

FORCE CANCER CHARITY

England & Wales - Charity number 1140676

Details

Other names FORCE

Status Registered

Legal form Charitable company

Company number [07529991](#)

Registered 2011-03-03

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: THE CHARITY'S OBJECTS ARE TO RELIEVE THE NEED OF THOSE WITHIN DEVON AND THE COUNTIES THAT BORDER IT WHOSE LIVES HAVE BEEN AFFECTED DIRECTLY OR INDIRECTLY BY CANCER IN PARTICULAR, BUT WITHOUT LIMITATION, BY:A) THE PROVISION OF SUPPORT SERVICES;B) THE PROVISION OF EQUIPMENT FOR THE DIAGNOSIS AND TREATMENT OF CANCER AND FOR THE IMPROVEMENT OF PATIENT COMFORT;C) THE PROVISION OF TRAINING TO PROFESSIONALS TO ADVANCE PATIENT CARE OR RESEARCH; ANDD) THE PROMOTION AND FUNDING OF RESEARCH INTO THE CAUSES AND TREATMENT OF CANCER.

Activities: FORCE Cancer Charity is based in the Westcountry and is dedicated to assisting local people affected by cancer. The charity provides patient support at our purpose built centre, supports innovation, funds a local research programme and purchases "state of the art" equipment for local cancer treatment centres.The charity was established in 1987 (reg charity no 29688) but incorporated in 2011.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** DEVON AND THE COUNTIES THAT BORDER IT
- Cornwall
- Devon
- Dorset
- Somerset

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,622,635	£1,718,607	£1,708,243	33
2024-03-31	£1,150,445	£1,317,759	£1,805,049	33
2023-03-31	£1,867,909	£1,274,707	£1,949,221	27
2022-03-31	£1,032,638	£1,305,127	£1,356,019	29
2021-03-31	£1,242,353	£1,377,358	£1,608,827	32

Trustees

Name	Role	Appointed
Dr JENNIFER LOUISE FORREST	Chair	2013-07-16
Dr Amy Victoria Hancock		2024-05-21
Dr Katherine Mary Scatchard		2026-05-19
Dr Nigel Acheson		2024-08-12
Dr Rosie Jane Mew		2023-02-13
Dr Sally Kidner		2016-04-25
Francis Andre Malcolm Cook		2020-07-14
Glynis Mary Atherton		2023-02-13
James Voisey Nye		2025-06-03
Louise Victoria Mayor		2017-09-19
Marcus Worthington		2023-05-16
Nicola Yvonne Godfrey		2026-05-19

FORCE CANCER CHARITY

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Accounts



“I am so grateful for all the support FORCE has given me. I couldn't have asked for more from this oasis in the hospital grounds.”

FORCE Cancer Charity

(a company limited by guarantee)
Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2025
Company registered number 07529991



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Chair's Report

I am proud to present our latest annual report for the period 2024-25 covering what was a milestone year for FORCE Cancer Charity. We marked 20 years since the FORCE Cancer Support and Information Centre (the FORCE Centre) was first opened and saw a change of leadership.

Celebrating 20 years of personalised support

We took time to mark the 20th anniversary of the opening of the FORCE Centre in Exeter in September 2024 with an Open Day. It was a fantastic occasion that brought together many people who have made the FORCE Centre and services what they are today. It was a reminder of all that FORCE has achieved and how much personalised face to face support continues to be needed by cancer patients and their families.

Expanding services to meet growing demand

It is the reality that one in two people will receive a cancer diagnosis in their lifetime and more and more people are experiencing longer life expectancy, some with cancers that are treatable but not curable. FORCE has been responding to the growing demand and expanding services. As demonstrated in the "Delivering our strategic ambitions" section of the Trustees' Annual Report below, in 2024-25 we have had a significant rise in activity across almost all of our core services. We have had an overall increase of visitors to FORCE of 8% and in our Outreach centres appointments grew by 28% in 2024-25. Our support and education group appointments grew by a huge 51%. These include groups such as: Moving Forward after cancer, Mindfulness, Relaxation and Anxiety Management and Non-curable cancer support groups. In addition, we provided 30% more complementary therapy appointments, 20% more physio exercise groups and 19% more counselling appointments to meet the growing need. Although enquiries to the Information Services team have increased only slightly this year, the nature of the requests is noticeably more complex.

We have continued to deliver support closer to home and where they have been needed most in our Outreach centres in Ottery St Mary, Okehampton and Tiverton. We know that these centres make an incredible difference reducing travel-related stress and costs for rural patients. We are grateful to the National Lottery Community Fund (NLCF) for funding these services over the past 3 years as we have been able to continue to provide and grow counselling, complementary therapies, physiotherapy and benefits advice (via our partnership with Citizens Advice) closer to home.

We have made great progress in bridging our funding gap in 2024-25 although a sustained focus will be needed as we see future costs and demand for support rising. Fundraising income grew by 54% in 2024-25 with amazing successes, particularly with The Great West Run and The Nello. We also had an increase in donations and a good year for legacies, although we know legacy income fluctuates annually. Thank you to everyone who has supported FORCE in 2024-25 – we are truly grateful to you all.

FORCE saw a change in leadership in October 2024 as Meriel Fishwick, who had led FORCE for 34 years, retired. It was with a deep gratitude that we said goodbye. Along with my personal thanks, the Trustees are deeply grateful to Meriel for the incredible difference she made to FORCE as she led the charity through decades of development, challenge and progress to what we have today. A new chapter began as we welcomed Kate Few-Singh as our new CEO. Kate was able to work alongside Meriel for a month or so and then take over the role. With more than 20 years of experience in the healthcare charity sector, she has brought her own energy and slotted in well with the teams. Kate has focused on listening to and learning from everyone involved in FORCE, working with the team to deliver the charity's priorities and looking to the future.

Dr Anne Hong has now stood down as a trustee after an incredible service of more than 30 years. I'd like to offer my personal thanks to Anne for her significant contribution to FORCE as chair and trustee. She will continue to be involved with FORCE as a Role Specific Volunteer. We are also delighted to welcome Mr James Nye to the board as a new trustee. He has experience of FORCE and brings a wide range of leadership skills, having last worked as Deputy Chief Constable for Devon and Cornwall Police and has previously been chair of Active Devon.

We are grateful to all the staff, volunteers, trustees and supporters for their continued support, allowing us to continue developing and providing services for the benefit of patients and their families. Thank you.

Finally, YOUR VOICE MATTERS, so please continue to share your experiences of FORCE to help us improve and serve to the best of our ability, to meet your needs in the way you need us to, whenever and wherever you are.



Dr Jenny Forrest
Chair of Trustees of FORCE

CEO's Report

Over my first year as CEO, I have taken the time to listen to and get to know everyone involved in FORCE and, importantly, meet patients and their families where possible. The feedback I have received from everyone I have met has been how their experience of FORCE has been extremely positive. Patients and families have said that they have felt supported, listened to, cared for and relief that they have had access to advice, counselling, exercise, financial support, complementary therapies or groups, which have all been of huge benefit during an incredibly difficult period of their lives. Moving forward, we aim to maintain the warm welcome, personalised, innovative and collaborative approach that makes FORCE unique and the care and support so exceptional.

We are operating within an increasingly difficult external climate. With an aging population in Devon (above the UK average), we are seeing higher than average cancer diagnoses, a trend which is expected to continue over the next 10 years. Approximate projections show incidence in Devon increasing by around 8-10% by 2030 and by around 17-20% by 2035¹. There is a positive aspect with more people expected to live longer than ever before with their cancer, but it inevitably adds pressure to services as higher numbers of patients and their families need our support for longer periods than we have seen before.

Working so closely with the RDUH, we feel and see the pressures that the NHS is under – it impacts our patients and their families and hospital staff. Working closely in partnership, we support each other where feasible, for example offering peer support to NHS staff, offering space for patient information days and putting on education and training days to name a few. Our staff regularly visit patients in hospital, which has been of huge benefit to get early support and advice as well as access to our services where needed.

The economic situation and cost-of-living crisis over the past few years has had a lasting impact on many charities and we have seen local charities that we work closely with cutting back, reducing their services or sadly shutting down. This has also added pressure to our resources, which again we see directly.

We conducted a review of our outreach services at the end of 2024, before the end of National Lottery Community Fund (NLCF) grant funding in September 2025, assessing how the services were working and ahead of seeking further funding. FORCE agreed to continuing outreach services, given the positive impact it has for patients. The feedback from patients and their families was overwhelmingly positive and demonstrated the positive impact and benefit that these services have in Okehampton, Tiverton and Ottery St Mary. Without them, more people would struggle to access support and would need the help of other care providers.

“It works out expensive to regularly travel to and from the RD&E, I don't have a great income, I'm living off my savings so I'm constantly watching the pennies. On a good day it's a 40-minute journey from home to the entrance of RD&E, on a bad day when the A30 is busy it can take 1 hour and forty minutes, which it has numerous times this year. It can take you another 40 minutes to find a parking space, the overall travel experience can be very stressful especially when trying to meet a deadline like a consultant appointment or treatment. Therefore, to have a facility locally eliminates that stress making the hospital treatment/visit less stressful and more enjoyable, whereby I'm sure the experience must be of greater benefit to all.”

¹ Source: Business Cases & Planning, Peninsula Cancer Alliance (PCA) 2024

“As I am a carer it is much more difficult for me to go into Exeter and have to leave my partner alone or pay a carer to be with them. Going to Ottery was a Godsend. Also it was so much easier to ask friends for a lift to Ottery than the hassle of going into Exeter.”

“I can walk to the Okehampton service whereas if I need to drive or take public transport to Exeter, it is a 60-mile round trip or 3 hours by public transport.”

We are grateful to all donors, funders and the NLCF for their funding of our outreach services.

Innovating to better support our patients

During 2024-25 we introduced several well-received new initiatives to ensure our support remains relevant and impactful:

- Developing a new relaxation and anxiety management programme
- Offering monthly support groups for people with non-curable cancer, following feedback from a successful pilot
- Launching a pre-loved wig service to help ease the financial strain of hair loss treatments, an often overlooked but deeply personal aspect of cancer care.
- Offering a new Pilates programme to support physical wellbeing
- Proactive follow-up calls for patients waiting longer than four weeks, offering emotional reassurance
- Development of a new assessment and impact monitoring system to better understand and improve patient outcomes

I am heartened to see a more positive year-end for 2024-25 than the budget predicted (reported deficit of £97k compared with a budgeted deficit of £317k). We are grateful to everyone who donated and funded FORCE in this financial year. Also, we are grateful to every person who left a gift in their will. We know that this made a huge difference to our income and helped us to support many more individuals.

It has been an honour and a pleasure to become a part of FORCE and build on the remarkable legacy left by Meriel Fishwick. My sincere thanks go to her and everyone involved in FORCE – staff, volunteers, trustees, partners, Vice Patrons, Friends of Force groups, funders and supporters who help us continue to provide the care and support cancer patients in Devon need. Your dedication, commitment and determination to ensure FORCE is there for everyone in their time of need is truly appreciated and valued.

Warmest wishes,



Kate Few-Singh
CEO of FORCE

Trustees' Report

The Trustees / Directors of FORCE Cancer Charity are pleased to present their report and the financial statements of the Charity for the year ended 31 March 2025.

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 (FRS102) (effective 1 January 2019).

Objectives and activities

FORCE is a West Country cancer charity, working locally to support anyone affected by cancer. FORCE provides free patient support and advice, makes grants to fund local cancer research projects, purchases equipment and invests in education and other innovative projects for the improvement of patient care.

The Trustees have referred to the guidance provided by the Charity Commission on public benefit. They are satisfied that the aims, objectives and activities of the Charity meet with the terms of this guidance.

Our new Strategic Vision for 2024-27 sets out our Vision, Mission and Values which inform all that we do and how we work:



Throughout the year FORCE has continued to provide support and advice to local people affected by cancer through the fulfilment of our **STRATEGIC AMBITIONS**.



SUPPORT AND WELLBEING

Provide a range of flexible and personalised support services to meet the needs of those affected by cancer in Devon and improve their wellbeing.



INNOVATION

Fund research and innovation to improve cancer treatment and care.



PEOPLE

Invest in our people to retain a motivated and engaged workforce with the skills and capacity to deliver our plan.



SUSTAINABILITY

Develop income generation, digital transformation, ensure strong financial management and governance.



Delivering our strategic ambitions



Support and wellbeing

Provide a range of flexible and personalised support services to meet the needs of those affected by cancer in Devon and improve their wellbeing.

FORCE offers a wide range of non-clinical services to anyone affected by cancer in the Exeter and Devon area. We recognise that each individual will be facing unique circumstances with their own range of experience, skills and knowledge. We offer cancer patients and their families and supporters a personalised package of support that will aid them during a challenging time, and beyond.

“I am so grateful for all the support FORCE has given me. It definitely helped me in my emotional recovery. I found that when I visited the centre I was met with understanding and calm at a very traumatic time in my life. I was also able to access the relaxation classes, the yoga classes, the art classes, and have massages. The FORCE nurse supported me throughout my diagnosis and recovery and was amazing. I really couldn't have asked for more from this oasis in the hospital grounds. I know it is a small amount, but it comes with a big heart of thankfulness and appreciation for all that you do.”

Celebrating decades of offering support...

In September 2024, we were delighted to celebrate the 20th anniversary of the opening of the FORCE Cancer Support and Information Centre (the FORCE Centre) based on the Royal Devon University Healthcare NHS Foundation Trust (RDUH)'s Exeter site. The FORCE centre was built based on the idea that a specialist non-clinical support centre was needed that felt warm, welcoming, open and light to those local people who had been affected by cancer. We celebrated the 20th anniversary with an Open Day for many of the original and current supporters, patients and service users, RDUH clinical teams, volunteers and staff whose passion, commitment and determination led to the monies being raised for the FORCE Centre to be built and for us to have the beautiful space we have today.

At the same time, it gave everyone attending an opportunity to celebrate the incredible achievements and commitment of our Chief Executive Officer, Meriel Fishwick, who was retiring at the end of October 2024. Meriel was fundamental in keeping everyone focused on the needs of our current and potential service users, and for setting and holding the ethos of 'patients first', that we needed to keep 'the human touch' at the very heart of our service design, delivery and development.

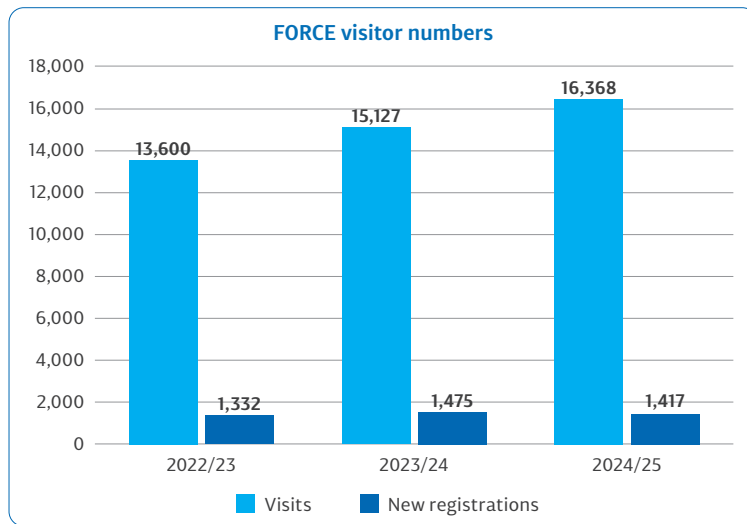
... continuing to listen and respond to what our patients and their families need...

In that spirit, we have sought to listen further to cancer patients and their families over the year, exploring with them what would really help them with the challenges they face: limited face-to-face support; waiting lists for treatment; difficulties in accessing support for those living in more rural locations; and the physical, emotional, mental and financial challenges of living longer but with a number of health conditions. While the numbers of people who will be affected by cancer continue to grow, the development of new medical

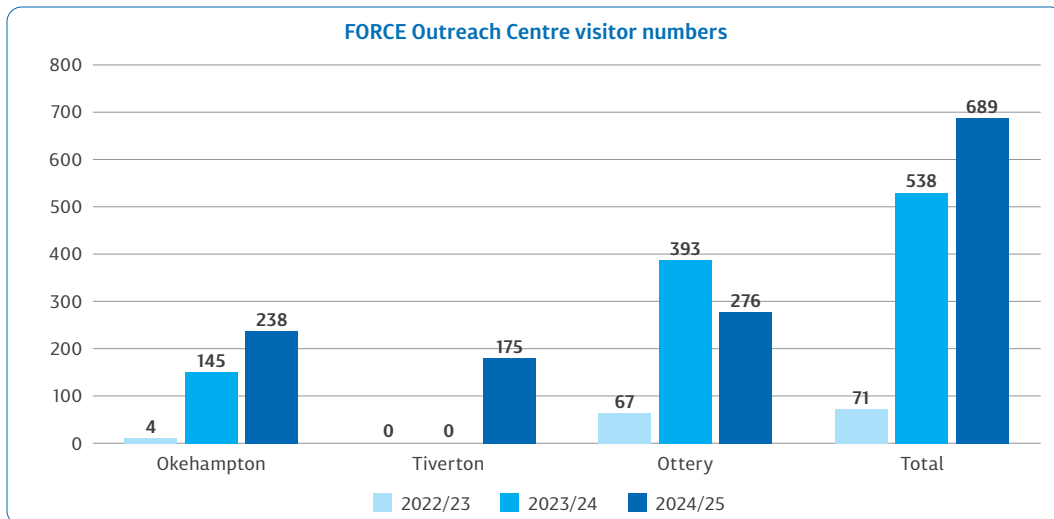
treatments such as immunotherapy offer hope to some. At the same time, unexpected side-effects, uncertainty around the progression of the treatments and other charities' reduction of services mean that cancer patients and their families need our support more than ever.

Visitor numbers for 2024/25

Visitor numbers continued to increase during 2024/25, with an increase of around 7.6% compared to the previous year. New registrations were broadly flat, suggesting that our service users may on average be taking up more of a range of services than in the past.

