

Registered number: 02165552

Charity number: 519357

**NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE
CANCER RESEARCH "CCR")**

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 SEPTEMBER 2021

Trustees and officers of the Board

Mr N S Lanceley FCA, DL	Chairman and Chair of the Nominations Committee to March 2021
Miss C M Jones BA, ACG	Chairman and Chair of the Nominations Committee from March 2021
Mrs F Street	Vice Chair and Chair of the Investment Committee
Mrs H Atherton	Chair of the Marketing and Fundraising Committee
Mrs C Bond CPFA	Honorary Treasurer
Mr M Haig	
Dr P Robertshaw PhD, Dip DM	
Mr Stephen Claus LLB	
Mr P Webster	
Mr M Ore	
Dr S Kothari	
Dr M Carter	

Patrons

The Most Reverend Malcolm McMahon	The Archbishop of Liverpool
The Right Reverend Mark Tanner	The Lord Bishop of Chester
The Right Reverend Paul Bayes	The Bishop of Liverpool
The Right Reverend Gregory Cameron	The Bishop of St Asaph
The Right Reverend Peter Eagles	The Bishop of Sodor and Man
The Right Reverend Beverley Mason	The Bishop of Warrington
Edmond Seymour Bailey	Lord Lieutenant of Gwynedd
Mrs Tia Jones	Lord Lieutenant of Powys
Mark Blundell	Lord Lieutenant of Merseyside
Prof Dame Janet Beer	The Vice Chancellor, The University of Liverpool
Prof Ian Campbell	The Vice Chancellor, Liverpool John Moores University
Dr Steve Ryan	The President of the Liverpool Medical Institution
The Most Honourable Charles Paget	The Marquess of Anglesey
The Most Honourable David Cholmondeley	The Marquess of Cholmondeley
Lord Mostyn	
Dame Lorna Muirhead	
Henry Bowring	
Michael Potts	

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

Registered office

North West Cancer Research
200 London Road
Liverpool
L3 9TA

Bankers

Natwest
247 High Street
Bangor
Gwynedd, LL57 1RW

Solicitors

Brabners LLP
Horton House
Exchange Flags
Liverpool, L3 9QJ

Investment Managers

Investec Wealth and Investment Ltd
The Plaza
Old Hall Street
Liverpool, L3 9AB

Auditors

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester, M2 5NT

Senior Management Team

Alastair Richards
Alex Preston
Ruth Turley
Cara Newton

Chief Executive Officer (and Company Secretary)
Head of Finance and Administration to March 2021
Head of Finance and Administration from March 2021
Head of Fundraising & Marketing

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CHAIRMAN’S STATEMENT FOR THE YEAR ENDED 30 SEPTEMBER 2021

This is my first report as the Chair of North West Cancer Research (“NWCR”) and I would like to begin it by thanking Nigel Lanceley, my predecessor, for all his endeavours over the last six years. My fellow Trustees and I have appreciated his calm and thoughtful approach, as the Charity has moved through sometimes difficult waters and, in particular, the pandemic. There is no doubt that, working alongside the Board and the staff team, Nigel has overseen some significant change in the Charity. He remains on the Board as a Trustee to 2022 and I am delighted that he will continue to serve as Honorary President after he steps down.

The financial year ending 30 September 2021 has been one of ongoing challenge for NWCR as we, our region and the rest of the country have continued to grapple with the impacts of the Covid-19 pandemic and the effect that it has had on healthcare and society. What many envisaged as being a relatively short event now looks likely to extend over at least two-years, disrupting many plans. We are delighted, however, that our work in funding excellent research into cancer has continued and we have been able to fund new projects in new areas of work during the year.

The financial results for the year reflect a full twelve months of operating under the pandemic and, although there have been times when we have been able hold outdoor events, we have continued to experience challenges to our traditional operating model. Community fundraising, outreach into schools and our volunteer groups have all been curtailed and members of the fundraising team have been furloughed for much of the period. We want to give particular thanks to those who have organised and taken part in events to raise money for us at this time. It was great to see loyal supporters again after such a long break. We had been expecting a new start after restrictions were fully lifted in July, but the emergence of the Omicron variant has further delayed some fundraising activities. We are hopeful now that in the coming months we will begin to see a return to more normal life – and fundraising events!

Our results reflect a small operating deficit, but this could have been so much worse if it were not for the efforts of our supporters, our staff team and our investment managers. Our income for the year has been better than we had expected in these uncertain times and this has meant that we have been able to invest more into essential research. We have also seen a significant increase in the value of our investments, as world markets have recovered, and because of this our overall funds have increased by over £1.1m. This very welcome gain will be invested back into research in the coming year.

The pandemic has provided society with many lessons to learn. The efforts of researchers, scientists, clinicians and health workers have been appreciated in a new way and it has been great to see the rapid progress which research scientists have been able to make. However, we also know that the coming years will see an increase in cancer diagnoses and cases which are identified at a late stage, due to the disruption to normal NHS provision and to screening services which the last two years have seen. Our work in

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CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

developing new knowledge and techniques which seek to understand the cause, improve the care of and, ultimately, find cures for cancer will, therefore, become even more important.

We are delighted that, during this year, we have been able to continue funding excellent new research projects and that competition for funding remains intense. We are also delighted that we have been able to fund work jointly for the first time with other charities – with significant contributions received for three specially-commissioned funding rounds. We particularly wish to thank Tenovus, The Bloom Appeal and Kidney Research Northwest for their support and we hope to work with them and other charities in the future. Projects funded in 2020/21 have included an innovative look at how the environment and economic factors impact on cancer in one north-west- based NHS Clinical Commissioning Group, along with studies into: testing for prostate cancer; immunotherapy; and Wilms' tumour – a children's kidney cancer. We have also continued our support for the next generation of researchers, including funding for four innovative PhDs at universities across the region

I would like to thank my Board of Trustees, who continue to work hard on behalf of NWCR, supporting and guiding the Charity in taking forward its work and providing excellent advice to me and to the Charity's management team.

I would also like to express my gratitude to the CEO, Alastair Richards, to the whole staff team and to all those who have been involved with NWCR during 2020/21. Like many other charities, we are reliant upon our donors and those who kindly leave us gifts through legacies. NWCR also has the benefit of having in place local branches which give us such dedicated and enthusiastic support and which continue to develop their presence in towns across our region. We have also received excellent backing from our Patrons, Ambassadors and many volunteers and we recognise the growing support which we receive from corporate funders.

