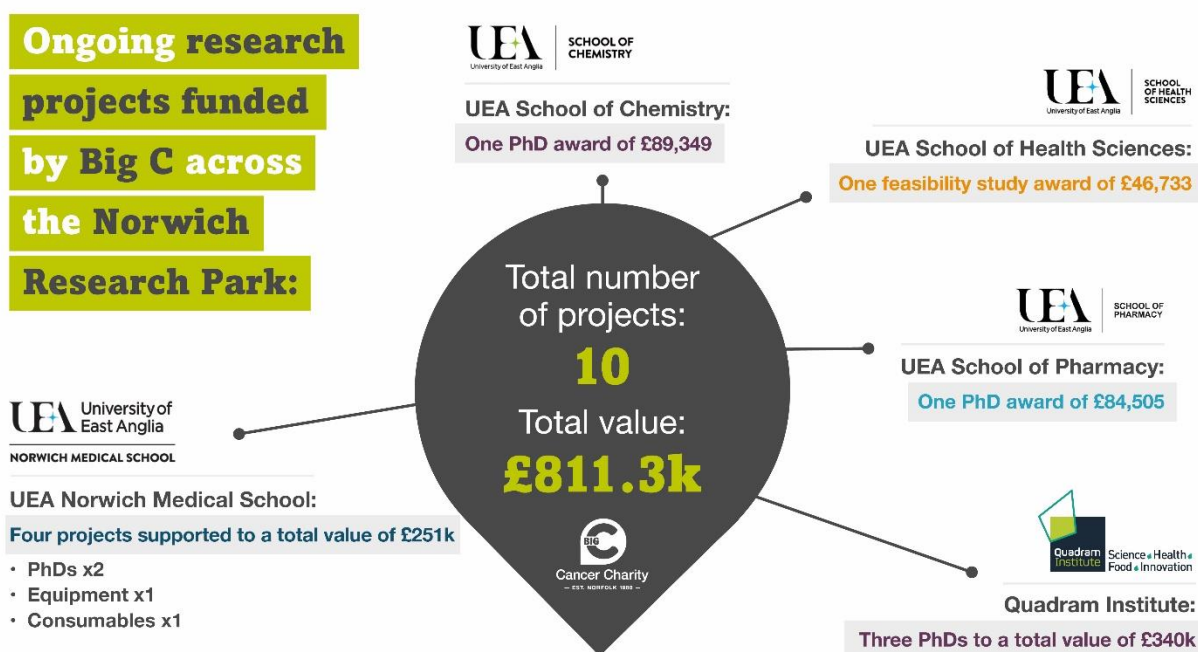
# Directors' Report

## 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.

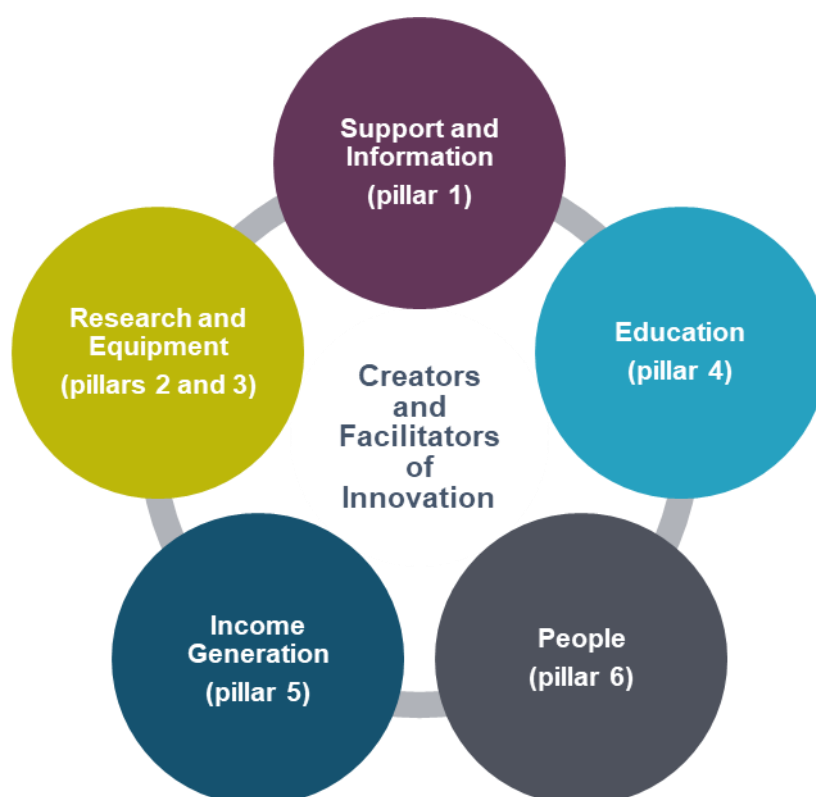
### 9. The Charity's Infrastructure

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.



# Directors' Report

## Year ended 31 December 2022



### 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 865331
 University of Suffolk	 CareAcademy	<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> <li>• Deliberative Workshops "Transition of young people with life-limiting conditions from children's to adult services".</li> </ul>	 NIHR   National Institute for Health Research
 University of East Anglia NORWICH MEDICAL SCHOOL	 NIHA	<ul style="list-style-type: none"> <li>• Development of a Smartphone App for patients after cancer treatment</li> </ul> Named collaborator	 CANCER RESEARCH UK

### 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.

Committee	Chair	Members
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.

.....  
**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>
	<b>£</b>	<b>£</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>
	<b>£</b>	<b>£</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:

	<b>2022</b>	<b>2021</b>
Headcount:		
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

---

### **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.



**Cancer Charity**

— EST. NORFOLK 1980 —

## 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.

	2022 £	2021 £
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)
	1,237,338	1,094,958
Net unrealised investment (loss)/gain	(124,670)	99,576
Movement in cash held for investment purposes	(7,761)	2,334
At 31 December	1,104,907	1,196,868
 Listed investments	 1,059,707	 1,143,907
Cash held for investment purposes	45,200	52,961
Total investments as 31 December	1,104,907	1,196,868

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

	2022 £	2021 £
Other debtors	841,769	677,587
Prepayments	55,622	48,921
	897,391	726,508

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

	2022	2021
	£	£
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
	<u>866,605</u>	<u>1,479,255</u>

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

	2022	2021
	£	£
Charitable grants payable	204,167	392,056
Big C Centre NNUH running costs	100,565	-
	<u>304,732</u>	<u>392,056</u>

# 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

---



### 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

	General Fund £	Designated Fund £	Restricted Fund £	Total Funds £
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

	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

### 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	-	-
	<u>-</u>	<u>4,986</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

	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
	<u>564,705</u>	<u>727,286</u>

# 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

	2022 £	2021 £
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

	2022 £	2021 £
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>

	At 1 January 2022	Cash movements	At 31 December 2022
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.