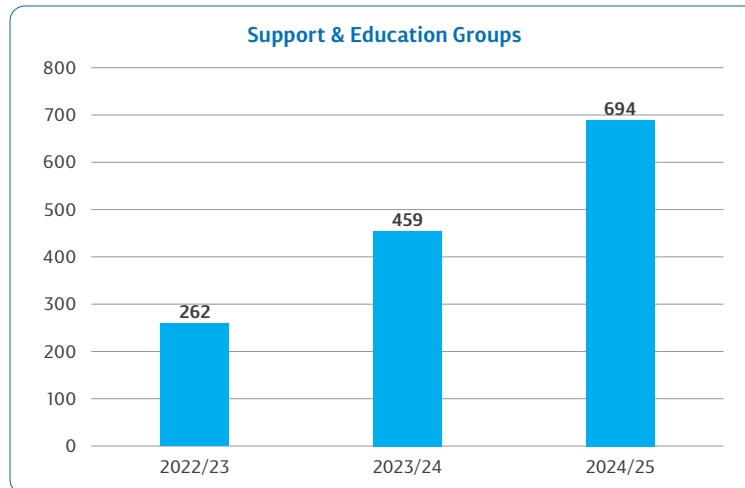


Visitor numbers for the outreach centres in Tiverton, Okehampton and Ottery St Mary reflect the opening of our new Tiverton outreach centre from May 2024, while the Ottery figures reflect a reduction in visitor numbers due to some staff absences in early 2025:



Key developments in the personalised support that we offer are:

We managed to deliver an increased number of appointments across almost all our services. Compared to the previous year, we delivered around 30% more complementary therapy appointments; around 19% more counselling appointments; and 8% more physiotherapy appointments. Most strikingly, we continued to expand our support and education group programme, with 51% more places taken up in one of our professional-led support, education and skills-building groups: Moving Forward After Cancer; Relaxation and Anxiety Management; Mindfulness and our non-curable cancer support groups.



We established a new outreach service at Tiverton hospital in May 2024. We have heard how difficult it can be for people who live outside of Exeter to drive to their appointments, or to access FORCE services. They face the practical and financial challenges of petrol and parking, on top of the challenge to their energy levels of driving a long way or taking public transport. We are delighted to be offering counselling; complementary therapies; a Macmillan-funded benefits service provided by the Citizens Advice Bureau; and physiotherapy appointments in a more convenient location.

We introduced a new, more affordable, pre-loved wigs service to meet the needs of people who have been affected by hair loss through cancer treatment. The service was set up with the aim of offering a wide selection of wigs without the high price tag of a new wig. We have been grateful for the generosity of so many people who had bought wigs in the past but wished to donate them to FORCE for use in the future by others who might need them. We delivered 67 appointments over the year and started to plan to increase the number of appointments we offer. The following quote exemplifies the feedback we have received about the pre-loved wig service:

“Amazing service – friendly – and it really gave me the confidence boost I needed. It made me feel like me again.”

We have continued to work on increasing our reach and accessibility:

- Trialled early-evening opening at our FORCE Centre over Autumn 2024
- Members of our team represented FORCE at the Exeter Respect festival in June 2024
- We undertook first-stage planning work in a partnership led by the University of Exeter and alongside Inclusive Exeter and the RCCG Church in Exeter. The partnership will put on a series of public engagement events in 2025/26 to listen to and understand the experience and understanding of cancer in a range of different local communities, and to explore the barriers to members of those communities receiving support.
- We improved our communications with the establishment of a notice board and specific communications materials devoted to inclusion and accessibility.
- Working with a local artist, we offered ‘coffee and chat’ sessions for LGBTQIA+ service users in the FORCE Centre and at the LGBTQIA+ charity, The Intercom Trust.

Psychological and Emotional Support



“..you supported her throughout the years of her illness, and you were without a shadow of doubt her strength and comfort, helping her to face her cancer with courage... I think of you so often and will be eternally grateful to you for the superb manner in which you guided her through the grim prospect of her life being cut short with much pain and suffering, which she kept mostly to herself.”

The team consists of nine part-time oncology support specialists and one part-time clinical psychologist, whose role is joint funded by the RDUH and FORCE. In the 2024/25 financial year, there have been:

- More than 3600 individual interventions in either groups or individual sessions delivered by our Oncology Support Specialist team
- 10 hours per month attending the Yeo ward at RDUH to offer support to patients on the wards and advice and support to the professional teams there
- 96 appointments between April and December 2024 with our clinical psychologist (with a planned absence between January and March 2025)
- Clearer support and information for people on the waiting list, with more proactive follow-up calls for people waiting for appointments longer than 4 weeks
- Significant improvement in the referral and signposting process to outside agencies, including along mental health pathways
- Significant research and development into a new assessment, evaluation and impact monitoring system

As part of our efforts to collaborate with colleagues and partners across the sector, we continued to participate in a Macmillan-funded project to scope psycho-oncology provision across the South West peninsula. The project has already developed a data tool that will help us to track where the gaps are in our service provision locally.

Our team of oncology support specialists continued to offer support to colleagues and patients in the RDUH Exeter Trust on the wards and in the FORCE Centre. The team delivered reflective practice sessions for our Clinical Nurse Specialist and Cancer Support Worker colleagues over the year and offered direct support to patients and staff on the wards in the hospital. In 2024/25 our team members participated for the first time in pre-hab clinics for haematology patients.

“Mindfulness is an amazing offering. Paul was great, put everyone at ease, the content was easy to follow, and I learnt a great deal.”



We continued to offer our mindfulness programmes, offering a five-week course three times over the year. The aim of the course is to support people affected by cancer to learn to become more aware of their emotional and mental responses to their experience, building their sense of resilience.

Group programmes

We increased our support group offering for people with non-curable cancer. Following the establishment of a bi-monthly support group for people living with non-curable cancer, we sought feedback from the group on the support they received. This led to the team increasing the frequency of the group meetings so that it meets monthly, offering opportunities to explore how to make the most of life; share experiences, tips and information; and facilitate groups to establish friendships and to set up peer support both inside and outside of the sessions. Following outstanding feedback on the pilot retreat day for people living with non-curable cancer in October 2023, the team went on to deliver the second and third retreat days at Buckfast Abbey.

We developed a weekly 'Relaxation and Anxiety Management' (RAM) programme that covered a range of approaches to managing stress and anxiety, and that has received excellent feedback. We often hear that anxiety is a major issue for people affected by cancer. It can relate to a whole range of situations, including the progression of physical symptoms, the uncertainty of treatment and the future, money and work, and how to manage relationships. We also recognised that being on a waiting list for counselling and other services can be challenging and wanted to offer a service that could be accessed within a few weeks of talking to the team at FORCE. Patients and families took up 240 places in the RAM programme over the year.

Our 'Get Active with FORCE' exercise groups, co-ordinated and led by our physiotherapy team, offered valuable opportunities for physical rehabilitation in community, FORCE and online settings.

In 2024/25 the numbers accessing our exercise groups increased by 19.6%, with significant increases in the number of people accessing our yoga and Pilates programmes too. One of the significant benefits of the group is the social support that is offered informally.

"There is a great balance of exercises and information, and the group talks throughout are so great for chatting through shared experiences. Thank you so much!"



Offering information and support

“Can I please send you all a huge thanks for yesterday when I brought my sister-in-law in to see you with regards to getting help and support re her secondary cancer diagnosis. Your care and compassion shown was most humbling and very much appreciated by me, also under the cancer umbrella as well. We look forward to seeing you again. Thank you.”



The Information Services team continued to meet a high measure of demand for services via advice, support and appointments at the FORCE Centre, by phone and on the wards at the RDUH.

Over the year, the team continued to develop their links with staff in the acute trust, through a mix of student placements, inductions for new staff members, newsletters that are sent to the Cancer Nurse Specialist (CNS) team and attendance at the regular CNS meetings. The team also reviewed and redesigned our communications via the notice boards at the acute trust.

Supporting physical health and rehabilitation

In addition to the group exercise classes that the team offers, our two physiotherapists delivered 556 assessment sessions in 2024/25, an increase of 8% on the year before. The assessment sessions offer the opportunity for personalised advice and support around how to keep active for cancer patients.

The team set up a Clinical Interest Group for physiotherapists and exercise professionals in the South West, offering an opportunity for inspiring discussions, innovation and sharing best practice

Over the year, the team piloted and established a new Pilates programme in addition to the existing yoga class and continued to offer online exercise classes for those people who found it more convenient to exercise from home.

“You have helped me on the road to recovery and I cannot thank you both enough!”

Delivering individual and group complementary therapies

“First session I was very upset, tearful and stressed, with an early diagnosis of cervical cancer. By the end of the reflexology session, I felt as if a huge weight had been lifted from me – energy and positive thoughts prevailed; not only as a direct result of foot massage/treatment but by the total kindness and support received from Marie-Anne during all our sessions. Thank you to all at FORCE for your support during a very traumatic and vulnerable time. Complementary therapy helps, gives you the strength and positivity needed to think yourself better and confident to get through the cancer treatments.”

The team has been busy this year, expanding the number of individual sessions offered both at the FORCE Centre in Exeter and in our outreach locations by 30%. We have continued to offer group acupuncture sessions to people affected by hot flushes induced by their treatment, and to those who have referrals from the Head and Neck team. In 2024/25, the service delivered 640 sessions, an increase of 30% compared to the previous year. It continues to receive wonderful feedback on the effects of the sessions, supporting both patients, as reflected in these comments:

"Today I completed my sixth and final course of Acupuncture with Cath. I am recovering from throat cancer and recommend to attend. I was sceptical but the transformation has been remarkable. I was at a real low struggling to eat for a number of months and lost over 20% of my weight which I cannot afford being slight in build. I soon saw a vast improvement and now weigh just over 4kgs more than when the acupuncture started. Cath has been absolutely amazing and all on the course have greatly benefited meeting her and each other. We all agreed not only has the treatment helped but meeting each other in such a great atmosphere has done wonders for our mental health and wellbeing. Thank you so much."

Financial support

FORCE continued to host a benefits service, over the year supporting 296 people who may face significant financial difficulties as a result of their cancer diagnosis.

... and working with local, regional and national partners to deliver the best possible outcomes with the most effective use of our resources.

Working with partners

Working collaboratively with other organisations and sharing skills and knowledge is one of our core values and is another key element of ensuring appropriate services are delivered to our beneficiaries. Our aim is to share our unique support model where appropriate and learn from best practice in other organisations – both local and national. Partnership working can also have the benefit of a stronger united voice.

The key to good collaboration and partnerships is building strong relationships. FORCE has long-standing relationships with local charities such as **Hospiscare** and **ELF**. We work together to support patients where appropriate and consider opportunities to share resources where appropriate.

FORCE continues to invest in a strong interface with our main partner, the **Royal Devon University Healthcare NHS Foundation Trust (RDUH)**. Our Oncology Support Specialist Team has continued to provide reflective practice sessions to support nurses in the oncology, haematology and palliative care departments over the year. New members of hospital staff in Cancer Services routinely visit the FORCE Centre as part of their induction programme, creating awareness of the range of high-quality support available and enabling them to understand more clearly what is on offer to their patients.

We collaborated with other cancer centres on projects including the scoping of regional psycho-oncological services. Team members visited a number of cancer centres in the region, including the Fern Centre in North Devon, The Lodge in Torbay and the Mustard Tree in Plymouth, with the aim of learning about new initiatives, developing peer support and sharing our model of services.

Our partnership with Citizens Advice (CA) has continued to flourish. FORCE offers the venue and publicity for their benefits service, with CA offering their experienced and knowledgeable team to deliver appointments at the FORCE Centre in Exeter and at our outreach centres in Tiverton, Okehampton and Ottery St Mary.

Our partnerships with other public, private, voluntary and community organisations at a local and national level, enhance the services we are able to deliver to our beneficiaries.

- Active Devon
- Axminster and Lyme Cancer Support
- Balloons
- Brain Tumour Support
- Citizens Advice
- Macmillan Cancer Support
- Community hospitals
- Exeter University Medical School
- Look Good Feel Better
- Little Princess Trust, Natural Images and Browns
- Teenage Cancer Trust
- Westbank Community Centre



Innovation

Fund research and innovation to improve cancer treatment and care.

FORCE continues to fund research, equipment, education and other innovative projects and during the year invested a total of £35.5k (2024: £23.5k). Funding included the purchase of a Thompson Retractor at a cost of £30.5k. This equipment allows lifesaving surgery for patients with ovarian cancer to take place in Exeter where patients previously had to travel to London. This funding is from restricted/designated funds.

During the year, the Trustees also made a commitment to fund £25,000 to kick start an appeal to raise £650k to purchase 3 surface guided radiotherapy systems for use with existing radiotherapy machines.



Our people

Invest in our people to retain a motivated and engaged workforce with skills and capacity to deliver our plan.

Our people are pivotal to all we do here at FORCE. From the people who walk through the door seeking help and support to those who are here to meet them; from our fundraisers and supporters to those who provide governance and financial stewardship.

We continue to invest in our people to retain a motivated and engaged workforce with the skills and capacity to support our strategic ambitions. The wellbeing and ongoing training of our staff and volunteers is key to encouraging people to bring their best to the Charity. Peer support and supervision has been invaluable, particularly with the increasing emotional demands of the work. We continue to assess training needs regularly and through the PDR process to ensure that staff and volunteers have the skills and knowledge needed to provide and develop services of the highest quality.

The strategic planning process involved staff, volunteers and stakeholders through a questionnaire and engagement events. The investment and commitment of all those involved with the Charity creates an open and inclusive culture which has been vital in informing the future direction of FORCE.

Our Chair of Trustees, Jenny Forrest, is supported by a mix of relatively new Trustees as well as those who have a longer history with the Charity and its ethos. The reinvigorated Operational Management Team has really embedded over the last year and is well placed to take our new strategy forward. Staff numbers have increased again during the year and FORCE now employs 33 members of staff as well as 2 staff employed through the NHS Professionals staff bank and 12 contractors.

Our CEO, Meriel Fishwick retired at the end of October 2024 having spent 34 years with the Charity in a variety of roles. Following an open and robust recruitment process, the Trustees were delighted to appoint Kate Few-Singh who joined FORCE in September 2024.

FORCE Volunteers

Volunteers are a vital and integral part of the FORCE team. Since April 2024 we have welcomed 23 support service volunteers which makes a total of 120 volunteers regularly supporting FORCE across the organisation, 32 Friends of FORCE group members and more than 100 event volunteers.

Our Role Specific Volunteer programme continues to expand, and it is making a real difference to the different ways we can support patients and carers. Examples of this are our support and education programmes, both in Exeter and outreach locations and, our recently launched pre-loved wig service. We have two volunteers who have received specialist training to enable them to take the lead on wig fittings/appointments, as well as overseeing the service with a member of staff.

The chemotherapy nurses continue to be supported by FORCE volunteers at Ottery St Mary Community Hospital where we have a team of 25 volunteers (covering 5 days a week) and on Cherrybrook ward at the RDUH. At Okehampton Hospital each Wednesday we have a team of 10 volunteers to oversee the FORCE services there, and at Tiverton Hospital on Mondays we have a team of 6 volunteers. Our volunteers are a huge help and welcome patients as well as providing refreshments to those having treatment.

The outside space at the FORCE Centre is looking great thanks to a fantastic team of gardeners. From time to time, they receive additional help from corporate days where companies release their staff to spend time working in the FORCE garden. Our patients and visitors enjoy having this lovely space to relax in between appointments either here or at the hospital, as well as their relatives who prefer to wait at FORCE.



Sustainability

Develop income generation, digital transformation, ensure strong financial management and governance.

A strong organisational structure provides the necessary framework to develop a sustainable future for the Charity. Our strategy recognises the importance of continuing to develop a robust infrastructure:

Income Generation

Making sure we have diverse and sustainable income streams has always been the backbone of our strategic vision and the team has continued to implement income generation plans commissioned in 2022/23. Olly Watts stepped down as Head of Income Generation in April 2025 with Rachael Bryett joining to lead the team through the next stage of our development. Relationships with our supporters remain crucial and the team has continued to develop and nurture existing and new links. During the year, a new partnership was established with the Great West Run and a 3-year agreement has been entered into, with

FORCE the main charity partner for 2025-2027 which offers a fantastic opportunity. We are reviewing how best to support our Friends of FORCE (FoF) groups in the community and looking at ways to develop the groups for the future.

Digital transformation

Robust systems and investment in IT infrastructure and cyber security, are an important element of sustainability plans. The latest strategic planning process highlighted the need for external advice to help us to develop a digital strategy to ensure that our systems are fit for purpose and will meet future, increasing demands for data in a secure environment. This is a priority, and during the year a new IT partner was appointed to provide the range of expertise required for this extensive project.

As a first step, a digital strategy is under development to help prioritise investment in IT infrastructure to ensure that we use technology to help to streamline our systems and improve data collection, reporting and analysis. Cyber security remains a key risk faced by the Charity, and proportionate steps to address these risks continue to be a priority.

Financial management

Strong financial management has always been a corner stone of the Charity's operations. The Trustees delegate aspects of financial oversight to the Finance and Income Generation Committee (FIGC) with responsibility for day-to-day control delegated to the CFO. Together, they ensure a robust system of financial controls, careful cost control, reserves management and the presentation of regular financial information to aid Board monitoring and decision making. The Finance Team is working together to improve efficiency through digitalisation of processes and improvements to reporting and these aims are reflected in our future ambitions.

Governance

Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. The Trustee led Governance and Strategy Committee (G&SC) co-ordinates the increasingly complex compliance requirements faced by the Charity and reports to the full Board. In addition to legal and regulatory compliance, the G&SC seeks to give assurance to the full Board regarding health and safety, information governance, risk management and monitoring the quality of our services. It also assists in development of strategic aims, monitoring progress towards these objectives and in recruitment/development of the Board. The staff led Governance Action Party (GAP) was established in 2022, to ensure operational governance responsibilities are well managed across the various departments of the Charity. GAP reports to the Operational Management Team (OMT) which escalates relevant issues to the G&SC to ensure clarity of duties and avoid unnecessary duplication.