Looking forward, NWCR, like many charities, faces challenges and uncertainties. I and my fellow Trustees believe, however, that during 2020/21 we have continued to advance the Charity's objectives in order to address cancer more effectively in our region. Together with our supporters, we aim to fight this disease and, in particular, the cancers which have the greatest impact on people in the north-west of England and North Wales. We believe that we are making progress with this challenge and we are confident that this will continue in the coming years.



Name Catherine Jones BA ACG
Chair

24 January 2022

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021

The Trustees (who are also directors of the Charity for the purposes of the Companies Act) present their Annual Report, together with the audited Financial Statements of North West Cancer Research (incorporating Clatterbridge Cancer Research “CCR”) (the Company) for the year ended 30 September 2021. The Trustees confirm that the Financial Statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 (FRS 102) (effective 1 January 2019).

Since the Company qualifies as small under section 383, the Strategic Report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director’s Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24 September 1998 and revised on 1 October 2009, 4 October 2012, 22 March 2018 and 29 April 2021. The Company’s registered charity number is 519357.

The Board of Trustees (“the Board”) is responsible for the overall governance of the Charity. The Trustees and members of the Board who have served during the period are set out on page 3.

Trustees are normally co-opted onto the Board and their appointment confirmed at the following Annual General Meeting. Appointment is normally for a period of three years, although this can be renewed through re-election by the members to create a maximum term in office of 9 years. Trustees are appointed to the Board through two routes, with the oversight of any appointment being undertaken by the Nominations Committee (see below). The majority of appointments are made through identifying a skills gap amongst the current Trustees and advertising any vacancy. However, the Board does recognise that there are individuals with exceptional skills or connections which it may be useful to have on the Board and so the option remains to directly approach potential Trustees.

New Trustees are normally provided with an introduction into the nature and running of the Charity, including seeing funded researchers in action and meeting the staff team and volunteer fundraising branches. They are also provided with a raft of information about the Charity in order to enable them to understand the organisation’s history and current position. Providing some of this induction has continued to be a challenge in 2021.

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TRUSTEES' REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Board meetings take place five times per year with an additional day taken to consider strategy or other material questions for the organisation. It is the responsibility of the Board to develop organisational strategies in partnership with the management team and to review operational performance, to set budgets and to approve operational plans. The Board delegates the exercise of certain powers as set out below. This is controlled through regular reporting back to the Board so that Trustees can oversee all decisions made under delegated powers. The Committees and individuals to which the delegation takes place are shown below:

a. Officers of the Board

There are three officers of the Board to whom responsibilities are delegated. These are the Chairman, the Vice-Chair and the Honorary Treasurer. The Chairman acts as a key external representative for the Charity, as well as being the main link from the Trustees to the Chief Executive Officer. The Chairman also ensures that decisions are lawful, constitutional and within the remit of the Charity. In their absence, the role is covered by the Vice-Chair. The Honorary Treasurer oversees the financial affairs of the organisation and takes the lead in providing financial reporting advice to the Board.

b. Marketing and Fundraising Committee

Working closely with the Head of Fundraising and Marketing and the Fundraising Team, the Committee provides advice and assurance to the Board. It also has key responsibilities in approving strategic and annual plans for marketing, communications and fundraising activities and for assessing the effectiveness of these.

c. Investment Committee

The Committee seeks to provide advice and assurance to the Board in overseeing the Charity's investments and the performance of those. This includes recommending to the Board the approval of the Charity's Statement of Investment Principles along with the appointment or re-appointment of investment and other related professional advisers.

d. Nominations Committee

The Nominations Committee oversees and recommends to the Board key appointments for the Charity. This includes members of the Board of Trustees, Officers of the Board and the appointment of the Chief Executive Officer. The Committee also oversees the membership of the Charity and, in addition, the appointment of Honorary Members and Patrons. The remit of this Committee was expanded in October 2021 in order to encompass remuneration for the senior staff team.

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

e. Chief Executive Officer

The Chief Executive Officer is responsible for day-to-day management of the Charity’s affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a team of senior managers and other staff.

In addition to the Committees and individuals above to whom responsibilities are directly delegated, note should also be made of the Groups which advise the Board on the quality of research to be funded. These are:

- **Cancer Discovery Advisory Group**
The Cancer Discovery Advisory Group undertakes the scientific assessment of applications for early stage research funding looking at cell structures, DNA and proteomics.
- **Translational Research Advisory Group**
The Translational or Under-pinning Research Advisory Group considers projects which seek to develop theoretical knowledge and start to identify how it can be applied to patients and techniques which will benefit the population.
- **Applied Research Advisory group**
The Applied Research Advisory Group reviews funding applications for projects which seek to improve the effectiveness and experience of current treatments being used in our area. It also reviews studies on cancer inequalities including projects which study differences in how different parts of the diverse community in our area experience cancer, receive and respond to information, advice and treatment.
- **PhD funding panel**
Formed in 2021 for the first time this panel oversaw the awarding of funding for a number of PhDs – a task which had previously been carried out through the University of Liverpool. The panel comprised a broad range of researchers including a number of current NWCR PhD students. PhDs were awarded in a range of disciplines from cancer discovery to applied work.

In addition to these, the Charity also forms advisory panels to consider individual projects where these fall outside the remit of one of the groups above or where projects are being funded in partnership with another charity. During financial year 2020/21 three such groups were formed to accommodate competitive funding rounds in partnership with Tenovus, The Bloom Appeal and Kidney Research Northwest. These each oversaw competitive processes and recommended projects to the Board of

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees for funding. After each of the groups has met and funded projects an assessment is carried out of the nature of the work funded with consideration being given to the value of each of the process.

PUBLIC BENEFIT

The Trustees have given due consideration to the Charity Commission’s guidance on public benefit as is required under the Charities Act 2011. The Report below provides detailed information on the activities undertaken by the Charity. All of the Charity’s activities are directly in the public benefit and there are no financial benefits from the award of research funding.

The outcomes of the research are for the public benefit. The benefits are primarily for those who suffer from the types of cancer covered by our research. Society generally benefits as improved treatment reduces the numbers of, and stress from anxiety from, early deaths from cancer.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

a. Objectives

North West Cancer Research is dedicated to putting our region’s cancer needs first, funding pioneering research to tackle the cause, improve the care and find the cure for cancer. We focus on the types of cancer that affect people living across North West England and North Wales the most.

With the approval of the members and the Charity Commission, the objects of the Charity were amended in April 2021 to read as follows:

- to promote and carry out research into cancer, its diagnosis and its treatment and to disseminate the results of such research to the public; and
- to educate the public in respect of all matters relating to cancer and its diagnosis, treatments and effects and impact upon a person, so that the public may better understand cancer, its impact, its causes and how best to avoid such illness or conditions, including advice about lifestyle and other contributory factors (the “Objects”).

Our strategy has a number of strands including a drive to understand why cancer rates and mortality are high in our region, creating a broad research pipeline and finally providing communities with information on the signs, symptoms and treatments for cancer as well as advice on making healthy life-style decisions.

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TRUSTEES' REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

ACTIVITIES AND ACHIEVEMENTS (continued)

b. Activities and achievements

In the period the Charity has furthered its objectives predominantly through funding research carried out in Higher Education Institutions and NHS Trusts within the area. At the present time funded research programmes are underway at the University of Liverpool, University of Manchester, Bangor University, University of Chester and Lancaster University as well as at Blackpool Teaching Hospitals NHS Trust. Current funding programmes include:

- Funding for research projects which focus on the cause, care or cure for cancer, This might be for a particular type of treatment, in fundamental science, cancer cell biology, drug utilisation or medical practice;
- Funding for key posts within academic institutions which will build the capacity of research, along with funding PhD students;
- Funding for the incubation of new projects in order to aid the development of early stage hypotheses;

Currently, there are around 50 active funding streams supporting projects, students, lecturers, fellows and the development of new research. During the year, fifteen (2019/20: five) research project grants were awarded at a total cost of £1.4million (2019/20: £1.16 million). Funding ranged from small research development grants of up to £15,000 to larger projects up to £250,000. The total includes five PhDs awarded during the year, including two in partnership with other charities. Recently, there has been an increased focus on the impact of currently funded research and regular impact data is collected to measure the effectiveness of research and the importance of this for people in the region. Our impact report - published in early 2021 - highlighted the success of a range of projects including new patents, leveraged funding and worldwide collaborations.

The Charity is a member of the Association of Medical Research Charities and ensures that it complies with their policies of peer review for research project funding. This means that any application will be subject to scrutiny by the appropriate group (see above) to ensure that it is research of the highest available standard and that award is made in an impartial manner. Information on all decision making processes is published to ensure a high level of transparency.

Funding for research is generated through active fundraising, legacy receipts and investment returns. The Charity benefits from a network of branches or committees of volunteers who organise a wide variety of fundraising activities to generate income for us. Branches are spread across Cumbria and Lancashire to the north, Merseyside and Cheshire and also North and Mid Wales.

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TRUSTEES' REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

ACTIVITIES AND ACHIEVEMENTS (continued)

The Charity is focussed upon consolidating and increasing its fundraised income and annually reviews the team along with the methods used to generate funds. An essential element of this is to draw income from a wider range of sources including corporates, community groups, trusts and individuals while keeping costs down – something which has been critical during 2020/21. Because of the pandemic we have reduced the size of the fundraising team and the staff team as a whole to control costs. However, during the year we have managed a significant move forwards in our income generation – growing fundraised income by 68% over the previous year and rising above pre-pandemic levels. Much of this has been achieved through growing events, but also working together with other charities in order to jointly fund research which was in the interests of both organisations. During the year this contributed £170,000 to our income (£2019/20: £0)

RISK MANAGEMENT

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. The risks to which the organisation is exposed are considered by the Board at each meeting, with a more in-depth review taking place twice a year. The risk profile will change over time as the organisation strengthens its controls and considers strategies to mitigate risks. The risks below are the ones of which the Board is particularly mindful:

- Investment risks – The organisation holds its reserves in investments which can be subject to fluctuations in value. The Charity is an investor for the long-term and, as such, it has benefited significantly from the increase in value of its holdings. However, it is aware of the need to maintain a balanced portfolio of risks and to spread the profile of its investments in order to protect itself from short-term fluctuations in the market;
- Reputational risks – The Charity sector has seen its reputation significantly impacted in recent years as a number of scandals have taken place. North West Cancer Research is very aware of the need to uphold the highest levels of governance and to consider carefully its actions when fundraising and promoting the organisation; and
- Information technology risks – The Charity is dependent upon a number of IT systems, support for which is provided by external bodies. Although the Trustees have ensured that a range of risk controls and security systems are in place, there remain risks around cyber-attacks and the loss of access to critical systems.

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

RISK MANAGEMENT (continued)

Like many charities, NWCR is aware of the potential medium- and long-term impacts which may result in the from the UK leaving membership of the European Union. Many talented researchers from across Europe and beyond currently work in academic institutions where the Charity funds work and at this point it is unclear as to what the potential impacts of this change are. The Trustees continue to monitor this situation in order to understand the results which may occur.

ACHIEVEMENTS AND PERFORMANCE

a. Going concern

Clearly the ongoing Covid-19 pandemic has had a significant impact on many charities including NWCR. During the prior year the Charity experienced significant fluctuations in the value of our investments as well as a reduction in income. However, during 2020/21 we have seen much greater stability with investments recovering and income growing. After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties. For this reason, they continue to adopt the going concern basis in preparing the Financial Statements. All current commitments made to fund research work and posts have been provided for within the Balance Sheet. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies within the Financial Statements.

b. Financial review of the year

During the year the headline income of the Charity improved on the previous year as a recovery was made from the worst impacts of the pandemic. Total income was £2,054k against £1,542k in the previous year.

The Charity has traditionally drawn its income from three sources – legacies, fundraising and investment returns and each of these needs to be considered separately when reviewing performance. The largest element in the year was income from legacies. These increased on the previous year, rising from £921k to £1.16m. Legacy income is always unpredictable but the Charity remains deeply grateful for those supporters who leave us gifts in their will. Income from fundraising activities and donations, including gifts in kind, also increased during the year by £243k as the Charity was able to restart some events, grew its income from Trusts and developed partnerships with others. Income from our traditional fundraising groups remains small due to the impact of the pandemic which has curtailed many activities throughout the year. We are so grateful for the on-going support of our donors who have given generously to us during this year and who have helped to provide much needed funds. The figures for fundraising and donations also include the income received from the government’s Coronavirus Job Retention Scheme – which provided £35k (2019/20: £51k) of wage support during the year.