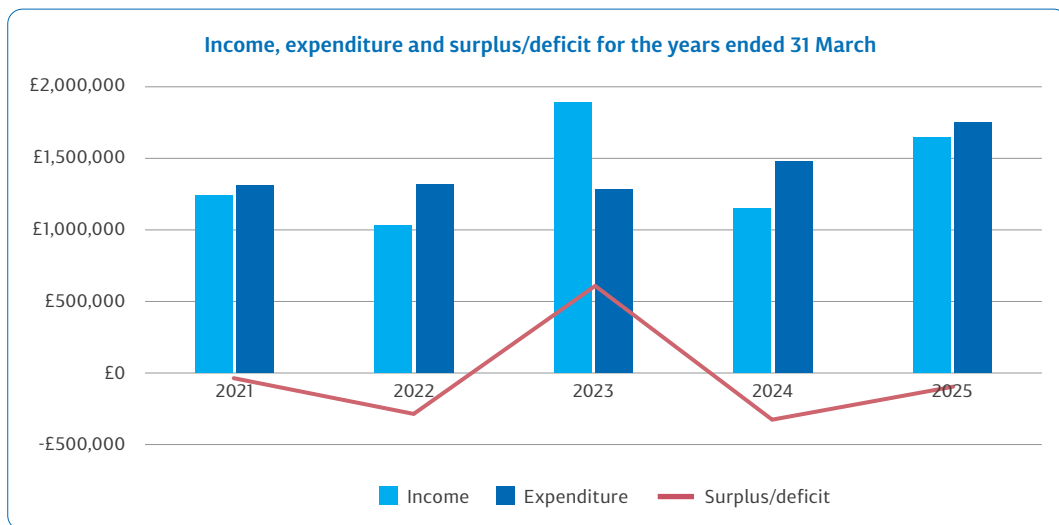
With many more people depending on our services, we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. Our model of service delivery continues to be developed and reviewed with the expansion of the use of role specific volunteers (RSVs) and evolution of support groups to adapt to patients' needs.

Financial review

Review of Transactions and Financial Position

The economic environment in which we operate has continued to pose financial challenges throughout 2024/25. This is reflected in the chart below, which provides an overview of the income, expenditure and resulting surpluses/ deficits (excluding investment gains/losses) reported over the last 5 years.

The chart demonstrates an underlying deficit as a result of the challenges in raising sufficient funds to cover the increasing cost of operating our services from the FORCE Centre and three outreach locations.

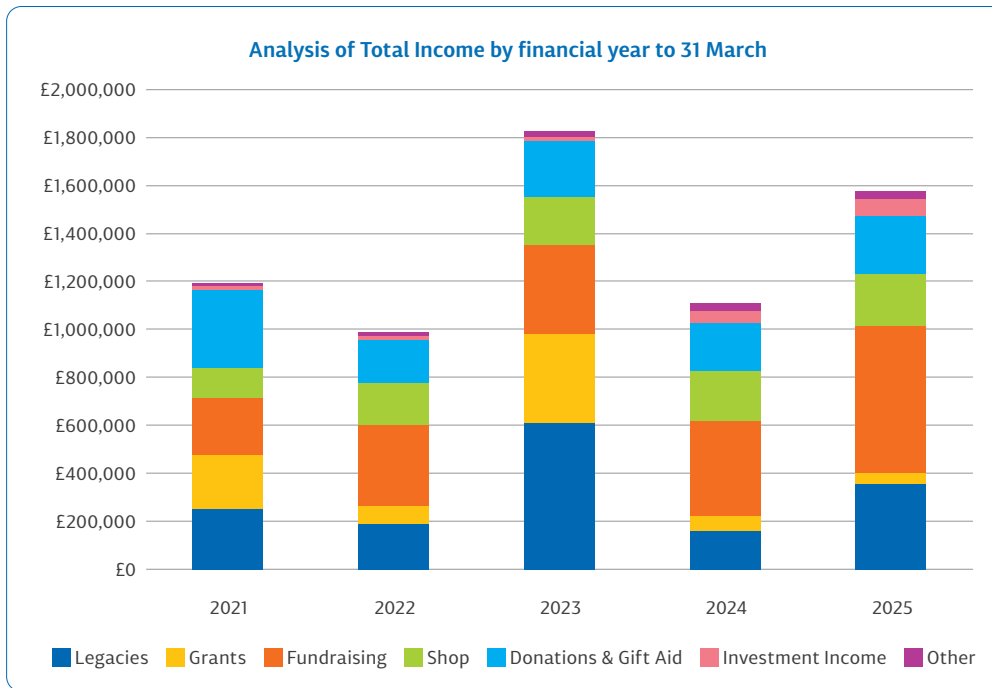


Key factors affecting this 5-year period can be summarised:

- The results for this reporting year to 31 March 2025 shows a reducing deficit which was only 1/3rd of the budgeted shortfall for the period. Despite increasing costs due to inflation and expansion of patient support and outreach services, income of £1,622k was 41% higher than 2023/24.
- As fully explained in the account for the year to 31 March 2024, the results were impacted by an unusual accounting entry relating to an exceptional salary credit note relating to Covid. This makes a direct comparison of the results for that period tricky but it was a year with particularly low legacy income and increasing costs as all three outreach locations were operational.
- A record surplus of just under £600k was recorded in the year ended 31 March 2023. Although almost £300k related to income received in later years (future grant income/legacies), the surplus helped to rebuild our reserves position and put us on a strong financial footing to re-establish our services to meet increasing demand in a sustainable way.
- A more significant deficit was reported in the year to 31 March 2022 than in 2021, due to an end to the emergency funding but on-going disruption to traditional income streams.
- Emergency Covid funding available during the year ended 31 March 2021, together with reduced costs due to restricted activities, resulted in only a small deficit that year.

How our income was generated

The following chart provides an analysis of key income streams over the past 5 years and emphasises the significant impact of fluctuations in legacy and grant income. It also demonstrates the recovery of core income from legacies, donations and fundraising during the year ended 31 March 2025. Further details on income for the current year are provided below.



As described within our strategic objectives, having a robust income generation plan is key to the sustainability of the Charity. Our main sources of income are voluntary donations/legacies and trading activities, including income from fundraising and our charity shop. We do not charge for our services and therefore income from charitable activities – from our coffee bar in the Oncology department, the sale of skin care products, wig products and scarves and a contribution for hosting university medical students - represents relatively small amounts received.

Recovery plans, developed post pandemic, are being implemented, including the development of new partnerships such as the Great West Run, and this has helped to increase fundraising income significantly during 2024/25 with reported income more than 50% higher than 2023/24. During 2024/25, a new Head of Income Generation has been appointed, and she will be working on updating and tailoring plans for the coming years. Further details are outlined in the **FUTURE PLANS** section below.

Donation, grant and legacy income

Due to the recognition of additional legacy and grant income in 2022/23, total voluntary income (including donations, legacies, grants and Gift Aid) fell from £1,238k in 2022/23 to £429k in 2023/24. This improved to £656k in 2024/25.

Grant and legacy income is less predictable than general donations and these income streams have been disclosed separately on the Statement of Financial Activities to demonstrate the hugely important impact that these often unanticipated amounts have on funds raised.

As the income chart demonstrates, legacy income can fluctuate significantly. In all but the year ended 31 March 2023, legacy income fell short of the budget level of £400k and this contributed to the reported deficits. Income for 2024/25 was £368k, compared with only £171k in 2023/24. However, the five-year average has now shifted from a more usual £400k to only £320k.

Grant income reported for the year was £50k, a little less than the £64k in 2023/24 due to increasing competition for grant funding.

Income from general donations and those given in memory of loved ones totalled £151k for the year. Approximately 50% of the gifts are for less than £10, showing the importance of every donation.

Gift Aid income of £87k was well above both budget and last year due primarily to increased fundraising income.

Work continues to rebuild sustainable income streams and the implementation of the income generation plans will continue as we strive to reach a balanced budget by the end of the next strategic planning cycle. As ever, our supporters are crucial to the success of this ambition.

Other trading activities

Trading activities principally represent income generated through fundraising and our charity shop.

Income from trading activities grew by £220k this year, returning to pre-pandemic levels. Fundraising activities increased by £222k (54%) through huge efforts from the team hosting in-house events and supporting community events held by our fantastic Friends of FORCE groups and other individuals/community groups. The world of fundraising is evolving and we can't thank everyone enough for their time, dedication and imagination to raising funds on our behalf.

Our shop team has worked incredibly hard to collect, sort, display and sell the fabulous, donated goods that we receive. In total they sold an incredible 97,000 items, raising £215k. Although we continue to identify suitable items to maintain an online presence, we prioritise offering a full range of items for sale to entice customers into our shop and save valuable time in listing and dispatching e-commerce sales. Retail Gift Aid of £15.7k was claimed, representing just under 25% of potentially Gift Aidable sales (2023/24: £13.8k, 28%). This further improvement in Gift Aid recovery reflects the success of implementing a restricted donation drop off window each day, allowing the team to ensure donations are Gift Aided wherever possible. Costs were £1k under budget, the shop reported an overall surplus of £14k for the year, which was £4k less than originally budgeted because income fell short of the increased budget by £5k (2023/24; surplus of £28k).

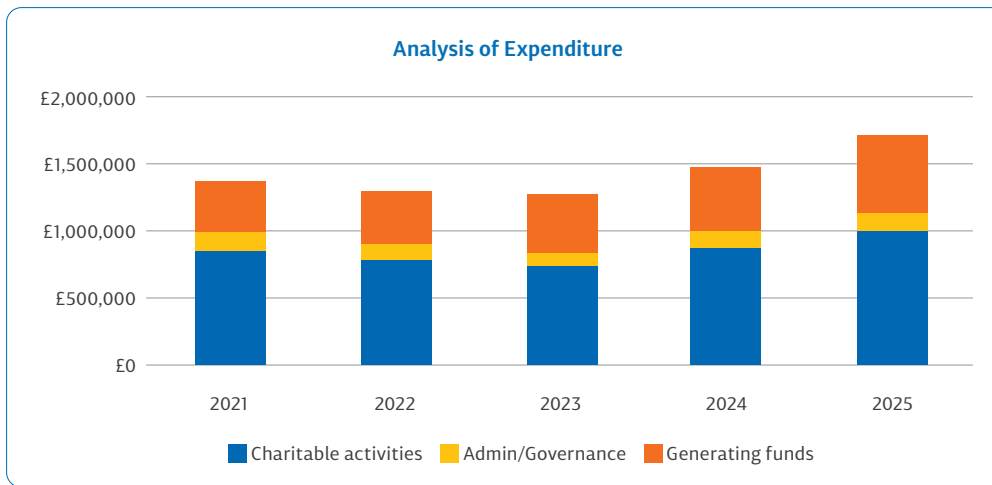
How our funds were spent

Total expenditure increased to £1,719k in 2024/25. The chart below shows the increase in costs over the last 5 years but the current year costs are only £50k more than those reported in 2019/20 before the pandemic when activity levels were similar to today. Costs increased from just under £1,481k (excluding the exceptional salary credit) in 2023/24 due to the reopening of all three outreach locations and the 5.5% Agenda for Change pay rise applicable to all NHS staff. Savings are made where possible and expenditure was still well within the £1,820k budget.

Spending on charitable activities was just over 67% of total expenditure for 2024/25. This includes spending on essential costs of governance and administration of the charity, which represents around 8% (2023/24: 9%) of total expenditure. The cost of generating income was 33% (2023/24: 32%) but this includes work to raise all income as described in more detail in note 8 to the accounts.

Details of specific charitable activities are described in the **DELIVERING OUR AIMS** section above.

Overall, the financial statements report a deficit of £97k, compared with a budgeted deficit of £317k and underlying deficit of £307k in 2023/24. This favourable outcome arises from higher fundraising income, together with savings in patient support and administration.



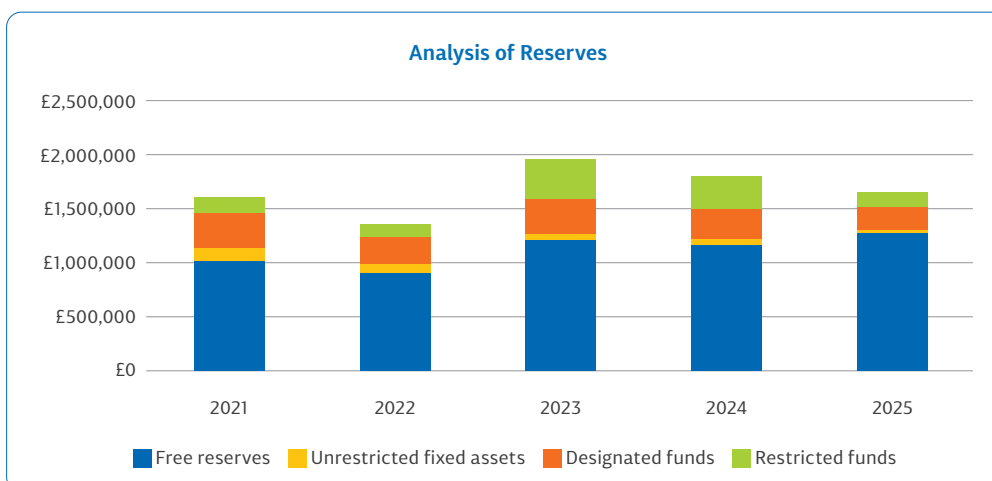
Reserves policy

Target reserves

As part of our risk management processes, the Trustees have reviewed the key risks, updated the risk register and assessed the potential financial impact. The cumulative impact of the pandemic, closely followed by the cost-of-living crisis, has emphasised the importance of holding reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar.

The Trustees consider that reserves are most likely to be required due to circumstances where associated risks could not be completely mitigated, and the financial impact is likely to have a negative effect on liquidity. In addition to covering unforeseen/emergency expenditure, the reserves will help to smooth peaks and troughs in income and offer funds to enable the Trustees to take advantage of opportunities that may arise to further serve our beneficiaries when circumstances allow. Because it is unlikely that all of the risks materialise and have a financial impact at one time, and it is difficult to estimate the potential cost of risks, it seems more appropriate to hold reserves within a range of values. As of 31 March 2025, the Trustees have undertaken a thorough review of risk (see below) but have assessed that a target range of free reserves of between £1.3m and £1.5m remains appropriate.

Actual reserves



With the reported deficit of £97k, the Charity's total reserves at 31 March 2025 have reduced to £1,708k (2024: £1,805k) (see Note 21 to the financial statements). Unrestricted funds were £1,562k compared with £1,504k at the end of last year. This includes designated funds of £200k (2024: £217k) (see Note 22), leaving total unrestricted reserves of £1,362k (2024: £1,287k).

As of 31 March 2025, our free reserves (unrestricted funds excluding tangible fixed assets) have increased from £1,199k to £1,289k, which is only £11k below the minimum target range. Free reserves include fixed asset investments as they can be liquidated at short notice, should additional cash flow be required. The Trustees continue to review activities, but forecasts indicate that it is unrealistic to expect to break even before the end of the current strategic planning cycle (2026/27). The forecast deficit reflects a realistic timeframe in which to implement income generation plans and manage cost increases. Reserves can support a period of deficit, but the situation will be actively monitored and everything possible done to secure additional funding to support the development of services to meet growing demand. Contingency plans are in place and are under constant review to ensure that the Charity remains sustainable as described in the **FUTURE PLANS** section below.

Investment Policy and Performance

Our investments are managed by RBC Brewin Dolphin. The portfolio generated dividend income of £7k and interest of £0.2k. Our investment values fell by £0.8k during the year due to international market turbulence during March 2025 (see Note 17 to the accounts). The net portfolio returns for the period were +2.02% (2024: +4.52%).

The majority of our reserves continue to be held in cash deposits. During 2023/24, the Trustees approved the opening of a pooled deposit account to facilitate more effective spreading of other cash balances and £300k was placed on the Insignis platform. This arrangement continues to work well and the further deposits have been transferred to the platform to take advantage of favourable interest rates and significantly reduced administration. In order to minimise the risk to capital, the Trustees aim to take advantage of the Financial Services Compensation Scheme and spread any potential risk as far as is practicable to reduce exposure to counterparty risk.

The investment policy will be reviewed on an annual basis and more frequently should the level of funds available for investment fluctuate significantly.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principal risks faced by the Charity. The potential impact of these key risks is assessed and appropriate steps to mitigate these risks are recorded. The Trustees are satisfied that our policies and procedures relating to the management of key operational and financial risks are appropriate and adequately mitigate exposure to major risks which have been identified.

The Charity takes risk management very seriously and has a structure in place to identify, assess and manage actual or potential threats. Although the Trustees take ultimate responsibility for risk management, they have delegated certain tasks to the Governance & Strategy Committee (G&SC), Operational Management Team (OMT) and the Governance Action Party (GAP). Risk is kept under constant review but if a particular risk is identified as part of our incident reporting procedures, it is highlighted to the GAP/OMT/G&SC/Trustees at the next scheduled meeting unless more urgent action is required. We continue to operate in an uncertain environment and the challenges encountered during the pandemic emphasised the importance of being able to adapt to change in a nimble way to address unexpected risks and uncertainties. The GAP continue to review and improve our risk management processes at an operational level and build organisational learning into our dynamic business continuity plan.

The following table highlights the current principal risks that have been identified by the Trustees, together with an overview of how they are being managed:

Potential risk	Potential impact	Steps to mitigate risk
Financial sustainability	The charity is currently operating a deficit budget which needs to be carefully managed to reach a sustainable position within a reasonable timeframe.	Financial position is monitored regularly by OMT, FIGC and Trustees.
Income Generation	Cost-of-living crisis impacting disposable income leading to reduction in giving.	Implementation of a review of fundraising activities to take advantage of opportunities identified for income generation/exploration of grant funding & gifts in wills opportunities. Income levels are closely monitored, and forecasts reflect prudent assumptions regarding sustainable recovery plans.
	Increased competition for funds.	Implementation of fundraising plan to improve data analysis/marketing to maintain and build on strong supporter relationships.
Increasing costs	Inflationary pressures affect staff and other costs. Need to develop innovative ways to cope with increasing demand for services without exacerbating cost increases.	Costs will be monitored and managed by the Finance and Income Generation Committee to be in line with any significant changes in income generation.
IT and data	Complexity of IT issues could cause business continuity issues if not properly managed.	New IT partner in place to help develop a digital strategy to identify key risks and prioritise improvements to systems.
Ageing IT infrastructure	Computers nearing end of life and decision to be made re replacement of server-based applications verses cloud migration. Significant investment likely to be required to make necessary improvements to IT infrastructure.	IT partner is helping to develop a programme of replacement for computers and to advise on other system improvements, which will include an assessment of cloud verses server-based solutions. Funds to be earmarked once system improvements have been assessed. There may be the potential to access grant funding for digitalisation projects.
Cyber security	Possible financial, regulatory and reputational risks if system access controls are breached.	External IT consultancy with regular updates to cyber security systems. Staff training to ensure awareness of risk and steps to take in the event of a breach. Trustees continue to consider further steps to ensure defence against cyber-attacks is appropriate and proportionate for the organisation.