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TRUSTEES' REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

Financial review of the year (continued)

Income from investments recovered during the year to £261k (2019/20 £211k) although income from dividends remains well below the levels of previous years.

During the year the Charity was delighted to complete a number of new grant funding rounds, in a broad variety of areas - although overall funding levels continue to be reduced from earlier years. During the year we funded three rounds in partnership with other charities in such diverse areas as understanding the effectiveness of remote consulting for cancer patients to early research on B-cell lymphomas. In addition we also funded three research rounds of our own – for PhD studentships, applied cancer research and research development grants. The funded projects included work on blood cancers, head and neck cancer, pancreatic cancer and metastatic rectal cancer – all forms of cancer which have a significant impact in our region. We also funded our first childhood cancer project studying the treatment of Wilm’s tumour.

Funding was also provided to support additional students studying a Masters of Research in cancer at Bangor University and working in collaboration with the Knowledge, Economy, Skills Scholarship (KESS2) programme. Funding for the completion of all projects is provided for, in full, at the time a commitment is made and is included in our balance sheet as a creditor.

At the end of the financial year, reserves had increased from £3.4m to £4.6m as the Charity benefitted from significant investment gains. These will be reinvested into our research programme in the coming year to ensure that we continue to invest in the great high-quality research which is targeted at the needs of our area.

c. Fundraising

The Charity is registered with the Fundraising Regulator and with the Fundraising Preference Service. It employs a fundraising team which is overseen by an experienced fundraising manager who ensures that high standards are maintained at all times. The Charity does not employ commercial fundraisers. It does not exchange data with other parties and has not purchased supporter mailing lists.

During the year there were no complaints (2019/20: one) made to the Charity by donors. We always respond to the concerns raised by our donors and believe that these are an important opportunity for us to learn where we haven’t got things right.

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

Fundraising (continued)

NWCR maintains records of all supporters, donors and gifts received and ensures that these records are regularly reviewed and monitored to check that contact with donors is done in an appropriate manner and in line with any preference which they have stated to us. Mailings to donors are limited in number and the Charity does not carry out active telephone fundraising campaigns. The Charity does not knowingly contact vulnerable individuals or those who have opted out of mailing contact.

d. Reporting and monitoring performance

The Board of Trustees set an annual budget against which performance is monitored on a monthly basis. Management of the budget is delegated (as noted above) but Trustees monitor performance against it. A set of performance indicators is now being developed in order to assist the Board in understanding management performance and to help in quantifying the impact of our research.

KEY POLICIES

The Board has a number of policies which are key in the operation of the Charity. These are:

a. Investment policy and performance

Except for the restrictions imposed by the ethical policy, the Charity places no further restrictions on the amount or type of investments made by the Charity and adheres to all relevant legislation. During the year the Charity’s investments were overseen by Investec Wealth and Investment Ltd who managed the portfolio on a discretionary basis, within agreed limits, monitored against an appropriate index, and reviewed on a regular basis by the Trustees. The main objective is to provide a balance between capital growth and income in order to meet the Charity’s future commitments which, by their very nature, generally run for periods of 3 to 5 years ahead. The Charity’s Investment Strategy targeted an income from the Investment Managers during the year of £216,000 which was exceeded.

The Company has barred investment in tobacco businesses and will not make any new investments in companies which make a significant proportion of their profits from alcohol and sugar-related products. No social investment is currently undertaken.

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TRUSTEES' REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

b. Reserves policy

The Reserves Policy was reviewed by the Board of Trustees in September 2021 to ensure that it remains appropriate for the Charity.

North West Cancer Research recognises research grants as they are made, and hence at the end of financial year 2020/21 it had provided for research costs which will be paid in future years of £5.3m (2019/20: £6.6m) which had been approved but not yet utilised. Having reviewed the other commitments and contingencies which exist, the Trustees consider that it is appropriate to set aside reserves equivalent to 6 months operating costs in order to enable an orderly wind-up of the organisation, plus a further £2m to fund research work to ensure that projects can be brought to a successful conclusion in the event of a significant reduction in income and reserves. At the present time, the reserves required by this policy would be approximately £2.49m against free reserves at the year-end of £4.6m. The Charity does not designate funds for specific purposes and restricted funds are minimal. The reserves are held in cash and investments and are not held in fixed assets.

At the present time the organisation has funds above its current reserves target and it will continue to utilise this to fund research at a rate quicker than revenue would normally allow.

PLANS FOR THE FUTURE

In light of the continuing Covid-19 pandemic, the Trustees have looked closely at our targets for the year to ensure that these are flexible and adaptable to the rapidly changing situation. Key targets for 2021/22 include:

- To complete the review of our strategy and to align both our work and our funded research with it: ensuring that we focus all of our efforts on the cancer needs of the region;
- To continue to grow our fundraised income, and when it is safe to do so, to re-establish our community fundraising work, working closely with our Committees and groups to minimise any longer-term impact for them;
- To develop and grow our information and outreach work to ensure that more people in our region are aware of the causes of cancer and the measures which can be taken to reduce our risks; and
- To work with academic and health partners across the region and beyond to ensure that we establish new routes to undertake research which enables us to understand cancer, its causes and impacts in our region.

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TRUSTEES’ REPORT FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)

TRUSTEES’ RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of North West Cancer Research (incorporating Clatterbridge Cancer Research “CCR”)) for the purposes of company law are responsible for preparing the Trustees’ Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these Financial Statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent; and
- Prepare the Financial Statements on a 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 are sufficient to show and explain the charitable company’s transactions and 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.

Charity Governance Code

During October 2021, the Trustees reviewed the Charity Governance Code in order to consider the current governance arrangements in place and whether these could be improved. A number of areas of minor improvement were identified which will be considered and addressed in the coming year. In particular, the Trustees have acted to put in place a raft of policies for the Charity along with delegation arrangements to ensure that there is clarity around the respective roles in the staff team and CEO when taking operational decisions.

**NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER
RESEARCH "CCR")**

(A company limited by guarantee)

**TRUSTEES' REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2021 (continued)**

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable Company's Auditor is unaware; and
- That Trustee has taken all steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable Company's Auditor in connection with preparing its reports and to establish that the charitable Company's Auditor is aware of that information.

AUDITOR

The Auditor, Crowe U.K. LLP, has indicated its willingness to continue in office.