Potential risk	Potential impact	Steps to mitigate risk
<p>Reliance on bespoke database</p>	<p>Potential business continuity risk should there be a catastrophic loss of function/ data.</p> <p>Database has limitations in reporting functionality and there may be a requirement to move to other software for certain data.</p> <p>Overdevelopment of the database could lead to vulnerabilities in functionality.</p>	<p>Database is backed up and developer is succession planning to ensure continuity in his absence. Database belongs to FORCE and is SQL based so another developer could pick up given time.</p> <p>Assessment of pros and cons of off-the-shelf software for certain area eg supporter relations, is under consideration. Use of external software, eg Power BI, to interrogate data and improve reporting will be considered as part of our digital strategy.</p> <p>Although developments are tested, this is a risk, and it may be that use of alternative software for some data categories could reduce the need for excessive development.</p>
<p>Increasing demand for our services</p>	<p>Increased demand, particularly at a time of staffing pressures, has the potential to impact quality of service.</p> <p>Ageing population in Devon and NHS projects a 10% increase in cancer diagnosis in next 5 years.</p>	<p>The Strategic Plan for 2024 to 2027 includes meticulously planned service development supported by detailed operational plans. The Role Specific Volunteer Programme/ digitalisation of appointment system are working well and we continue to review ways to make best use of available resources. Successful grant funding from the NLCF has helped to kick start the RSV programme and the reintroduction of FORCE@ services but further funding needs to be sourced to cover costs beyond September 2025.</p>

Future plans

During the year our strategic plan was finalised for the period 2024-2027. These are some of the areas we will be focusing on:

- Increasing income and managing costs carefully with the aim of moving towards a balanced budget.
- Finding sustainable ways to meet the increasing demands on the service.
- Developing and investing in fundraising opportunities to grow our income sustainably
- Establishing and implementing IT changes to improve operations, security and effectiveness
- Continuing outreach services; developing our offer and seeking sustainable funding
- Building relationships with partners in local communities to understand any barriers and explore how we can overcome them.
- Building support for people who are currently poorly served, such as families and those bereaved by cancer.
- Establishing individual counselling assessments and test new booking system
- Bringing together people with common experiences and encouraging peer support.
- Recruiting more volunteers to help us across the organisation
- Continuing to capture, evolve and learn from patient and service user feedback
- Continuing to develop partnership working to benefit cancer patients
- Continuing to improve FORCE's governance working with Trustees

Structure, governance and management

Governing Instrument

Following its incorporation on 15 February 2011, the Charity is registered as a charitable company limited by guarantee.

The constitution of the Charity is set out in its Memorandum and Articles of Association with the Registered Charity Number 07529991. The Charity is also registered with the Charity Commission under Registered Charity Number 1140676.

Recruitment and Appointment of Trustees

The Trustees are eligible, in committee, to appoint additional Trustees under the terms of the trust deed.

The Trustees are also responsible for the appointment of our Patron and Vice-Patrons.

Selection, Induction and Training of Trustees

The existing Trustees are responsible for the selection, recruitment and induction of new Trustees. The governing document requires that the Board has a minimum of six and maximum of 12 members.

The aims of the selection, recruitment and induction policy are as follows:

- To ensure that the selection and recruitment of Trustees is inclusive and transparent.
- To ensure that the Board of Trustees is aware of its duties and responsibilities.
- To ensure that the Trustees have the necessary skills to fulfil these duties and responsibilities.
- To ensure that Trustees are aware of the Charity's aims and purpose and are passionate about its work.

Selection

Once the need to recruit a new trustee is identified, the existing Board will review current structure and consider key skills that the new member would ideally contribute.

A periodic review of the skills of Board members is carried out, particularly when there is a need to recruit. In addition to key skills, consideration will also be given to ensuring the diversity of the Board.

Following the identification of any key skills gaps, the Trustees will then discuss how best to attract potential candidates with the skills required.

Recruitment

Depending on the nature of skills sought in a new trustee, appropriate recruitment procedures will be followed. A key priority for any prospective trustee will be an empathy and passion for the work of the Charity. It is not considered appropriate to put a timescale on the recruitment process as it is vital that the right person is selected with skills to complement and enhance the existing Board. Prospective candidates will initially be invited to meet informally with at least two representatives of the Governance Committee, to include a Trustee and a member of the senior management team. The Trustee(s)/Executive Officer present at the initial meeting will report to the Governance Committee on the suitability of the prospective candidate.

Induction / Appointment process

If required, the initial visit will be followed by further discussions with members of the Board. Assuming that both parties are keen to continue, the prospective candidate(s) will be invited to attend the next Trustees' meeting.

The new trustee will be formally appointed at an appropriate Trustees' meeting and relevant documentation will be completed and then submitted/filed as appropriate by the Company Secretary.

New Trustees are invited to meet with staff across the organisation to gain an understanding of the Charity's operations.

Any training requirements will be discussed, and suitable guidance/training courses identified.

Term of Office

A register of Trustees' original, and subsequent reappointment dates is maintained. This allows identification of those reaching the end of their term of office, aids succession planning and informs the recruitment process.

Trustees/Directors are appointed for a period of five years. Reappointment is based on a review of skill requirements and continued contribution to the Board. Reappointment beyond two terms is subject to particular scrutiny and disclosure. An explanation of why this is in the best interest of the Charity will be made in the Trustees' Annual Report.

During the year, we have continued to recruit new Trustees to the Board as we work to maintain a strong balance of skills, experience and fresh perspectives in line with stated terms of office. Following Anne Hong's resignation in June 2025, only one of the original trustees appointed when the charity was incorporated in 2011 remains in post and was reappointed on an annual basis as recruitment plans progress. As noted last year, a specific exception to the policy of a maximum 10-year term was approved in respect of Dr Jenny Forrest who was reappointed for a further 5-year term in 2023 as part of a considered succession plan and she stepped into the role of Chair of Trustees in November 2023.

Ongoing training, support and evaluation

As part of the fulfilment of the Charity's governance responsibilities, Trustees will be expected to undertake relevant training and share learning with the Board. Trustees will be supported in their role by the Chair/Vice-Chair throughout their term of office. As part of an annual review of the Board, there will be the opportunity for one-to-one sessions to ensure that Trustees can discuss their role and feel able to continue to contribute to the effective oversight of the Charity. Trustees will be asked to reconfirm their declaration of interest each year.

Organisational Structure and decision-making

FORCE is governed by a Board of Trustees. The Board meets at least five times a year, including a day each year dedicated to planning/training. Certain responsibilities are delegated to the following committees:

Governance & Strategy Committee (G&SC)

The Governance & Strategy Committee was established in early 2019 to provide specialist time to focus on development of strategic plans and deal with the increasingly complex regulatory environment. The committee currently comprises four Trustees and two members of the senior management team (CEO and CFO).

Key areas of responsibility are:

- Development and monitoring of the strategic plan.
- Compliance with laws and regulations.
- Election and appointment of Trustees.
- Risk management.

The G&SC meets four times a year and reports directly to the Trustees. Additional meetings are held if required to allow for timely discussions on key strategic issues.

Finance and Income Generation Committee (FIGC)

This committee currently comprises three Trustees and three members of the senior management team (CEO, CFO and Head of Income Generation).

Key areas of responsibility are:

- Consideration and monitoring of income generation plans and performance.
- Oversight of financial operations including review of budgets and financial controls and procedures.
- Review of reserves levels.
- Monitoring of investments, cash and deposits in accordance with the Investment Policy.
- Routine liaison with the auditors.
- Advising the Board on appointment of Auditors/Investment Managers.
- Provide guidance on tax/IT issues and seek professional advice as required.
- Seeking assurance that adequate insurance cover is maintained.
- Senior management team salary review.

The FIGC meets at least three times a year and reports directly to the Trustees.

In addition, other sub-committees are occasionally formed in order to expedite specific projects.

Operational Management Team (OMT)

Responsibility for the operational management of the Charity lies with the Operational Management Team (OMT) led by the Chief Executive. The OMT consists of the CEO, CFO, Support Services Manager, Head of Income Generation and Volunteer Manager. The OMT generally meet monthly for at least 10 months each year.

Pay policy for senior staff

The Trustees, in their role as directors of the charitable company, together with the OMT, form the key management personnel of the Charity. The Trustees/Directors give their time freely to oversee the governance and management of the Charity and receive no remuneration. Any related party transactions or expenses paid to directors are made in accordance with documented policies and are disclosed in the notes to the financial statements as required.

As is the case for all employees of the Charity, the members of the OMT are paid in accordance with the NHS Agenda for Change Pay Award announced each year. The 2024/25 pay award was not announced until 29 July 2024 and represented a 5.5% pay-rise for all staff. The pay rise was backdated to 1 April 2024 and paid to staff in October 2024.

As noted above, the FIGC has delegated responsibility to monitor the level of pay for the senior management team. There are certain roles which are not directly comparable to other NHS job descriptions and the FIGC undertakes periodic reviews to ensure that senior staff pay levels are in line with other charities of a similar size/complexity.

Fundraising practices

FORCE is registered with the Charity Commission and our charity number is 1140676. FORCE is also a member of the Fundraising Regulator and adheres to the Fundraising Code, which the regulator administers. The charity is not aware of any instances of non-compliance with fundraising standards or scheme for fundraising regulation that it has subscribed to.

The charity has a clear complaints procedure to ensure that any concerns regarding fundraising practices can be reported in the knowledge that they will be:

- listened to and investigated thoroughly
- acknowledged speedily and recorded
- dealt with in an appropriate and timely manner
- kept anonymous (if requested)
- learned from

The charity has not received any complaints about its fundraising activities during the year to 31 March 2025. FORCE adheres to the Fundraising Promise and does not participate in or condone the use of any unreasonably intrusive, persistent or pressured fundraising activities.

Our fundraising consists of hosting annual in-house events and encouraging and supporting individuals, companies, community groups, clubs and societies to organise events in aid of FORCE. We also have collection boxes in a number of establishments to raise funds and increase awareness of the charity. We do not undertake canvassing.

The charity oversees a number of affiliated Friends of FORCE groups, which raise funds in their local communities. These groups are supported by our Community Fundraiser, who meets regularly with each committee and monitors their activities to ensure that they comply with best practice. A handbook is being developed setting out guidance and best practice to support these groups.

The charity uses a number of third-party platforms, including Benevity, Donor, Enthuse, JustGiving, Much Loved, and Stripe, to collect donations and process payments on our behalf. FORCE is charged by these platforms a processing fee.

Since April 2024 we have employed the services of a professional fundraiser, freelance Trusts and Grants Fundraiser Rachel Nutting, to assist with grant applications. Rachel is paid a fixed hourly rate for the work undertaken. The charity monitors her work to ensure compliance with ethical standards in the following ways:

- With a clear contractual agreement which includes our expectations in terms of the scope of work, ethical standards, reporting frequency, and compliance with the Fundraising Regulator's Code of Practice. This agreement includes our expectations on confidentiality, data protection, and safeguarding.
- We require the fundraiser to submit monthly or quarterly reports detailing: trusts and foundations approached, applications submitted, outcomes and feedback
- We reviewed these reports against agreed KPIs (e.g. number of applications, success rate, funds raised)
- We ensure the fundraiser conducts appropriate checks on funders before applying to ensure they hold similar values to FORCE.
- We ensure applications are reviewed before submission, to ensure language is truthful and respectful, there is no exaggeration or misrepresentation of need or impact and applications are aligned with our charity's mission and values
- FORCE's CEO, supervises the fundraiser's work, attend planning meetings, and review communications.
- We have not received any complaints relating to Rachel's conduct, but funders are able to raise concerns through FORCE's complaints procedure



force charity **force** working locally to support anyone affected by cancer ~ f

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Registered Charity No. 104676

Text **FORCE** to
70085 to donate £1
GIVE A GIFT
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to support anyone
cancer - face to face

Reference and administrative details

Registered Address:	FORCE Cancer Charity Corner House Barrack Road Exeter EX2 5DW Tel: 01392 402875
Registered Charity Number:	1140676
Registered Company Number:	07529991
Patron:	Dr Nigel Acheson
Vice-Patrons:	Mr David Cattle Mr Mervyn Hayes Mr Ruth Boobier Mr Felix Medland Mr Morley Sage
Trustees:	Dr Jenny Forrest – Chair Mrs Glynis Atherton – Vice-Chair Mr Nigel Acheson – (appointed 12/8/2024) Mr Frank Cook Mrs Amy Hancock – (appointed 21/5/2024) Dr Anne Hong – (resigned 3/6/2025) Dr Sally Kidner Mrs Louise Mayor Dr Rosie Mew Mr James Nye – (appointed 3/6/2025) Mr John Renninson Mr Jeremy Roberts – (resigned 21/5/2024) Mrs Sally Tapp Mr Marcus Worthington
Chief Executive Officer:	Mrs Meriel Fishwick – (resigned 31/10/2024) Mrs Kate Few-Singh – (appointed 16/9/2024)
Finance & Income Generation Committee:	Mr Marcus Worthington – Chair Dr Anne Hong – (resigned 3/6/2025) Dr Jenny Forrest Mr James Nye – (appointed 21/7/2025) Mrs Meriel Fishwick – Chief Executive Officer – (resigned 31/10/2024) Mrs Kate Few-Singh - Chief Executive Officer – (appointed 16/9/2024) Mrs Julia Pitts – Chief Finance Officer Mr Oliver Watts – Head of Income Generation - (resigned 30/4/2025) Mrs Rachael Bryett – Head of Income Generation - (appointed 6/5/2025)

Governance & Strategy
Committee:

Mrs Glynis Atherton - Chair - (from 21/5/2024)
 Mr Frank Cook
 Dr Anne Hong - (resigned 19/11/2024)
 Dr Amy Hancock - (appointed 2/9/2025)
 Mrs Sally Kidner - (appointed 19/11/2024)
 Dr Rosie Mew - (appointed 1/4/2025)
 Mr Jeremy Roberts - (resigned 21/5/2024)
 Mrs Meriel Fishwick - Chief Executive Officer - (resigned 31/10/2024)
 Mrs Kate Few-Singh - Chief Executive Officer - (appointed 16/9/ 2024)
 Mrs Julia Pitts - Chief Finance Officer
 Mr Alex Moseley - Support Services Manager - (appointed 1/4/25)

Operational Management Team:

Mrs Meriel Fishwick - Chief Executive Officer (resigned 31/10/2025)
 Mrs Kate Few-Singh - Chief Executive Officer - (appointed 16/9/ 2024)
 Mrs Julia Pitts - Chief Finance Officer
 Mr Alex Moseley - Support Services Manager
 Mrs Heather Taylor - Volunteer Services Manager
 Mr Oliver Watts - Head of Income Generation - (resigned 30/4/2025)
 Ms Rachael Bryett - Head of Income Generation - (appointed 6/5/2025)

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also directors of FORCE Cancer Charity for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which 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 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' Annual Report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware.
- the Trustees, having made enquiries of fellow directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the Trustees on 23 September 2025.

Signed on behalf of the Trustees



Dr Jennifer Forrest
CHAIR OF TRUSTEES

Independent Auditor's Report to the Trustees of Force Cancer Charity

Opinion

We have audited the financial statements of Force Cancer Charity (the "Charity") for the year ended 31 March 2025 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (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 the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 34, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

As part of our audit planning, we obtained an understanding of the legal and regulatory framework that is applicable to the charity and the sector in which it operates. The key laws and regulations we identified were Charities Act, regulations in relation to data protection (GDPR), fundraising regulations and safeguarding.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, relevant tax and pensions laws.

We discussed with management how compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the charity complies with laws and regulations and deals with reporting any issues if they arise.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following: -

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewing legal and professional costs to identify any possible non compliance or legal costs in respect of non-compliance;
- Reviewing Trustees' meeting minutes;
- Reviewing the safeguarding policies in place;
- Confirming registration with the Fundraising Regulator.

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We evaluated the risk of fraud through management override including that arising from management incentives. The key risks we identified were management bias in accounting judgements and estimates. We also evaluated the risk of fraud through misappropriation of income or misapplication of grant funding.

In response to the identified risk, as part of our audit work:

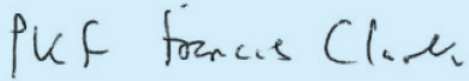
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making estimates.

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. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate omissions, collusion, forgery, misrepresentations, or the override of internal controls. We are also less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements.

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.

Use of our Report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "PKF Francis Clark".

Neil Hitchings
Senior Statutory Auditor
For and on behalf of
PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
EXETER
EX2 7XE

Date: 23 September 2025

Statement of financial activities

(Including the Income and Expenditure Account)

Year ended 31 March 2025

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Income						
Donations and legacies	3					
Legacies		367,703	-	-	367,703	170,982
Grants		24,900	-	24,675	49,575	63,898
Donations		238,355	-	-	238,355	194,381
Other trading activities	4	851,852	-	19,313	871,165	650,564
Charitable activities	5	24,496	-	-	24,496	20,041
Investment income	6	67,625	-	-	67,625	47,149
Other income	7	3,716	-	-	3,716	3,430
Total income		1,578,647	-	43,988	1,622,635	1,150,445
Expenditure						
Expenditure on raising funds	8	548,715	11,389	1,079	561,183	470,811
Exceptional salary credit re raising funds	14a	-	-	-	-	(77,258)
Expenditure on charitable activities	9	862,268	98,944	196,212	1,157,424	1,010,298
Exceptional salary credit re charitable activities	14a	-	-	-	-	(86,092)
Total resources expended		1,410,983	110,333	197,291	1,718,607	1,317,759
Net gains/(losses) on investments	17	(834)	-	-	(834)	23,142
Net income/(expenditure)		166,830	(110,333)	(153,303)	(96,806)	(144,172)
Transfers between funds 24/25		(91,725)	94,039	(2,314)	-	-
Net movement in funds		75,105	(16,294)	(155,617)	(96,806)	(144,172)
Funds at 31 March 2024		1,287,024	216,684	301,341	1,805,049	1,949,221
Funds at 31 March 2025		1,362,129	200,390	145,724	1,708,243	1,805,049

Balance sheet

Year ended 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	16	106,862	121,872
Investments	17	328,750	325,523
		<u>435,612</u>	<u>447,395</u>
Current assets			
Stocks		3,067	5,160
Debtors	18	246,371	192,944
Investments		514,510	270,000
Cash at bank and in hand		794,797	1,173,972
Total current assets		<u>1,558,745</u>	<u>1,642,076</u>
Liabilities			
Creditors falling due within one year	19	(286,114)	(284,422)
Net current assets		<u>1,272,631</u>	<u>1,357,654</u>
Net Assets		<u>1,708,243</u>	<u>1,805,049</u>
The funds of the charity			
Unrestricted funds			
General funds - free reserves		1,282,470	1,198,535
General funds - fixed asset reserve		79,659	88,489
		<u>1,362,129</u>	<u>1,287,024</u>
Designated funds	22	<u>200,390</u>	<u>216,684</u>
		<u>1,562,519</u>	<u>1,503,708</u>
Restricted funds	23	<u>145,724</u>	<u>301,341</u>
Total charity funds	21	<u>1,708,243</u>	<u>1,805,049</u>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006).

Approved by the Board of Trustees on 23 September 2025 and signed on its behalf by



Dr Jennifer Forrest
CHAIR OF TRUSTEES

Statement of cash flows

Year ended 31 March 2025

	Note	2025 £	2024 £
Cash provided by/(used in) operating activities	27	(180,037)	(25,336)
Cash flows from investing activities			
Dividends, interest and rents from investment		67,625	47,149
Purchase of property, plant and equipment		(18,192)	(14,423)
Proceeds from sale of investments		53,259	12,856
Purchase of investments		(63,149)	(303,524)
Cash used in investing activities		39,543	(257,942)
Changes in cash and cash equivalents in the reporting period		(140,494)	(283,278)
Cash and cash equivalents at the beginning of the reporting period		1,455,685	1,738,963
Cash and cash equivalents at the end of the reporting period	28	1,315,191	1,455,685

Notes to the financial statements

1. General information

FORCE Cancer Charity is a company limited by guarantee and therefore has no share capital.

The Charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the Trustees report.

The functional currency of FORCE Cancer Charity is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis. The Trustees have reviewed the financial position of the Charity in the light of the principal risks faced by the charity. Steps have been taken to identify these risks and mitigate where possible, as described in the "Principal Risks and Uncertainties" and "Future Plans" section of their report. Although the economic situation remains volatile, the Charity's strategic ambitions prioritise financial sustainability through increasing income generation and careful cost control. Detailed budgets and sensitivity analysis for 2025/26, together with forecasts for 2026/27, support the application of the going concern concept in the preparation of these accounts.

b) Funds

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

Designated funds are unrestricted funds which the Trustees have decided to set aside for a specific purpose.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donor or which have been raised by the Charity for particular purposes. Expenditure which meets the criteria specified is charged to the fund. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

As noted in the reserves policy, the Trustees aim to maintain unrestricted funds within a target range based upon a review of the risks currently faced by the Charity.

c) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resource.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Grant income is recognised when the Charity becomes unconditionally entitled to receipts and when the amount of the grant can be reliably measured. This is generally when the income is received. Grants received for a specific purpose are recorded as restricted income.

For legacies, entitlement is the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been received from the executors that a distribution will be made, or when a distribution has been 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 Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met with a reasonable degree of certainty, then the legacy is treated as a contingent asset and disclosed if material.

Goods donated for resale are included as income when they are sold.

Registration income received for fundraising events due to take place after the end of the financial year are deferred and recognised during the period when the event takes place.

e) Pension costs

The Charity's employees are members of the NHS defined contribution pension scheme and the Charity contributes to this scheme. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities (SOFA).

f) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost. For assets brought into use at the balance sheet date, depreciation is calculated to write off cost over their expected useful lives as follows:

Freehold land and buildings	2% on a straight-line basis
Leasehold property	the shorter of 10 years or the period of the lease
Leasehold improvements	the shorter of 10 years or the period of the lease
Motor vehicles	20% on a straight-line basis
Office and shop equipment	20% on a straight-line basis

g) Investments

Fixed asset investments are recognised at market value at the balance sheet date and include cash held within the portfolio. Realised and unrealised gains / losses on investments are disclosed in the SOFA and in note 17 to the financial statements.

Current asset investments are cash on deposit with a maturity exceeding three months from the date of acquisition or opening of the account.

h) Stocks

Stock consists of purchased goods for resale. These stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. No value is attributed to the donated goods held prior to resale as it is considered impractical to reliably measure their fair value and the cost of valuing of these items would outweigh the benefit to the users of the financial statements.

i) Cash balances

Cash at bank and cash in hand represents amounts held to meet short-term cash commitments as they fall due. This includes cash and short-term deposits with a maturity of three months or less from the date of acquisition or opening of the account.

j) Debtors

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

k) 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.

l) Operating leases

Rentals paid under operating leases are charged to the SOFA over the period in which the cost is incurred.

m) Grants payable

Grants payable are accounted for when the Charity is committed to making payment.

n) VAT

The Charity is registered for VAT and is able to recover input tax attributable to the relevant taxable supplies. In addition, a portion of input tax is recoverable on general expenditure on the basis of partial exemption calculations. Following the application of the partial exemption calculations, resulting irrecoverable VAT is charged as an administration cost or added to the amount capitalised for fixed asset expenditure (where the net cost of the fixed asset exceeds £5,000). Irrecoverable input VAT charged to the income and expenditure account for the year totalled £20,882 (2024: £11,598), of which the amount directly attributable to non-business activities relating to patient support costs amounted to £1,110 (2024: £481). In 2024/25, the exempt VAT de minimis threshold was exceeded for the first time and resulted in an additional £8,176 (2024: £0) of irrecoverable VAT.

o) Volunteers

Volunteers are vital to the success of the Charity. Without them we would not be able to provide the level of support that we do to anyone affected by cancer. At present, FORCE has approximately 126 volunteers giving their time each week helping out at the FORCE Centre, at our outreach locations, supporting our exercise programme, in our shop and at the RDUH oncology coffee bar. In total these volunteers traditionally give approximately 20,000 hours of their time each year which would equate to an additional 10 full time staff. Although at times some volunteers decide to retire, it's worth noting that this is nearly always down to personal circumstances and they are sad to be leaving. We are very much looking to the future and notice that patients and visitor numbers who are accessing FORCE continue to increase since the pandemic and we usually have a full team of four volunteers on duty at the FORCE Centre to ensure everyone who comes in gets the help and attention they deserve.

In addition, we are fortunate to have numerous volunteers who help out at our events but whose time is not recorded and are therefore not included in the above figures, but who play just as essential a part in supporting the Charity's work.

Neither the value of the donated hours nor the equivalent cost of volunteers is included in the financial statements but their contribution is immense.

p) Financial instruments

FORCE only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The Charity currently holds:

- Other debtors and trade creditors
- Long term investments
- Short term investments

Recognition and measurement

The Charity has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the Charity's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transactions costs, and are substantially carried at the understood amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

q) Summary of significant judgements

In preparing these financial statements management and the trustees have considered the circumstances surrounding the certainty of receipt of one legacy. Due to lack of information regarding amounts receivable and the fact that no decision had been taken by the Executors before the year-end to make a distribution, management and the trustees have concluded that there is sufficient uncertainty over receipt to make recognition of the potential amounts inappropriate. Accordingly, this legacy has been disclosed as a contingent asset as shown in note 30.

3. Donations and Legacies

	2025 £	2024 £
Legacies	367,703	170,982
Grants	49,575	63,898
Donations:		
General donations	98,682	115,755
In memoriam	52,335	36,263
Gift Aid	87,338	42,363
	<u>655,633</u>	<u>429,261</u>

Included in the total of £655,633 (2024: £429,261) is restricted income of £24,675 (2024: £33,888) and designated income of £nil (2024: £nil). All other income is unrestricted.

Legacy income includes £124,000 (2024: £7,000) which has yet to be received but meets the criteria to be recognised in the current year.

4. Other Trading Activities

	2025 £	2024 £
Collecting boxes	14,569	13,912
Fundraising Activities	635,720	413,740
Sales of goods and services	5,943	6,181
Shop sales	214,933	216,731
	<u>871,165</u>	<u>650,564</u>

Included in the total of £871,165 (2024: £650,564) is restricted income of £19,313 (2024: £36,759) and designated income of £nil (2024: £nil). All other income is unrestricted.

5. Charitable activities

	2025 £	2024 £
Oncology coffee bar	8,449	6,635
Sale of support services stock	3,056	3,022
Other charitable activities	12,991	10,384
	<u>24,496</u>	<u>20,041</u>

All income is unrestricted.

6. Investment Income

	2025	2024
	£	£
Interest received	52,488	37,284
Flat rent	8,130	7,680
Dividend income	7,007	2,185
	67,625	47,149

All income is unrestricted.

7. Other Income

	2025	2024
	£	£
Sundry	3,716	3,430
	3,716	3,430

All income is unrestricted.

8. Expenditure on raising funds

	2025	2024
	£	£
Shop expenditure	199,962	188,907
Income Generation	350,677	273,960
Goods for resale	5,270	5,223
Investment management costs	5,274	2,721
	561,183	470,811

Included in the total of £561,183 (2024: £470,811) is expenditure on restricted funds of £1,081 (2024: £1,459) and expenditure on designated funds of £11,386 (2024: £18,036). All other expenditure is unrestricted.

Costs of Income Generation include expenditure associated with generating:

- Income from in-house fundraising events – direct costs of organising, delivering and hosting events delivered by FORCE staff/ volunteers.
- Income raised by Friends of FORCE groups – costs of supporting our groups to raise funds on behalf of FORCE in local communities.
- Income raised by individuals, community groups and corporate fundraisers – costs helping supporters to participate in external events or take part in their own fundraising activities. The cost of administering income received (through all sources, including on-line platforms) is included within admin costs.
- Voluntary income – costs of seeking and developing relationships with supporters to raise income through donations, in memoriam and gifts in wills. The cost of administering legacies which have been notified is currently included within admin costs.

- Grant income – the cost of researching, preparing and submitting grant applications. The cost of administering and monitoring grants received is currently included within admin costs.
- Gift Aid – promotion of Gift Aid to donors. The cost of administering Gift Aid records and claims falls within administration costs.
- Other direct costs associated with income generating activities – eg training, subscriptions, vehicle & travel, communications etc.
- Allocated overheads apportioned to the Income Generation Team including IT, publicity (including social media), printing & stationery, risk management, irrecoverable VAT, information governance etc.

Investment management costs include portfolio management expenses and repairs. Expenses incurred relate to repairs on a flat above the shop premises let to a residential tenant.

9. Expenditure on charitable activities

	Note	2025 £	2024 £
Patient support costs		825,307	734,184
Outreach costs		144,433	99,230
Innovation grants payable	10	32,472	19,000
Research and expenditure grants	11	3,000	4,465
Support services stock sold		2,990	2,748
Extension depreciation		76	150
Oncology coffee bar		12,359	9,948
Administrative support costs	12	111,949	118,018
Governance costs	13	24,838	22,555
		1,157,424	1,010,298

Included in the total of £1,157,424 (2024: £1,010,298) is expenditure on restricted funds of £196,212 (2024: £175,399) and expenditure on designated funds of £98,944 (2024: £72,559). All other expenditure is unrestricted.

10. Innovation grants payable

Funding is provided to improve patient care, and this may be analysed as follows:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £	Total 2024 £
Donated equipment	-	(95)	30,567	30,472	17,000
Education	-	2,000	-	2,000	2,000
Other innovative projects	-	-	-	-	-
	-	1,905	30,567	32,472	19,000

11. Research expenditure and grants

	2025 £	2024 £
Research grant	3,000	4,465
	<u>3,000</u>	<u>4,465</u>

Included in the total of £3,000 (2024: £4,465) is expenditure on restricted funds of £nil (2024: £nil) and expenditure of £3,000 (2024: £4,465) on designated funds. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2025 £	Total 2024 £
Seconded staff costs	92,478	100,075
Travel and motor	99	200
Printing, postage and stationery	2,369	2,455
Computer and website costs	6,263	6,321
Insurance	168	154
Bank charges and interest	1,920	1,871
Training and conferences	1,336	886
Depreciation	1,652	1,962
Irrecoverable VAT	2,319	1,864
Loss on disposal of fixed assets	-	21
Sundry	3,345	2,209
	<u>111,949</u>	<u>118,018</u>

Staff costs represent recharges made by RDUH NHS Trust for staff employed by them and work at the Charity. Included in the total of £111,949 (2024: £118,018) is expenditure on restricted funds of £161 (2024: £17). All other expenditure is unrestricted.

13. Governance costs

	2025 £	2024 £
Audit and accountancy	9,353	7,295
Trustees' indemnity insurance	859	719
Seconded staff costs	14,122	14,186
Legal costs	-	-
Sundries	504	355
	<u>24,838</u>	<u>22,555</u>

All expenditure is unrestricted.

14. Staff costs

	2025	2024
	£	£
Salaries and wages	956,982	854,953
Social security costs	92,221	82,770
Pension contributions	132,221	119,413
	1,181,424	1,057,136
Less exceptional salary credit:		
Salaries and wages	-	(128,998)
Social security costs	-	(11,104)
Pension contributions	-	(23,248)
	-	(163,350)
	1,181,424	893,786
	No.	No.
Average number of staff	33	33
Average number of FTE staff	24	22

There were three members staff working at FORCE in receipt of emoluments (gross salary plus employer's social security contributions) exceeding £60,000 (2024: two). There was a change of CEO during the year and as a result the individual salary was less than £60,000 and is therefore not included in the banding below for 2024/25.

	2025	2024
	No.	No.
£60,000 - £69,999	3	1
£70,000 - £79,999	-	1

As noted in the Trustees' Report, all staff working at FORCE are employed, and costs are recharged, by the RDUH NHS Trust. Staff are paid in accordance with the NHS Agenda for Change pay scales. The 2024/25 pay award was not announced until September 2024 but included a 5.5% pay rise for most bands and reflecting a continued rationalisation of the incremental rises offered within various pay bands. The pay rise was backdated to 1 April 2024.

The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2024: £nil).

The key management personnel of the Charity are the members of the Operational Management Team (OMT). Total employee benefits paid to OMT, including employer's NIC and pension contributions totalled £349,729 (2024: £250,935). As noted above, there was a change in CEO during the year and the total costs included a six week overlap period.

14a. Exceptional salary credit

During the prior year, an exceptional credit note totalling £163,350 was raised by the RDUH to cancel invoices due relating to salaries of staff who were furloughed during the Covid pandemic in 2020/21. Of the total credit received, £77,258 related to staff involved in raising funds and £86,092 to those providing charitable activities.

15. Corporation taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

16. Tangible fixed assets

	Freehold land & buildings £	Leasehold property (shop) £	Leasehold improvements (centre) £	Motor vehicles £	Office & shop equipment £	Total £
Cost						
At 1 April 2024	127,238	111,892	444,143	51,116	216,321	950,710
Additions	-	-	12,946	-	5,246	18,192
Disposals	-	-	-	-	(2,691)	(2,691)
At 31 March 2025	127,238	111,892	457,089	51,116	218,876	966,211
Depreciation						
At 1 April 2024	58,321	101,055	424,007	48,991	196,464	828,838
Charge for year	3,005	10,837	6,980	2,125	10,214	33,161
Disposals	-	-	-	-	(2,650)	(2,650)
At 31 March 2025	61,326	111,892	430,987	51,116	204,028	859,349
Net book values						
At 31 March 2025	65,912	-	26,102	-	14,848	106,862
At 31 March 2024	68,917	10,837	20,136	2,125	19,857	121,872

As set out in Note 20, the Charity has a 25-year lease with the RDUH in respect of the original building, which was gifted to the Trust.

17. Fixed Asset Investments

	2025 £	2024 £
Market value at 1 April	325,523	-
Additions	63,149	303,524
Disposals	(53,259)	(12,856)
Gain/(loss) on investments	(834)	23,142
Movement in cash holdings	(5,829)	11,713
Market value at 31 March	328,750	325,523
<i>Historical cost at 31 March</i>	<i>311,643</i>	<i>303,156</i>

Linked investments:	2025 £	2024 £
UK Bonds	29,580	38,642
Overseas Bonds	54,801	45,480
UK Equities	42,363	45,877
Overseas Equities	136,595	128,600
Other	59,197	55,211
Cash	6,214	11,713
Market value at 31 March	328,750	325,523

18. Debtors

	2025 £	2024 £
Other debtors	219,093	173,861
VAT refund	-	2,626
Prepayments	27,278	16,457
	246,371	192,944

19. Creditors

	2025 £	2024 £
Trade creditors	143,431	104,338
Other creditors	105,750	154,205
VAT liability	2,713	-
Accruals	34,220	25,879
	286,114	284,422

20. Other Financial Commitments

At 31 March 2025 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2025		2024	
	Plant & machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	37,121	17,025	6,394	17,025
Within 2 to 5 years	74,514	100	-	17,100
In more than 5 years	-	56	-	81
	111,635	17,181	6,394	34,206

The Charity has a 25-year lease with the RDUH in respect of The Corner House, Wonford Hospital, Exeter. The lease commenced on 13 July 2007 at an initial annual rent of £25 per annum. The Charity has an option to extend this lease on the same terms for a further 25 years from 2032.

£17,000 annual commitment is in respect of the leased element of the Charity's shop premises and shop in Heavitree, Exeter.