This report was approved by the Trustees on 24th January 2022 and signed on their behalf by:



Catherine Jones
Chair

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST CANCER RESEARCH
(INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")**

OPINION

We have audited the Financial Statements of North West Cancer Research (Incorporating Clatterbridge Cancer Research "CCR") ('the charitable Company') and its subsidiary ('the group') for the year ended 30 September 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow 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 Group's and the charitable Company's affairs as at 30 September 2021 and of the Group's 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 Group 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 or the Group'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 AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST CANCER RESEARCH
(INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")**

OTHER INFORMATION

The Trustees are responsible for the other information contained within the Annual Report. The other information comprises the information included in the Annual Report, other than the Financial Statements and our Auditor's Report thereon. 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 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 our audit

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the Financial Statements are prepared is consistent with the Financial Statements; and
- the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the Group and charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' 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 and proper accounting records have not been kept; or
- the Financial Statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the Financial Statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Directors' Report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement set out on page 17, 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 Group's or the charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable Company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the Financial Statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial Statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable Company and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the Financial Statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST CANCER RESEARCH
(INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")**

**EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES,
INCLUDING FRAUD (CONTINUED)**

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial Statements but compliance with which might be fundamental to the charitable Company's and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable Company and the Group for fraud. The laws and regulations we considered in this context for the UK operations were the Charities Act Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the Financial Statements from irregularities, including fraud, to be within the timing of recognition of voluntary income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, sample testing of voluntary income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the Financial Statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial Statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST CANCER RESEARCH
(INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")



Michael Jayson
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

- 3 FEB 2022

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

REGISTERED NUMBER: 2165552

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	Unrestricted funds 2021 £	Restricted Funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
INCOME FROM:					
Donations and legacies	2	1,627,796	164,977	1,792,773	1,330,439
Investment income	3	261,502	-	261,502	211,552
TOTAL INCOME		1,889,298	164,977	2,054,275	1,541,991
EXPENDITURE ON:					
Raising funds:					
Fundraising and legacy generation costs		388,946	164,977	553,923	509,029
Investment management		34,477	-	34,477	33,714
Charitable activities	6	1,522,876	3,334	1,526,210	1,633,188
TOTAL EXPENDITURE	6	1,946,299	168,311	2,114,610	2,175,931
NET EXPENDITURE BEFORE INVESTMENT GAINS		(57,001)	(3,334)	(60,335)	(633,940)
Gains/(losses) on investments		1,220,320	-	1,220,320	(234,701)
NET INCOME/(EXPENDITURE) BEFORE TRANSFERS		1,163,319	(3,334)	1,159,985	(868,641)
Transfers between funds		-	-	-	-
NET MOVEMENT IN FUNDS		1,163,319	(3,334)	1,159,985	(868,641)
RECONCILIATION OF FUNDS:					
Total funds brought forward		3,407,588	3,334	3,410,922	4,279,563
TOTAL FUNDS CARRIED FORWARD		4,570,907	-	4,570,907	3,410,922

The Notes on pages 28 to 47 form part of the Financial Statements.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

REGISTERED NUMBER: 2165552

CONSOLIDATED BALANCE SHEET AS AT 30 SEPTEMBER 2021

	Note	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	9		4,265		5,917
Investments	10		9,260,053		9,423,465
			9,264,318		9,429,382
CURRENT ASSETS					
Stocks	11	17,100		17,126	
Debtors	12	837,604		679,710	
Cash at bank and in hand		387,629		727,250	
			1,242,333	1,424,086	
CREDITORS: amounts falling due in less than one year	13		(2,995,168)	(4,934,713)	
NET CURRENT LIABILITIES			(1,752,835)	(3,510,627)	
TOTAL ASSETS LESS CURRENT LIABILITIES			7,511,483	5,918,755	
CREDITORS: amounts falling due after more than one year	14		(2,940,576)	(2,507,833)	
NET ASSETS			4,570,907	3,410,922	
CHARITY FUNDS					
Restricted funds	16		0		3,334
Unrestricted funds	16		4,570,907		3,407,588
TOTAL FUNDS			4,570,907	3,410,922	

The Company's Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The Financial Statements were approved and authorised for issue by the Trustees on 24th January 2022, and signed on their behalf, by:



Mrs C Bond CPFA, Honorary Treasurer



Miss C Jones BA ACG, Chair

The Notes on pages 28 to 47 form part of these Financial Statements.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

CHARITY BALANCE SHEET AS AT 30 SEPTEMBER 2021

	Note	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	9		4,265		5,917
Investments	10		9,091,122		9,288,498
			9,095,387		9,294,415
CURRENT ASSETS					
Stocks	11	17,100		17,126	
Debtors	12	904,764		691,460	
Cash at bank and in hand		333,948		667,320	
			1,255,812	1,375,906	
CREDITORS: amounts falling due in less than one year	13		(2,993,568)	(4,932,913)	
NET CURRENT LIABILITIES			(1,737,756)	(3,557,007)	
TOTAL ASSETS LESS CURRENT LIABILITIES			7,357,631	5,737,408	
CREDITORS: amounts falling due after more than one year	14		(2,940,576)	(2,507,833)	
NET ASSETS			4,417,055	3,229,575	
CHARITY FUNDS					
Restricted funds	16		0		3,334
Unrestricted funds	16		4,417,055	3,226,241	
TOTAL FUNDS			4,417,055	3,229,575	

The Company's Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The Financial Statements were approved and authorised for issue by the Trustees on 24th January 2022, and signed on their behalf, by:


Mrs C Bond CPFA, Honorary Treasurer


Miss C Jones BA ACG, Chair

The Notes on pages 28 to 47 form part of these Financial Statements.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash used in operating activities	18	<u>(1,984,564)</u>	<u>(252,145)</u>
Cash flows from investing activities:			
Dividends and interest from investments		261,502	211,551
Proceeds from the sale of investments		1,237,545	6,542,334
Purchase of investments		(303,087)	(5,893,256)
Net cash provided by investing activities		<u>1,195,960</u>	<u>860,629</u>
Change in cash and cash equivalents in the year		(788,604)	608,484
Cash and cash equivalents brought forward		1,250,917	642,433
Cash and cash equivalents carried forward	19	<u><u>462,313</u></u>	<u><u>1,250,917</u></u>

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

1. ACCOUNTING POLICIES

1.1 Basis of preparation of Financial Statements

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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

North West Cancer Research (incorporating Clatterbridge Cancer Research “CCR”) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The accompanying Consolidated Financial Statements include the Financial Statements of North West Cancer Research, and its consolidated subsidiaries (together referred to as the Charity). NWCR’s subsidiaries are listed in note 11.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

NWCR was created by merger of two charities: Clatterbridge Cancer Research and North West Cancer Research Fund. The principal object and activity of both charities was to promote and carry out research into cancer. The merger took effect from 1 November 2012.

1.2 Company status

The Company is a company limited by guarantee. In the event of the Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the Company.

1.3 Going concern

The Financial Statements have been prepared on a going concern basis, which principally assumes that the Company will continue to receive an adequate level of income to meet its anticipated requirements. This has been reviewed in light of the Covid-19 pandemic and the impact that this is having on the Charity’s fundraising activities along with the impact on investments and reserves. The Trustees have adopted prudent plans and have reduced commitments to new research funding accordingly in order to ensure that any financial impacts are minimised.

On that basis the Trustees consider it appropriate to prepare the Financial Statements on a going concern basis.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

1. ACCOUNTING POLICIES (continued)

1.4 Consolidated Financial Statements

These Financial Statements consolidate the results of the Charity and its subsidiary undertaking. The consolidation has been undertaken on a line by line basis.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a Charity only Cash Flow Statement with the consolidated accounts.

1.5 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the Company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Company has been notified of the executor’s intention to make a distribution. Where legacies have been notified to the Company, or the Company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when material and the Company has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use of the Company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the branches / committees is not recognised – reference should be made to the Trustees’ Report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Company which is the amount the Company would have been willing to pay to obtaining services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

1. ACCOUNTING POLICIES (continued)

1.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Company and include project management carried out at headquarters. Governance costs are those incurred in connection with administration of the Company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Company's charitable operations, including support costs and costs relating to the governance of the Company apportioned to charitable activities.

Grants payable are charged in the year when the offer is made, except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attached are fulfilled.

All resources expended are inclusive of irrecoverable VAT.

1.7 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

1. ACCOUNTING POLICIES (continued)

1.8 Tangible fixed assets and depreciation (continued)

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	-	5 years straight line
Computer equipment	-	4 years straight line

1.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at their fair value at the balance sheet date, unless fair value cannot be measured reliably, in which case it is measured at cost less impairment.

Investment gains and losses, whether realised or unrealised, are combined and shown in the heading ‘Gains / (losses) on Investments’ in the Statement of Financial Activities.

1.10 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the Bank.

1.11 Operating leases

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

1.12 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

1.13 Debtors

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

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH “CCR”)

(A company limited by guarantee)

1. ACCOUNTING POLICIES (continued)

1.14 Cash at Bank and in hand

Cash at bank and 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.

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods and services it must provide. Provisions are measure at the best estimate of the amounts required to settle the obligation.

1.16 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement date.

1.17 Pensions

The Company contributes to personal pension plans and the pension charge represents the amounts payable by the Company to the plans in respect of the period.

1.18 Fund accounting

General funds are unrestricted funds which are available for the use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the Financial Statements.

Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount rate is recognised within interest payable and similar charges.

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

1. ACCOUNTING POLICIES (continued)

1.19 Critical accounting judgements and estimates

The key source of estimation uncertainty in the Financial Statements are residuary legacies. Legacies are recognised when the income criteria detailed in note 1.5 are considered to be met. In some circumstances, the legacy has not been received at the year end and is included within debtors. Due to the nature of residuary legacies receivable, there is judgement applied to the valuation of the legacy.

Where the effect of the time value of money is material to liabilities and provisions, the liability or provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount rate is recognised within interest payable and similar charges. In the 2020/21 Financial Statements there were no instances where the time value of money was material and therefore no discounting has taken place.

The estimates and underlying assumptions are reviewed regularly. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. INCOME FROM DONATIONS AND LEGACIES

Group and Charity	Unrestricted and total Funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Legacies	1,155,690	-	1,155,690
Donations	378,398	164,977	543,375
Donations-in-kind	59,028	-	59,028
Coronavirus Job Retention Scheme Grant	34,680	-	34,680
Total donations and legacies	<u>1,627,796</u>	<u>164,977</u>	<u>1,792,773</u>

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

(A company limited by guarantee)

Group and Charity	Unrestricted and total Funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Legacies	920,594	-	920,594
Donations	315,613	3,000	318,613
Donations-in-kind	39,867	-	39,867
Coronavirus Job Retention Scheme Grant	51,365	-	51,365
Total donations and legacies	1,327,439	3,000	1,330,439

3. INVESTMENT INCOME

Group and Charity	Unrestricted and total funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Investment income – listed investments	261,785	-	261,785
Investment income – cash investments	(283)	-	(283)
	261,502	-	261,502

Group and Charity	Unrestricted and total funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Investment income – listed investments	211,111	-	211,111
Investment income – cash investments	441	-	441
	211,552	-	211,552

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

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4. ANALYSIS OF GRANTS

Group and Charity	Grants to Institutions 2021 £	Unrestricted and total funds 2021 £	<i>Unrestricted and total funds 2020 £</i>
Grants approved in the year	1,240,658	1,240,658	1,282,543

RECONCILIATION OF GRANTS PAYABLE

	2021 £	2020 £
Accrued at 1 October 2020	6,659,651	6,355,666
Grants made in the year – Liverpool	431,844	548,325
Grants made in the year – Lancaster	663,371	572,127
Grants made in the year – Bangor	100,500	27,000
Grants made in the year – Chester	94,375	-
Grants made in the year – Blackpool	-	129,055
Grants made in the year – Manchester	104,950	-
Grants made in the year – UCLAN	4,000	-
Grants cancelled or recovered	(165,882)	(5,047)
Grants paid and other movements	(2,591,646)	(967,475)
Accrued at 30 September 2021	5,301,163	6,659,651
Payable as follows:		
Grants payable <1yr – institutional	2,360,587	4,151,818
Grants payable >1yr – institutional	2,940,576	2,507,833
Total grants payable	5,301,163	6,659,651

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5. GOVERNANCE COSTS

Group and Charity	Unrestricted and total funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £
Governance Auditor's remuneration	10,960	-	10,960
Governance legal and professional fees	6,896	-	6,896
Governance share of support costs	17,233	-	17,233
Governance expense – recruitment fees	1,315	-	1,315
Governance expense – wages and salaries	57,355	-	57,355
Governance – depreciation – tangible fixed assets	193	-	193
	93,952	-	93,952