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2024	1,287,024	216,684	301,341	1,805,049
Surplus / (deficit) for the year after transfers	75,105	(16,294)	(155,617)	(96,806)
At 31 March 2025	1,362,129	200,390	145,724	1,708,243

22. Designated funds

	At 01.04.24 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.25 £
Patient Support	-	-	-	-	-
FORCE@locations	-	-	(94,039)	94,039	-
Innovation	133,781	-	(4,905)	-	128,876
Shop Renovations / Dilapidations	76,658	-	(11,389)	-	65,269
Centre Fixed Assets	6,245	-	-	-	6,245
	216,684	-	(110,333)	94,039	200,390

2024 Designated funds Comparative	At 01.04.23 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.24 £
Patient Support	-	-	-	-	-
FORCE@locations	-	-	(66,094)	66,094	-
Innovation	140,246	-	(6,465)	-	133,781
Shop Renovations / Dilapidations	94,694	-	(18,036)	-	76,658
Centre Fixed Assets				6,245	6,245
	234,940	-	(90,595)	72,339	216,684

Patient support

This fund represents amounts set aside for specific support services. No funds have currently been designated for these purposes as various restricted funds are held.

FORCE@locations

The FORCE@ outreach service was originally made possible through designation of funds received from a number of exceptional legacies. The original designated funds were depleted by the end of 2019 but the Trustees have agreed to transfer costs from the general fund to maintain this vital service. The costs transferred from general funds this year relate to additional staffing and overhead costs which are not covered by the NLCF grant. Covid had a significant impact on our ability to provide support services in the community but, following a successful application for funding from the NLCF these services have been re-established, with Ottery St Mary operational since December 2022, Okehampton since September 2023 and Tiverton since May 2024.

Innovation

The innovation fund encompasses all elements of funding earmarked by FORCE to support improvements in care and treatment for cancer patients through donated equipment, research, education programmes for health care professionals and other innovative projects.

During 2024/25 the annual bursary of £2k for a University of Exeter medical student with an interest in oncology, established as a lasting legacy to the late Dr Chris Rowland, continued to be paid. A further £3k was paid to fund consumables for a research project looking at pancreatic cancer.

22. Designated funds (continued)

Shop Renovations/ Dilapidations

The major renovations at the shop were completed towards the end of 2015. The designated fund represents the balance of the cost of the renovations less the annual depreciation charged on these renovations which is spread over the term of the lease. In addition to the renovation fund, there is a further general dilapidations fund which was increased to £50k in 2022/23, to reflect a back log in repairs, and to meet the cost of reparations that may be required when the lease comes to an end. During 2023, £7k was spent on external repairs and decoration leaving a remaining balance of £43k.

Centre Fixed Assets

The balance of £6k is the balance of a prior year gift to be spent on improvements to the FORCE garden.

23. Restricted funds

	At 01.04.24 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.25 £
Improvements to the Centre	76	7,864	(615)	5,082	12,407
Patient Support	60,577	14,641	(51,546)	-	23,672
National Lottery	167,627	-	(114,241)	-	53,386
Innovation	67,371	9,172	(30,593)	-	45,950
Centre Fixed Assets	5,690	12,311	(296)	(7,396)	10,309
	301,341	43,988	(197,291)	(2,314)	145,724

2024 Restricted funds

	At 01.04.23 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.24 £
Extension to Centre	226	-	(150)	-	76
Patient Support	72,011	55,531	(66,965)	-	60,577
National Lottery	257,898	-	(90,271)	-	167,627
Innovation	77,921	7,826	(18,376)	-	67,371
Centre Fixed Assets	1,235	7,290	(1,096)	(1,739)	5,690
	409,291	70,647	(176,858)	(1,739)	301,341

Improvements to the Centre

This restricted fund represents the net book value of the extension to the Support Centre, which was completed in October 2012. During 2024/25, grants totalling £8k were received towards the cost of improvement to the support service team office spaces. Funds of £5k had previously been flagged to spend on fixed assets but were transferred as they relate to expenditure on leasehold building improvements. Expenditure for the year relates to depreciation on improvements carried out to date.

Patient Support

This fund represents amounts received for various patient support services. During the year, grant income totalling £4.5k was received towards funding the yoga and Pilates (£2k), and information services (£2.5k). Other fundraising income totalling £10k was raised towards Living with Non-Curable Cancer programme.

National Lottery Community Fund

During 2022/23 an application for funding a three-year programme to plan and expand our role specific volunteer (RSV) programme and to re-establish FORCE@ services in the community was successful. This funding represented a total of £290k over three years from October 2023 to September 2026. The grant is being received in 6-monthly instalments, with a balance of £47,500 due to be received. During 2024/25 £95k was received and £114k spent leaving a remaining fund of £53k to be used over the last 6 months of the project period.

During the year, the two projects being funded have continued to operate successfully. Outreach services have been fully functional in all three locations; Ottery St Mary, Okehampton and Tiverton (from May 2024). The RSV programme has made a positive contribution with volunteers assisting with delivery of our Support and Education programme. The Living with Non-Curable Cancer programme has been so popular that regular support groups have been established to complement the retreat days that are held twice a year.

FORCE@ Locations

Previous restricted funds for our outreach services had been utilised pre 2022/23. There are currently no restricted funds relating to outreach services other than the NLCF which is disclosed separately.

Innovation

During the year, £30.5k funding was provided to purchase a Thompson Retractor which allows lifesaving treatment for ovarian cancer patients to take place in Exeter.

Additional net income of £9k was raised from events connected to the Lord Mayor's Charity of the Year activities to April 2024. These funds were raised to contribute to the refurbishment of the Oncology Department's outpatient area and the total of £15.6k is being held on reserve until the work is underway.

Since the year end, the Trustees have approved a donation of £25,000 to kick start the RDUH "Light Beam" appeal which aims to raise £650,000 for radiotherapy equipment. This funding is subject to a successful appeal but has been committed from our restricted funds for at least three years.

Centre Fixed Assets

This fund represents the net book value of assets for our own use for which donations were received to cover the initial cost. Historically, a policy of recording fixed assets purchased from restricted income as “restricted assets” until they have been fully depreciated was applied. However, due to increasing complexity in administering this policy, it was decided that only assets with a net cost of £5,000 or more, will be recorded in this way. Fixed assets costing less than £5k, will be transferred to “unrestricted assets” as it is assumed that the conditions of funding have been met.

During the year further grants of £20k were received towards the cost of refurbishing Support Services office space. Of the total £25k received over the last two years, £13k has been spent of office refurbishment and recorded as an addition to the FORCE Centre improvements restricted fund. A further £2.4k has been spent on fixed assets which are transferred to unrestricted fixed assets as they are less than £5k. The work done during the year related to the creation of additional office space for the Information Team by dividing up a room previously used for storage/ photocopying etc.

24. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	72,535	21,920	12,407	106,862
Fixed asset investments	328,750	-	-	328,750
Current asset investments	329,510	-	-	329,510
Cash at bank and in hand	684,942	178,470	116,385	979,797
Other net current assets	(53,608)	-	16,932	(36,676)
	1,362,129	200,390	145,724	1,708,243

2024 net assets between funds Comparative

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	88,489	33,306	77	121,872
Fixed asset investments	325,523	-	-	325,523
Current asset investments	270,000	-	-	270,000
Cash at bank and in hand	814,830	183,378	175,764	1,173,972
Other net current assets	(211,818)	-	125,500	(86,318)
	1,287,024	216,684	301,341	1,805,049

25. Related Party Transactions

There have been no related party transactions in the period requiring disclosure.

26. Financial instruments

	2025 £	2024 £
Financial assets measured at fair value through income and expenditure	-	-

27. Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2025 £	2024 £
Net income/(expenditure) for the reporting period	(96,806)	(144,172)
Adjustments for:		
Depreciation charge	33,161	37,760
(Gains)/losses on investments	834	(23,142)
Loss on disposal of fixed assets	41	206
Dividends, interest and rents from investment	(67,625)	(47,149)
Decrease/ (Increase) in stock	2,093	705
Decrease/ (Increase) in debtors	(53,427)	120,419
(Decrease)/ Increase in creditors	1,692	30,037
Net cash provided by/ (used in) operating activities	(180,037)	(25,336)

28. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	979,797	1,173,972
Fixed asset investments	5,884	11,713
Current asset investments	329,510	270,000
Total Cash and Cash equivalents	1,315,191	1,455,685

29. Contingent assets

As noted in our accounting policy note 1d), legacy income is not recognised until FORCE's entitlement to the funds is established, the amount can be quantified, and receipt is probable. The estimated value of legacies that had been notified before the year end, but not included in these accounts was £234k (2023-24: £297k).





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 FORCEcancercharity

 charityforcecancer

 @forcecancer



FORCE CANCER CHARITY

England & Wales - Charity number 1140676

Accounts



“FORCE has reinforced my strength to keep going during some of the more bleak moments.”



FORCE Cancer Charity

(a company limited by guarantee)
Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2024
Company registered number 07529991



Registered Charity No. 1140676

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Chair's Report

“Let's face cancer together”

I feel honored to have been asked to take over from Dr Anne Hong when she stepped down as Chair of the Trustees last Autumn. I have been a trustee at FORCE for approximately 10 years and work as a clinical oncologist at Royal Devon University Hospital.

2023-24 was a year of consolidation and gradual growth as new team members (staff and volunteers) settled in, bringing fresh skills, enthusiasm and perspectives. We have seen the opening of the Okehampton and Tiverton FORCE@services and the developing of the Role Specific Volunteer (RSV) programme to enhance the quality and sustainability of the support we offer at personal and group level, providing tools for each to manage their own lives following a cancer diagnosis. Nor should the needs and essential support we give to nurses, doctors and other professionals caring for cancer patients, be overlooked. Their work is increasingly demanding emotionally, physically, mentally and clinically due to increasing cancer diagnoses and the availability of new treatments. The new living with non-curable cancer service which includes one to one counselling, a special support group and retreat days at Buckfast Abbey, recognises that cancer for many is something to live with. The retreat days in particular have had very positive feedback and is an example of how we are adapting to changing needs.

The past year has seen FORCE develop the support services and income generation teams as well as consolidate the volunteer workforce. This investment should allow us to balance income generation with maintaining and developing our support services. We are grateful to all the staff, volunteers and Trustees for their continued support allowing us to continue to develop and provide services in the Centre and the community. Thank you.

2024-25 will have new challenges. We have a new 3-year FORCE strategy and vision 2024-2027 which looks ahead with benefits drawn from working through a pandemic and how we navigate the new demands in the context of the biggest cost of living crisis in recent times, recruitment challenges and rising staff costs. The role of support organisations such as FORCE is more important than ever. One in two people will be given a cancer diagnosis in their lifetime and more and more people are experiencing longer life expectancy, some with cancers that are treatable but not curable. We see our role as doing whatever we can to improve the quality of life for people in our community who may face fear, uncertainty and isolation. We are realistic about this challenge and have some innovative plans to manage the predicted surge in demand as more of us live with multiple, more complex health issues.

Meriel Fishwick has announced her retirement as CEO of FORCE and the Trustees and myself, with support from all involved with FORCE, are in the process of recruiting a replacement. She will of course be missed and a difficult act to follow but I am sure we can recruit a new CEO who is able to continue to lead FORCE through the challenges ahead while maintaining the ambiance and culture in the centre.

We are delighted to welcome Amy Hancock to the Board as a new Trustee. She brings valuable skills and experience to the governance of FORCE and we're looking forward to working with her. We offer thanks to Jeremy Roberts for his support as a Trustee over the last 11 years who has just stood down.

Finally, YOUR VOICE MATTERS, so please continue to share your experiences of FORCE to help us improve and serve to the best of our ability, to meet your needs in the way you need us, whenever and wherever you are.



Dr Jenny Forrest
Chair of Trustees of FORCE

CEO's Report

We have recently finalised our strategic vision for 2024 to 2027. The planning process has been comprehensive and energising. As always, the most rewarding and thought-provoking part has been listening to our supporters and stakeholders.

FORCE is now looking ahead with the benefit of having worked through a pandemic and with gratitude for the Charity's solid foundation which has helped us navigate unparalleled financial and operational ordeals.

The backdrop to post-pandemic recovery is the biggest cost of living crisis in recent times, problems recruiting and rising staff costs. As a healthcare charity we are directly impacted by the significant difficulties faced by the NHS and, in particular, cancer services. The challenges include unacceptable waiting times for some patients, a growing and aging population, as well as nationwide problems with recruiting staff. This makes the role of support organisations like FORCE more crucial than ever.

One in two people will receive a cancer diagnosis in their lifetime and more and more people are experiencing longer life expectancy, some with cancers that are treatable but not curable. We see our role as doing whatever we can do to improve the quality of life for people in our community who may face fear, uncertainty, and isolation.

In the last year we have seen our outreach project at Okehampton hospital restart and very recently our return to Tiverton has completed our plan to get back out into the community we serve. Once again, we are incredibly grateful to the National Lottery Community Fund for their support in helping us bring our plans to fruition and reach more people.

Increased demand for our services has continued in all areas with exceptional growth in people seeking group support – 58% up on the previous year. The important contribution of our role specific volunteers has enabled further development of our relaxation and anxiety management group as well as the Moving Forward programme and retreat days for people with non-curable cancer. The retreat days have proved incredibly valuable, as emphasised by one patient 's heartfelt feedback;

“You tied it all together for me and humanised cancer.”

There's not much that happens here at FORCE without the support of our volunteers. Hundreds of people give 1000s of hours each year and they are the magic which keeps us on track. Over the last 2 years we have focussed on rebuilding our team of volunteers after many retirements post-pandemic. Their enthusiasm and commitment remind us that no one has made it through life without someone else's help at some point.

We have made great progress this year in closing our funding gap. An unrelenting focus on income generation is required to ensure that we can balance future budgets and cover the ongoing commitment to our outreach projects post September 2025.

I have had the great fortune of working with Dr Anne Hong as Chair of FORCE for most of my time with the Charity before she handed over to Dr Jenny Forrest in autumn 2023. Anne has guided FORCE through decades of development and the inevitable changes time brings. She is owed a huge debt of gratitude.

The FORCE Cancer Support Centre opened its doors for the first time in September 2004. In the intervening 20 years there have been great milestones as well as some well documented challenges. We will be taking time in September to celebrate all that has been achieved and of course, the people who have made it happen.

I will be casting off as CEO at the end of October and feel enormously grateful for my 34 years at FORCE. The impact of the pandemic will continue to ripple for many years to come, but the Charity is in good heart. It is the right time for a new leader to come in and work with our inspiring new Chair, Dr Jenny Forrest and our exceptional team of staff, volunteers, and supporters. Please keep the FORCE flag flying!



Mrs Meriel Fishwick
CEO of FORCE

Trustees' Report

The Trustees / Directors of FORCE Cancer Charity are pleased to present their report and the financial statements of the Charity for the year ended 31 March 2024.

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 (FRS102) (effective 1 January 2019).

Objectives and activities

FORCE is a West Country cancer charity, working locally to support anyone affected by cancer. FORCE provides patient support and advice and supports innovation through funding local cancer research, education and purchasing state-of-the-art equipment to improve patient care.

The Trustees have referred to the guidance provided by the Charity Commission on public benefit. They are satisfied that the aims, objectives and activities of the Charity meet with the terms of this guidance.

FORCE has continued to provide support and advice to local people affected by cancer through the fulfilment of the aims outlined in the strategic vision 2019 to 2022. Lessons from the pandemic have also been included in our service delivery. Our vision is to ensure the best possible local support and care for people affected by cancer. Our new strategic plan for 2024-2027 has been finalised in May 2024, but the following key aims, and activities continued to provide our focus during 2023/24:

- a) To ensure a range of **PERSONALISED SUPPORT** is available for anyone affected by cancer in Devon.
- b) To **REACH** more people needing support and advice.
- c) To invest in local clinical and scientific **RESEARCH** at respected institutions including the University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust.
- d) To **SUPPORT INNOVATION** by improving local cancer services.
- e) To **INFLUENCE** and **COLLABORATE** with other organisations to benefit people affected by cancer
- f) To develop a **STRONG INFRASTRUCTURE** to ensure a sustainable future for FORCE services.

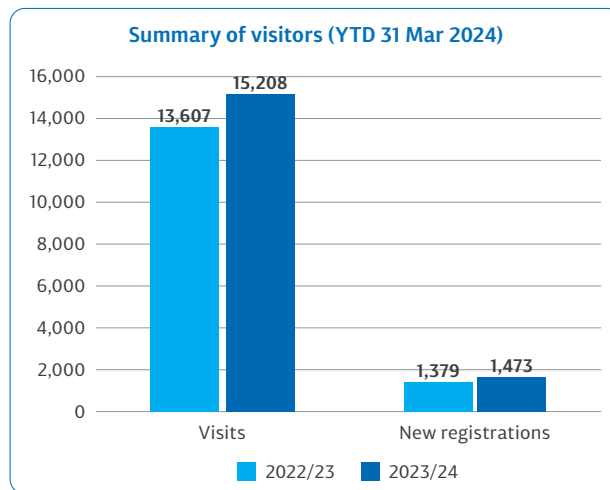
In meeting its key aims and objectives, FORCE continues to provide free support and information for those affected by cancer, makes grants to fund research projects, purchases equipment and invests in education and other innovative projects for the improvement of patient care. The 2019-2022 strategic vision reflected a move towards emphasising the importance of helping people living with cancer to take back an element of control by developing skills to manage their situation and in recognising the importance of encouraging innovation through funding a variety of projects. The plan also recognised the success of the pre-pandemic outreach programme and its value in improving accessibility to our services. Our outreach programme has now been re-established, with the third location opened in May 2024. Securing the future of this programme continues to form an integral part of our future plans. Alongside this, the new Role Specific Volunteer (RSV) programme, is also making great strides as described below.

Thanks to much hard work and good financial management, a promising recovery post-pandemic has enabled the Trustees to plan with greater confidence. 2023/24 has been a challenging year and our focus remains on rebuilding our income streams and exploring new opportunities to raise funds to support our mission. The new strategic vision for 2024-27 has been approved for publication in summer 2024. The strategy incorporates the lessons learnt from the pandemic and considers how we deliver our services in a sustainable way in an evolving environment.