Group and Charity	Unrestricted and total funds 2020 £	Restricted funds 2020 £	Total Funds 2020 £
Governance Auditor's remuneration	14,040	-	14,040
Governance legal and professional fees	12,247	-	12,247
Governance share of support costs	30,640	-	30,640
Governance expense – Scientific Expenditure			
Governance expense – recruitment fees	2,162	-	2,162
Governance expense – wages and salaries	61,141	-	61,141
Governance – depreciation – tangible fixed assets	201	-	201
	120,431	-	120,431

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6. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

Group and Charity	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total 2021 £
Expenditure of fundraising	285,010	961	267,952	553,923
Expenditure on investment management	-	-	34,477	34,477
Cost of generating funds	285,010	961	302,429	588,400
Research grant expenditure	147,007	497	1,284,754	1,432,258
Expenditure on governance	57,354	193	36,405	93,952
Charitable activities	204,361	690	1,321,159	1,526,210
	489,371	1,651	1,623,588	2,114,610

Group and Charity	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total 2020 £
Expenditure of fundraising	271,869	892	236,268	509,029
Expenditure on investment management	-	-	33,714	33,714
Cost of generating funds	271,869	892	269,982	542,743
Research grant expenditure	170,223	558	1,341,975	1,512,757
Expenditure on governance	61,141	201	59,090	120,431
Charitable activities	231,364	759	1,401,065	1,633,188
	503,233	1,651	1,671,046	2,175,930

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7. NET EXPENDITURE

This is stated after charging:

	2021	<i>2020</i>
	£	<i>£</i>
Depreciation of tangible fixed assets: owned by the Charity	1,651	1,651
Auditor's remuneration – audit	10,600	12,240
	<u>12,251</u>	<u>13,891</u>

During the year, no Trustees received any remuneration (2020: £0).

During the year, no Trustees received any benefits in kind (2020: £0).

During the year, no Trustees received reimbursement of travel and accommodation expenses (2020: £866).

8. STAFF COSTS

Staff costs were as follows:

	2021	<i>2020</i>
	£	<i>£</i>
Wages and salaries	430,240	438,657
Social security costs	36,434	41,892
Other pension costs	22,697	22,683
	<u>489,371</u>	<u>503,232</u>

The average number of persons (headcount) employed by the Company during the year was as follows:

	2021	<i>2020</i>
	No.	<i>No.</i>
Fundraising and marketing	8	10
Administration	5	5
	<u>13</u>	<u>15</u>

The Trustees have delegated significant authority and responsibility in the day-to-day running of the Charity to its key management personnel. The Charity considers its key management personnel to comprise the Chief Executive Officer, Head of Finance and Administration and the Head of Marketing and Fundraising. The total employee benefits including employer pension contributions of the key management personnel were £197,653 (2020: £215,488).

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8. STAFF COSTS (continued)

One employee had employee benefits in the range of £70,000 to £80,000 (2020: £70,000 to £80,000) but during the year made donations back to the Charity of £665 before gift aid (2020: £6,628).

Included in wages and salaries are the costs of redundancy payments totalling £17,909 (2020: £nil).

9. TANGIBLE FIXED ASSETS

Group and Charity	Fixtures and fittings £	Total £
Cost		
At 1 October 2020	8,256	8,256
At 30 September 2021	<u>8,256</u>	<u>8,256</u>
Depreciation		
At 1 October 2020	2,339	2,339
Charge for the year	1,651	1,651
At 30 September 2021	<u>3,990</u>	<u>3,990</u>
Net book value		
At 30 September 2021	<u>4,265</u>	<u>4,265</u>
At 30 September 2020	<u>5,917</u>	<u>5,917</u>

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10. FIXED ASSET INVESTMENTS

Group	Listed securities (Market value) £	Cash £	Total £
At 1 October 2020	8,899,798	523,667	9,423,465
Additions	303,087	-	303,087
Disposals	(1,237,545)	-	(1,237,545)
Movement in cash for the year	-	(448,982)	(448,982)
Realised and unrealised gains on investments	1,220,028	-	1,220,028
At 30 September 2021	<u>9,185,368</u>	<u>74,685</u>	<u>9,260,053</u>

Company	Listed securities (Market value) £	Cash £	Shares in group undertakings £	Total £
At 1 October 2020	8,764,831	523,667	1	9,288,498
Additions	302,050	-	-	302,050
Disposals	(1,237,545)	-	-	(1,237,545)
Movement in cash for the year	-	(448,982)	-	(448,982)
Realised and unrealised gains on investments	1,187,101	-	-	1,187,101
At 30 September 2021	<u>9,016,437</u>	<u>74,685</u>	<u>1</u>	<u>9,091,123</u>

Group subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Holding
NW Cancer Research Trading Limited	100%
Cancer and Polio Research Fund Limited	100%

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10. FIXED ASSET INVESTMENTS (continued)

The aggregate of the share capital and reserves as at 30 September 2021 and of the profit or loss for the year ended related to the Charity's subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves £	Profit / (loss) £
NW Cancer Research Trading Ltd.	1	-
Cancer and Polio Research Fund Limited	153,852	(27,496)
Total	153,853	(27,496)

Group and Charity material restrictions

The Company has barred investment in tobacco businesses. In addition the Trustees have agreed that the charity should not make new investments in holdings which promote low-cost alcohol or irresponsible drinking; draw the majority of their profits from alcohol or draw their profits exclusively from sugar. Investments are primarily held to provide a balance between capital growth and income in order to meet the Company's future commitments.

11. STOCKS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Goods for resale	17,100	17,126	17,100	17,126

12. DEBTORS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Other debtors	1,178	5,500	1,178	5,500
Prepayments	22,713	24,924	22,713	24,924
Accrued legacy income	540,425	549,674	497,230	549,674
Other accrued income	273,288	99,612	383,643	111,362
	837,604	679,710	904,764	691,460

Included within 'Other accrued income' above is £169,977 of income from other charities where North West Cancer Research has jointly funded research projects from them (2019/20 £0). Of this amount, £164,977 is shown as restricted income on the Statement of Financial Activities.

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13. CREDITORS: Amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	357,756	712,907	357,756	712,907
Sundry creditors	465	465	465	465
Amounts owed to NWCRT, the subsidiary company		-	1	1
Other taxation and social security	13,155	14,581	13,155	14,581
Accruals and deferred income	263,206	54,942	261,606	53,142
Grants accrued – institutional (see note 4)	2,360,586	4,151,818	2,360,586	4,151,818
	2,995,168	4,934,713	2,993,569	4,932,913

14. CREDITORS: Amounts falling due after more than one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Grants accrued – institutional (see note 4)	2,940,576	2,507,833	2,940,576	2,507,833

15. FINANCIAL INSTRUMENTS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Financial assets measured at fair value				
Investments	9,260,053	9,423,465	9,091,122	9,288,497
Financial assets measured at amortised cost				
Debtors excluding prepayments	814,891	654,786	882,050	666,536
Financial liabilities measured at amortised cost				
Creditors	5,935,745	7,442,546	5,934,146	7,440,746

NORTH WEST CANCER RESEARCH (INCORPORATING CLATTERBRIDGE CANCER RESEARCH "CCR")

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16. STATEMENT OF FUNDS

GROUP STATEMENT OF FUNDS – CURRENT YEAR

		Balance at 1 October 2020 £	Income £	Expenditure £	Gains / (Losses) £	Balance at 30 September 2021 £
Unrestricted and total funds						
Other funds	General	3,407,588	1,889,298	(1,946,299)	1,220,320	4,570,907
Restricted funds						
Other funds	restricted	3,334	164,977	(168,311)	-	0
Total of funds		3,410,922	2,054,275	(2,114,610)	1,220,320	4,570,907

Restricted income comprises £164,977 received from other charities where North West Cancer Research has jointly funded research projects from them (2019/20 £0). Restricted expenditure includes this figure and also £3,334 that is the balance of the grant from Groundwork UK, received during 2019/20, for use specifically on lab coat learning.

GROUP STATEMENT OF FUNDS – PRIOR YEAR

		Balance at 1 October 2019 £	Income £	Expenditure £	Gains / (Losses) £	Balance at 30 September 2020 £
Unrestricted and total funds						
Other funds	General	4,276,004	1,554,483	(618,223)	(868,415)	3,407,588
Restricted funds						
Other funds	restricted	3,559	3,000	(3,225)	(225)	3,334
Total of funds		4,279,563	1,557,483	(621,448)	(868,640)	3,410,922

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The restricted funds income received during the year of £3,000 was a grant from Groundwork UK, restricted to use specifically for lab coat learning.

16. STATEMENT OF FUNDS continued

CHARITY STATEMENT OF FUNDS – CURRENT YEAR

	Balance at 1 October 2020 £	Income £	Expenditure £	Gains / (Losses) £	Balance at 30 September 2021 £
Unrestricted and total funds					
Other General funds	3,226,241	1,838,800	(1,835,379)	1,187,393	4,417,055
Restricted funds					
Other restricted funds	3,334	164,977	(168,311)	-	-
Total of funds	3,229,575	2,003,777	(2,003,690)	1,187,393	4,417,055

CHARITY STATEMENT OF FUNDS – PRIOR YEAR

	<i>Balance at 1 October 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains / (Losses) £</i>	<i>Balance at 30 September 2020 £</i>
Unrestricted and total funds					
Other General funds	4,079,099	1,534,969	(2,162,101)	(852,858)	3,226,241
Restricted funds					
Other restricted funds	3,559	3,000	(3,225)	(225)	3,334
Total of funds	4,082,658	1,537,969	(2,165,326)	(853,083)	3,229,575

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17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

GROUP	Unrestricted and total funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	4,265	-	4,265
Fixed asset investments	9,260,053	-	9,260,053
Current assets	1,242,333	-	1,242,333
Creditors due within one year	(2,995,168)	-	(2,995,168)
Creditors due in more than one year	(2,940,576)	-	(2,940,576)
	<u>4,570,907</u>	<u>-</u>	<u>4,570,907</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

GROUP	<i>Unrestricted and total funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	5,917	-	5,917
Fixed asset investments	9,423,465	-	9,423,465
Current assets	1,420,753	3,334	1,424,086
Creditors due within one year	(4,934,713)	-	(4,934,713)
Creditors due in more than one year	(2,507,833)	-	(2,507,833)
	<u>3,407,588</u>	<u>3,334</u>	<u>3,410,922</u>

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18. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/ (expenditure) for the year (as per Statement of Financial Activities)	1,159,985	(868,640)
Adjustment for:		
Depreciation charges	1,651	1,651
(Gains)/Losses on investments	(1,220,028)	234,701
Dividends, interest and rents from investments	(261,502)	(211,551)
Assets acquired	-	-
(Increase)/ decrease in stocks	25	(6,984)
(Increase) in debtors	(157,894)	(3,038)
Increase/(decrease) in creditors	(1,506,801)	601,716
Net cash used in operating activities	(1,984,564)	(252,145)

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash in hand	387,629	727,250
Investment cash accounts	74,684	523,667
	462,313	1,250,917

20. RECONCILIATION OF NET DEBT

	At 1 October 2020 £	Cashflow £	At 30 September 2021 £
Cash in hand and at bank	1,250,917	(788,604)	462,313
	1,250,917	(788,604)	462,313

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21. PENSION COMMITMENTS

The Company contributes to personal pension plans. The assets of those plans are held separately from those of the Company in independently administered funds. Contributions totalling £3,037 (2020: £3,601) were payable to the plans at the balance sheet date and are included in creditors.

22. OPERATING LEASE COMMITMENTS

At 30 September 2021 the total of the Group's future minimum lease payments under non-cancellable operating leases was:

	2021 £	2020 £
Amounts payable:		
Within 1 year	1,368	1,368
Between 1 and 5 years	-	1,368
	<u>1,368</u>	<u>2,736</u>

Operating lease payments recognised during the year as an expense totalled £1,368 (2020: £1,368).

23. RELATED PARTY TRANSACTIONS

There are two related party transactions of note:

- At the period end £1 is owed to North West Cancer Research Trading Ltd. (formerly Clatterbridge Cancer Research Ltd.), the subsidiary company.
- A member of the Board of Trustees, Stephen Claus, is also a Partner of Brabners, the solicitors used by the Charity for many years. During the year the Charity used Brabners for legal services and advice on legacies and constitutional matters. The Charity was invoiced and paid £8,249 (2020: £8,129) for these services. There was no payment for Trustee services.