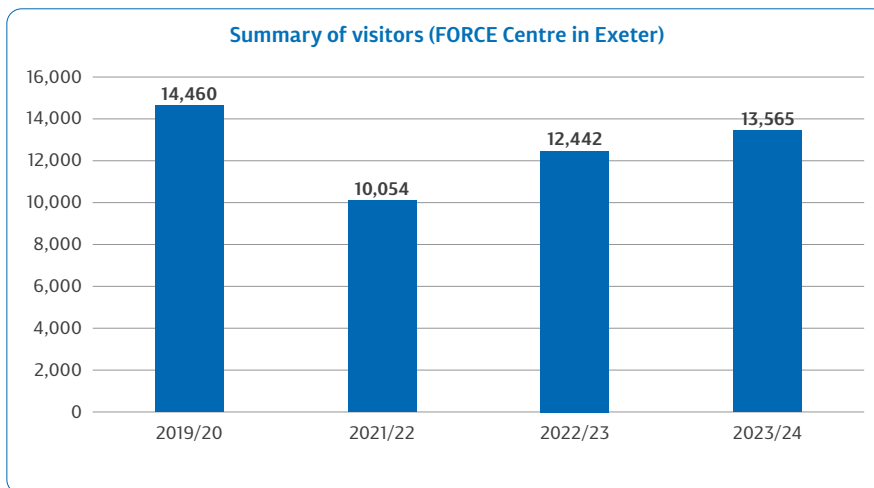
Delivering our aims

Key achievements towards our objectives and the impact of the work of FORCE during the financial year are summarised below.

Visitor numbers have continued to increase during 2023/24, with an increase of around 11.7% compared to the previous year. New registrations grew by nearly 7% over the year.



Visitor numbers for the FORCE centre in Exeter itself show that we have recovered to 93% of the total visitor numbers for the centre in 2019/20. The differential between visitor numbers between now and the pandemic is accounted for by outreach and by a big reduction in gym groups.



We continued to offer remote sessions to those service users who found it convenient and accessible. The trend back towards accessing face-to-face support was demonstrated by the reduction in the number of remote sessions to less than half the number in the previous year.

Our efforts to increase our reach include:

- Re-establishing two of our outreach centres with the third opening in May 2024.
- Making contact with people in hard-to-reach communities.
- Researching more on inclusion and how we can create a more welcoming and inclusive environment.
- Improving opportunities for service evaluation and feedback so that we know what the barriers to engaging with our service are – and what we are doing well.

FORCE Objective:

*To provide a range of **personalised support** for anyone affected by cancer in Devon*

FORCE offers a wide range of services and aims to help users to find the ideal package of support to meet their particular needs. In order to meet this objective:

- We will offer free face-to-face support services to cancer patients and their families in Devon.
- We will encourage people living with cancer to develop skills to manage their situation.
- We will adapt our services to meet the changing needs of people living with cancer as a chronic disease.
- We will audit and review our services to ensure they meet the needs of our beneficiaries.

Free face-to-face services:

During 2023/24, our focus has been to build on the work that we have done since the pandemic. This has involved designing and delivering new services that have been informed by what local people with cancer are telling us, and seeking to reach more of the people who we know need our services but who may have experienced barriers to accessing them.

While facemasks and COVID-style restrictions have been much less of a barrier this year to reaching cancer patients and their families, we hear regularly of the challenges that they are still facing: limited face-to-face support; waiting lists for treatment; difficulties in accessing support for those living in more rural locations; and the physical, emotional, mental, and financial challenges of living longer but with a number of health conditions. These include the development of promising new treatments but with uncertainty around accessing them and the extent of their side-effects.

The team are focused on supporting those affected by cancer to be able to manage these challenges as much as we possibly can, along with the warmth, care, and of course a cuppa or two that we hear makes such a difference.

Key developments in the personalised support that we offer are:

We established a new outreach service at Okehampton hospital in September 2023, following on from the opening of our outreach service at Ottery St Mary in 2022. A new service at Tiverton hospital opened in May 2024. We have heard how difficult it can be for people who live outside of Exeter to drive to their appointments, or to access FORCE services. They face the practical and financial challenges of petrol and parking, on top of the challenge to their energy levels of driving a long way. We are delighted that they can now access counselling; complementary therapies; a Macmillan-funded benefits service provided by the Citizens Advice Bureau; and physiotherapy appointments in a more convenient location.

One of the messages that we have heard from our service users is how little non-clinical support there has been for people who are living with a diagnosis of non-curable cancer. Our team has been working hard to develop a programme for people with non-curable cancer that is sustainable and meets the needs of this client group. With the growing number of people who will be living with cancer, and due to treatments, often living longer but possibly with multiple health conditions, we know that there is a need to offer an expanded and ongoing level of support for them. We trialled a retreat day at Buckfast Abbey in October 2023, offering a space to share, address concerns about mortality and uncertainty, and to develop peer support. The first day received very positive feedback, leading to a second retreat day that delivered in April 2024, with a third planned for October 2024.

We have also set up a new support group for people living with non-curable cancer which began to meet in March 2023. The group was set up after we held a number of conversations to get feedback on what type of support was needed. People with this diagnosis often now live longer than previously, and yet have said how isolated they feel and how little non-clinical, face-to-face support there is available after receiving the diagnosis. The group has been very warmly received and the team delivering are enthused and inspired to be able to offer this range of pioneering support.

We have funded more hours available for complementary therapy sessions. We have recruited and inducted several new complementary therapists into the team this year. The number of hours of individual sessions delivered over 2023/24 has increased by over 43% compared to the previous year (to 965). We have also been able to offer complementary therapies at our outreach locations in Ottery St Mary and Okehampton, making it easier for people who live locally to access sessions designed to help them feel more relaxed and improve their sense of wellbeing.

Recruitment

We have been able to appoint a number of experienced and skilled professionals into posts over the last year.

We appointed a new Support and Information Advisor to our Information Services team, helping us to offer a broader base of information and support to visitors and callers, and administrative support as we expand our complementary therapy service.

We also appointed two new Oncology Support Specialists who will be delivering counselling sessions, face-to-face support on the wards, offering reflective practice sessions for cancer nurse specialists and facilitating a range of groups, including ones that offer new relaxation and anxiety management sessions. We welcomed back an experienced Oncology Support Specialist who rejoined the team after having spent some time travelling abroad.

Psychological and Emotional Support



“...you supported her throughout the years of her illness, and you were without a shadow of doubt her strength and comfort, helping her to face her cancer with courage... I think of you so often and will be eternally grateful to you for the superb manner in which you guided her through the grim prospect of her life being cut short with much pain and suffering, which she kept mostly to herself.”

The team has expanded to consist of nine part-time oncology support specialists and one clinical psychologist. In the 2023/24 financial year, there has been:

- A 58% increase in the number of clients seen in groups.
- Nearly 3000 individual interventions in either groups or individual sessions
- 10 hours per month attending the Yeo ward at RDUH
- Over 130 appointments with our clinical psychologist, Sarah Airdrie

As part of our efforts to collaborate with colleagues and partners across the sector, we have been making a significant contribution to a Macmillan-funded project to scope psycho-oncology provision across the south-west peninsula. Team members have met with colleagues from across the south-west to share best practice, including colleagues from the Fern Centre, The Lodge in Torquay, and the Mustard Tree in Plymouth.



“I have struggled to get a good night’s sleep for years but Paul’s mindfulness techniques have significantly improved my sleep quality”

We restarted our mindfulness courses, offering a five-week course three times over the year. The aim of the course is to support people affected by cancer to learn to become more aware of their emotional and mental responses to their experience, building their sense of resilience.

Information Services

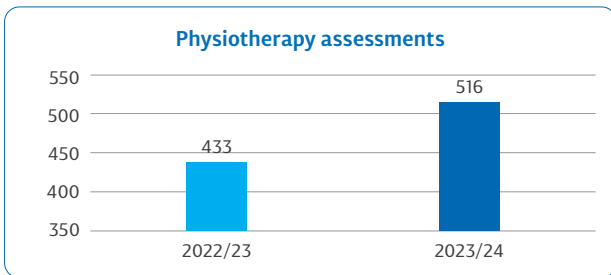
The Information Services team continued to meet a high measure of demand for services via advice, support and appointments at the FORCE centre and by phone, and on the wards at the RDUH.

Over the year, the team continued to develop their links with staff in the acute trust, through a mix of student placements, inductions for new staff members, newsletters that are sent to the Cancer Nurse Specialist (CNS) team and attendance at the regular CNS meetings. The team and colleagues are developing work on the communications and messages that we want to deliver on the noticeboards at the acute trust, in advance of work on a support services communications strategy at some point in the future.

“Myself and a CNS (Cancer Nurse Specialist) did our health and wellbeing clinic on Tuesday to 14 patients and their guests. When we talked about FORCE several patients piped up and said they would like to endorse what we said, and they had been to you and had found the help offered really good and they had felt at ease and welcomed. This speaks volumes to other patients who may be considering coming and isn’t just on our say so. I just wanted to pass that on to you as an encouragement for all you do.”



Physiotherapy assessments and Exercise



“Great facilitators, clearly skilful at physio and group facilitation. I always felt safe enough to focus and benefit from the group.”

Our two physiotherapists offered 516 assessment sessions in 2023/24, an increase of 19% on the year before. The assessment sessions offer the opportunity for personalised advice and support around how to keep active for cancer patients.

The team has also continued to develop the face-to-face ‘Get Active with FORCE’ group programme, the aim of which is to develop knowledge, confidence and skills among those taking part. Just as importantly, the group programmes can meet the social needs of patients who may feel isolated and alone in their experience of cancer. Over the year, the team piloted and established a new pilates programme, in addition to the existing yoga class, and continued to offer online exercise classes for those people who found it more convenient to exercise from home.

The team is experienced at running a range of groups for patients with specific needs and offers a comprehensive programme that supports patients’ physical rehabilitation – read more about this in our section on our [SUPPORT AND EDUCATION PROGRAMME](#).

Complementary Therapies

The team has been busy this year, expanding the number of individual sessions offered both at the FORCE centre in Exeter and in our outreach locations by 43%. We have continued to offer group acupuncture sessions to people affected by hot flushes induced by their treatment, and to those who have referrals from the Head and Neck team. The service continues to receive wonderful feedback on the effects of the sessions, supporting both patients and their main carers, as reflected in these comments:

Benefits Advice

FORCE continued to host a benefits service, supporting 366 people over the year who may face significant financial difficulties as a result of their cancer diagnosis.



“A patient was seen at short notice for complementary therapies today – there was a cancellation and the lady was so distressed and fearful for her future even though her prognosis was good. I met her after and she looked like a different person. She said she ‘felt like me again and there are things I might be able to enjoy again.’”

Encourage people living with cancer to develop skills to help manage their situation and adapt our services to meet the needs of those living with chronic disease:

Our **SUPPORT AND EDUCATION PROGRAMME** is one of the ways in which we aim to support patients managing their individual situation with cancer to develop increased resilience and confidence. We are proud to be able to offer these groups face-to-face, meeting the social and support needs that our patients tell us are crucial.



“I feel better prepared for the future.”

This year we have developed further our services for people who are **LIVING WITH NON-CUREABLE CANCER**, including biannual retreat days and a monthly support group space to attend to the sense of isolation and lack of peer support that we regularly hear about.

The **RELAXATION AND ANXIETY MANAGEMENT** course is an education programme open to patients and those living alongside someone with a cancer diagnosis. It is designed to help people understand what stress and anxiety is and to look at individual ways to manage when levels become too high and unsustainable. Often, simple techniques and suggestions can make a huge difference and enable significant change for patients.

The **MOVING FORWARD** programme is designed for patients who have finished treatment within the last year. The six-week course helps people to adjust to life after treatment – a time which can feel like a safety net has been removed with less regular hospital contact.

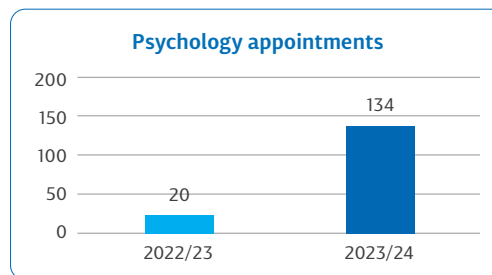
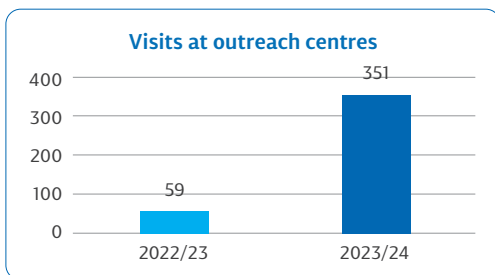
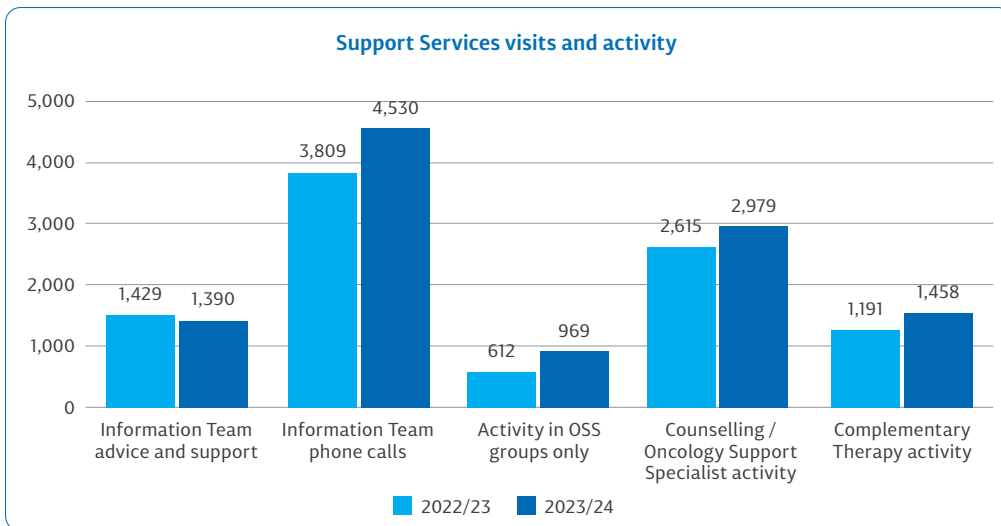
The **GET ACTIVE WITH FORCE** programme offers opportunities for patients to access simple physical activity that can reduce many of the side effects of cancer treatment and the risk of recurrence. Our Breast Recovery Programme group was established in 2022 after the team identified the need for a group that offers education, practice and support in attaining a full recovery of chest and arm flexibility. The focus of the group is on empowering patients to learn what they can do to minimise secondary complications and encourage physical recovery. We also run a ‘men’s only’ gym programme to support men with their physical wellbeing as well as to offer a setting where there is psycho-social support. The team has had encouraging feedback that has highlighted the value of having a setting for men where they can support each other. The FORCE exercise class for strength and balance, run at the ISCA centre in Exeter, has provided valuable support for patients living with non-curable cancer, with participants feeding back how important the group has been for their physical, mental and emotional health.

Audit and evaluation of our services

Development of a system to evaluate our services and measure our impact. Finding out about the needs of the people who use our services, and ensuring that we meet them, is one of our top priorities. The team has now adapted a model for getting feedback and measuring the impact of our services in a manner that is not intrusive or clinical for our clients. The aim is for the model to be finalised in Summer 2024 with a view to it being rolled out by the end of 2024. Finding ways to measure and describe the experience and impact of our services, both in terms of statistics and stories, should also help us with future grant applications.

FORCE Objective:

To reach more people needing support and advice



FORCE Objective:

To invest in local clinical and scientific **research** at respected institutions including the University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust.

FORCE has been investing in local cancer research since 1987. Today, the Charity focuses on supporting new, smaller research projects, which often struggle to secure funding. This pump priming can provide the basis/evidence for important work to go on and attract funding from large grant-making institutions.

To do this, we aim to:

- Raise funds for local cancer research projects that meet our criteria.
- Ensure that research is a well-publicised part of our work.
- Evaluate proposals and review outcomes of locally funded research projects.

Applications for research funding are beginning to be presented post-pandemic and during the year £4.5k was paid to pump-prime a project using Raman Spectroscopy to investigate changes in breast cancer post-chemotherapy. This safe, non-invasive monitoring technique could provide more information and help to reduce the need for surgical intervention. FORCE's initial funding enabled the RDUH/ University of Exeter research team to secure funding from Cancer Research UK to extend this research and work towards improving care for people affected by breast cancer.

The Trustees will continue to review applications against our criteria and provide support to approved projects in future.

FORCE Objective:

To **support innovation** by improving local cancer services

In response to the fast-changing environment of recent years, the Trustees have identified the need for a more broadly defined objective to fund innovation in improving cancer services. This gives greater opportunity to be responsive in our aim to:

- Fund state-of-the-art equipment to improve cancer diagnosis, treatment, and care.
- Be flexible and support projects and education that promote innovation and improvement in patient care.

As anticipated, we are starting to see an increase in applications for funding of equipment following a quiet period post-pandemic. During 2023/24, £17k was approved for an additional cool cap machine, increasing capacity for initial treatments in the acute hospital for patients who can then take advantage of the machines available for those accessing outreach chemotherapy in Ottery St Mary.

Funding for education includes an annual bursary established in memory of our co-founder, Dr Chris Rowland. Although this project was paused for a year in the aftermath of the pandemic, funding recommenced during 2023/24 and annual funding of £2k was paid to support the cost of a student's professional training year linked to oncology. The latest beneficiary of the bursary, Lizzy Sears, is looking at pancreatic neuroendocrine tumours and is hoping to do a PhD and follow a career in cancer research.

FORCE welcomes requests for funding from all departments offering cancer services. The aim is always to cover a broad spectrum of cancers.

FORCE Objective:

To influence and collaborate with other organisations to benefit people affected by cancer

Working collaboratively with other organisations and sharing skills and knowledge is one of our core values and is another key element of ensuring appropriate services are delivered to our beneficiaries. Our aim is to share our unique support model where appropriate and learn from best practice in other organisations – both local and national. Partnership working can also have the benefit of a stronger united voice.

The key to good collaboration and partnerships is building strong relationships. FORCE has long-standing relationships with local charities such as **Hospiscare** and **ELF**. We work together to support patients where appropriate and consider opportunities to share resources where appropriate.

We also have regular contact with **Cancercare**, a similar charity to FORCE working in the north-west; sharing knowledge and experience.

FORCE continues to invest in a strong interface with our main partner, the **Royal Devon University Healthcare NHS Foundation Trust**. Our Oncology Support Specialist Team has continued to provide reflective practice sessions to support nurses in the oncology, haematology and palliative care departments over the year. New members of hospital staff in Cancer Services routinely visit the FORCE Centre as part of their induction programme, creating awareness of the range of high-quality support available and enabling them to understand more clearly what is on offer to their patients.

Our team worked closely with the RDUH Personalised Care Team and with the regional Macmillan team to raise awareness of the issues involved in offering an inclusive environment in cancer services to LGBTQ+ people, delivering education sessions to dozens of people at the 2023 Macmillan Professionals conference.

We collaborated with other cancer centres on projects include the scoping of regional psycho-oncological services. Team members visited a number of cancer centres in the region with the aim of learning about new initiatives, developing peer support and sharing our model of services, including the Fern Centre in North Devon, The Lodge in Torbay, and the Mustard Tree in Plymouth

Our partnership with the Citizens Advice Bureau has continued to flourish. FORCE offers the venue and publicity for their benefits service, with CAB offering their experienced and knowledgeable team who delivered 342 appointments at the FORCE centre in Exeter. The service, funded by Macmillan Cancer Support, expanded to our outreach locations in Okehampton and Ottery St Mary in 2023/24.

Our partnerships with other public, private, voluntary and community organisations at a local and national level, enhance the services we are able to deliver to our beneficiaries.

- Active Devon
- Axminster and Lyme Cancer Support
- Balloons
- Brain Tumour Support
- Citizens Advice
- Macmillan Cancer Support
- Community hospitals
- Exeter University Medical School
- Look Good Feel Better
- Little Princess Trust, Natural Images and Browns
- Teenage Cancer Trust
- Westbank Community Centre

FORCE Objective:

*To develop a **strong infrastructure** to ensure a sustainable future for FORCE services*

Sustainability

A strong organisational structure provides the necessary framework to develop a sustainable future for the Charity. Our strategy recognises the importance of continuing to develop a robust infrastructure, focussing on financial management, income generation, governance and digital transformation to ensure that resources are used in the most effective way.

Financial management

Strong financial management has always been a corner stone of the Charity's operations. The Trustees delegate aspects of financial oversight to the Finance and Income Generation Committee with responsibility for day-to-day control delegated to the CFO. Together, they ensure a robust system of financial controls, careful cost control, reserves management and the presentation of regular financial information to aid Board monitoring and decision making. The Finance Team are working together to improve efficiency through digitalisation of processes and improvements to reporting and these aims are reflected in our future ambitions.

Income Generation

Making sure we have diverse and sustainable income streams has always been the backbone of our strategic vision and the team have made great strides in implementing income generation plans commissioned in 2022/23. The new Head of Income Generation has now completed initial recruitment plans and the new team are really starting to find their feet. Relationships with our supporters remain crucial and the team have continued to develop and nurture existing and new links. We are reviewing how best to support our Friends of FORCE (FOF) groups in the community and looking at ways to develop the groups for the future.

Governance

Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. The Trustee led Governance Committee (GC) co-ordinates the increasingly complex compliance requirements faced by the Charity and reports to the full Board. In addition to legal and regulatory compliance, the GC seeks to give assurance to the full Board regarding health and safety, information governance, risk management and monitoring the quality of our services. It also assists in development of strategic aims, monitoring progress towards these objectives and in recruitment/development of the Board. The staff led Governance Action Party (GAP) was established in 2022, to ensure operational governance responsibilities are well managed across the various departments of the Charity. GAP reports to the Operational Management Team (OMT) which escalates relevant issues to the GC to ensure clarity of duties and avoid unnecessary duplication.

With many more people depending on our services, we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. Our model of service delivery continues to be developed and reviewed with the expansion of the use of role specific volunteers (RSVs) and evolution of support groups to adapt to patients' needs.

Development of staff and volunteers

Our people are central to the provision of high-quality services to support our beneficiaries. The unprecedented challenges of the last four years have proved what an inspirational team we have with everyone applying their skills and experience in new and imaginative ways to enable vital support to continue. Peer support and supervision has been invaluable during this period with the increasing emotional demands of the work. We continue to assess training needs regularly and through the PDR process to ensure that staff and volunteers have the skills and knowledge needed to provide and develop our services.

Our volunteers are a crucial part of the FORCE team, and we aim to broaden how their fantastic skills and enthusiasm can be harnessed to enhance our service delivery. More information is provided in the **OUR PEOPLE** section below.

Embracing technology

The pandemic encouraged the team to adopt new ways of working and think about how to use technology to reduce administration so that as much of our time as possible could be spent on delivering our services. We are continually making improvements to our bespoke CRM, using technology to improve our collection, analysis and interpretation of visitor data to inform the evolution of our services and improve impact reporting.

Robust systems and investment in IT infrastructure and cyber security, are an important element of sustainability plans. We continue to seek ways in which technology can help to streamline our systems and improve data collection, reporting and analysis. Cyber security is highlighted as one of the key risks faced by the Charity, and proportionate steps to address these risks continue to be a priority.

We know that there is more work to be done to ensure that our systems are fit for purpose and will meet future, increasing demands for data in a secure environment. The increasing volume of information is putting pressure on our existing software. The vast array and complexity of options is quite overwhelming and the need for a digital strategy, and appropriate advice to assist with the transformation is acknowledged as a key topic within our 2024 to 2027 strategic plan.

Our people

Our people are pivotal in all we do here at FORCE. From the people who walk through the door seeking help and support to those who are here to meet them. From our fundraisers and supporters to those who provide governance and financial stewardship.

We continue to invest in our people to retain a motivated and engaged workforce with the skills and capacity to support our strategic ambitions. The wellbeing and ongoing training of our staff and volunteers is key to encouraging people to bring their best to the Charity.

As part of our recent strategic planning process we involved, staff, volunteers and stakeholders through a questionnaire and engagement events. The investment and commitment of all those involved with the Charity creates an open and inclusive culture which has been vital in informing the future direction of FORCE.

Our new Chair of Trustees, Jenny Forrest, is supported by a mix of relatively new Trustees as well as those who have a longer history with the Charity and its ethos. The reinvigorated Operational Management Team has really embedded over the last year and is well placed to take our new strategy forward. Staff numbers have increased again during the year and FORCE now employs 32 members of staff as well as 2 staff employed through the NHS Professionals staff bank and 12 contractors.

FORCE CEO, Meriel Fishwick will be retiring at the end of October 2024. She has spent 34 years with the Charity in a variety of roles and feels the time is now right for a new leader to come in and take the Charity forward. Following an open and robust recruitment process, the Trustees are delighted to announce that Kate Few-Singh has been appointed as our new CEO and will be in post by Autumn 2024.

FORCE Volunteers

Volunteers are a vital and integral part of the FORCE team. Since April 2023 we have welcomed 28 support service volunteers which makes a total of 136 volunteers regularly supporting FORCE across the organisation, 40 FOF group members and more than 150 event volunteers.

Our Role Specific Volunteer programme continues to expand, and it is making a real difference to the different ways we can support patients and carers. Examples of this is our support and education programmes, both in Exeter and outreach locations, but also our recently launched preloved wig service. We have two volunteers who have received specialist training to enable them to take the lead on wig fittings/appointments, as well as overseeing the service with a member of staff.

The chemotherapy nurses continue to be supported by FORCE volunteers at Ottery St Mary Community Hospital where we have a team of 25 volunteers (now 5 days a week) and on Cherrybrook ward at the RD&E. At Okehampton hospital each Wednesday we have a team of 10 volunteers to oversee the FORCE services there, and very recently we have returned to Tiverton hospital on Mondays where we have a team of 8 volunteers. Our volunteers are a huge help and welcome patients as well as providing refreshments to those having treatment.

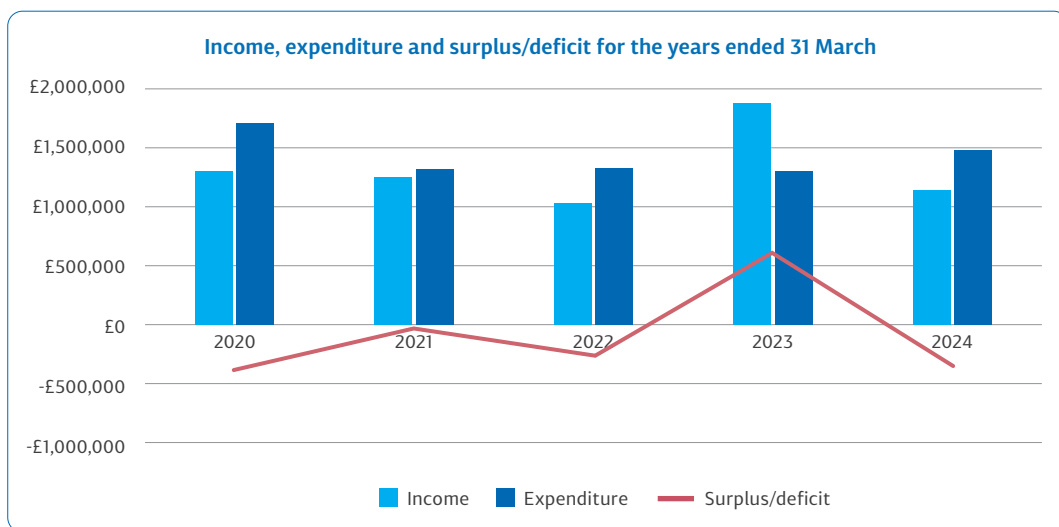
The outside space at the Centre is looking stunning thanks to a fantastic team of gardeners. From time to time, they receive additional help from corporate days where companies release their staff to spend a day working in the FORCE garden. The results are blooming impressive!

Financial review

Review of Transactions and Financial Position

We have continued to operate in an uncertain environment with the impact of the cost-of-living crisis and high inflation affecting both income and expenditure. This is reflected in the chart below, which provides an overview of the income, expenditure and resulting surpluses/ deficits reported over the last 5 years. The chart does not include investment gains / losses.

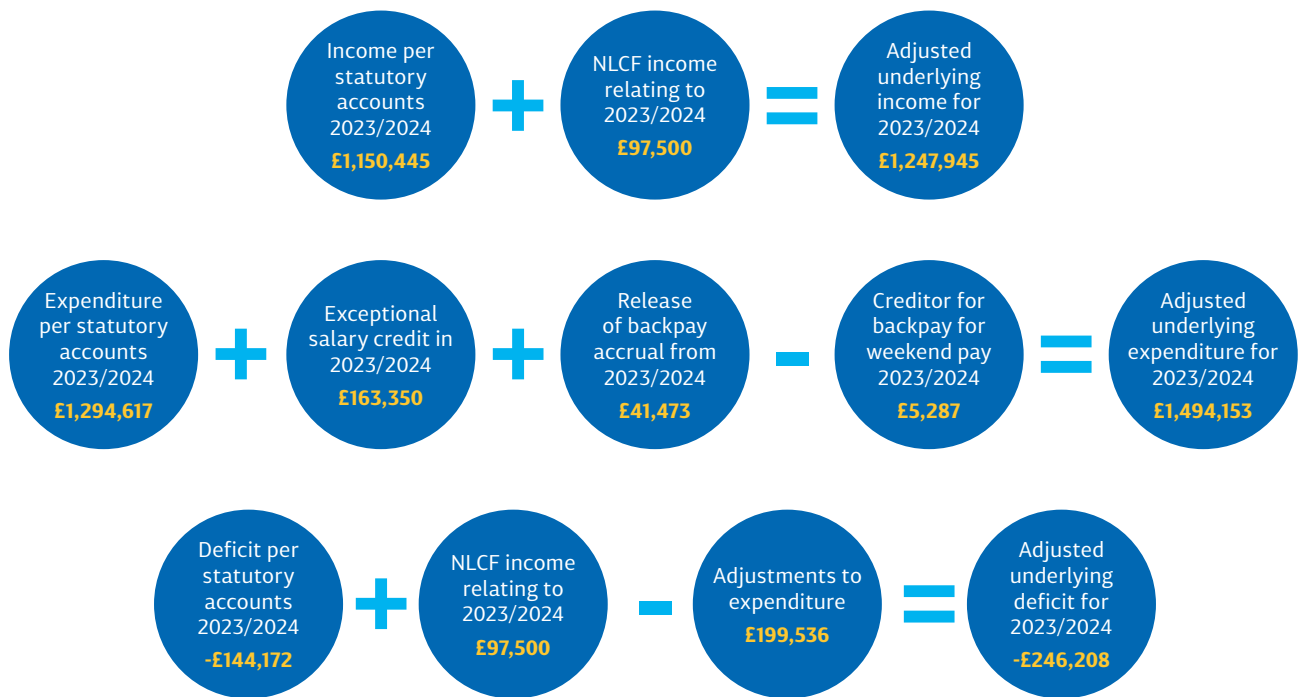
The chart demonstrates the challenges we faced in raising sufficient funds to cover the cost of operating our services from the Centre and three outreach locations, even pre-pandemic.



Key factors affecting this 5-year period can be summarised:

- In all but the year ended 31 March 2023, legacy income fell short of the budget level of £400k and this resulted in the reported deficits. Until this year is taken into account, the 5-year average income remained a fairly steady £400k but this has now fallen to £310k.
- Emergency Covid funding available during the year ended 31 March 2021, together with reduced costs due to restricted activities, resulted in a reduced deficit that year.
- A more significant deficit was reported in the year to 31 March 2022 due to an end to the emergency funding but on-going disruption to traditional income streams.
- A record surplus of just under £600k was recorded in the year ended 31 March 2023. Although almost £300k related to income yet to be received as future grant income/ legacies, the surplus helped to rebuild our reserves position and put us on a strong financial footing to re-establish our services to meet increasing demand in a sustainable way.
- The results for this reporting year to 31 March 2024, show increasing costs due to inflationary pressures and the restart of the second outreach location, and the rebuilding of our staff teams. Income from legacies and grants was somewhat disappointing this year. In fact, during 2023/24 there have been several unusual accounting entries which make it a little difficult to interpret the underlying income and expenditure balances for the year:
 - Grant income from the NLCF was reported in the 2022/23 accounts but relates to a three-year funding period (to 30 September 2025). In line with the requirements of the Charity SORP, the entire £290k income was recognised in 2022/23 while the related expenditure of approximately £100k per annum will be incurred over the remaining period of the grant.

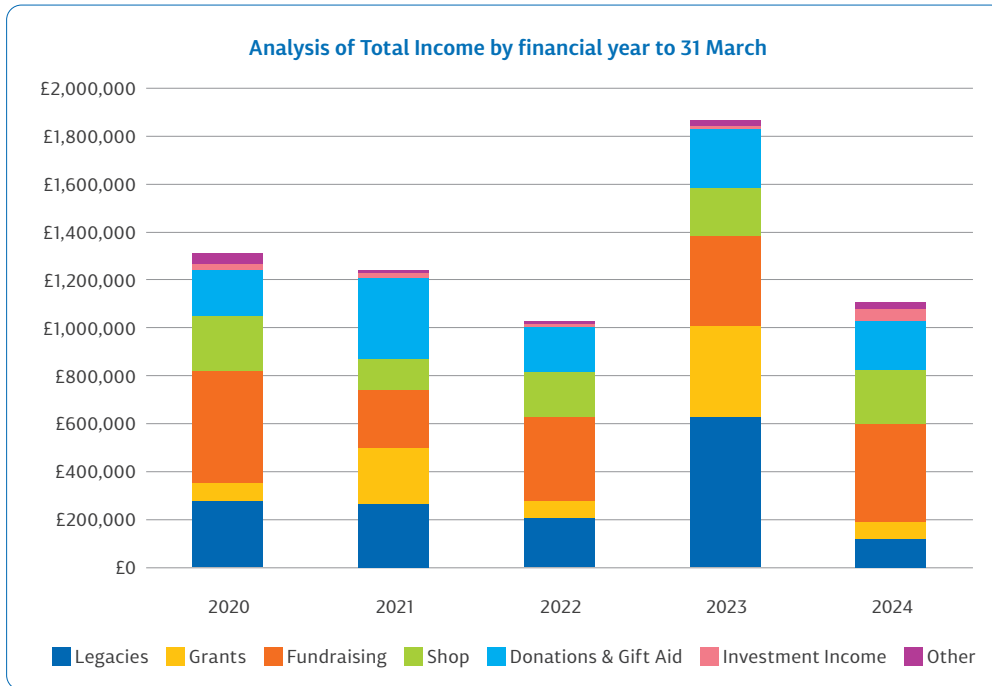
- During the year, an exceptional credit note totalling £163k was raised by the RDUH to cancel invoices due relating to salaries of staff who were furloughed during the pandemic in 2020/21. This exceptional credit distorts the expenditure figures for the year and is of such significance that it is disclosed separately on the face of the Statement of Financial Activities (SOFA).
- There have also been further unusual adjustments to salaries relating to prior years:
 - An accrual of £41k was included in the 2022/23 accounts for a back dated pay award for that year. During 2023/24, it became apparent that this back pay was funded by central government and the accrual was therefore released.
 - A new HealthRoster system has been introduced from 1 April 2024. This highlighted the fact that shop team members routinely working on a Saturday should have received enhanced pay. HR advised that a retrospective payment should be made for the previous two years. A total accrual of £11k has been included in March 2024 for 2022/23 and 2023/24 back pay. Of this accrual, £5.3k relates to 2022/23 but is included in the 2023/24 management accounts. This was adjusted in the May 2024 salaries of staff involved and the accrual released.
- The following diagrams aim to isolate these unusual adjustments and highlight the underlying income, expenditure and deficit for the year:



These diagrams highlight the underlying income, expenditure and deficit for 2023/24. Although income was £161k below budget, this was almost completely mitigated by cost savings for the year and the adjusted notional deficit is in line with budget for the full year.

How our income was generated

The following chart provides an analysis of key income streams over the past 5 years and emphasises the significant impact of fluctuations in legacy and grant income. It also demonstrates the recovery of core income from fundraising and the shop during the year ended 31 March 2024. Further details on income for the current year are provided below.



As described within our strategic objectives, having a robust income generation plan is key to the sustainability of the Charity. Our main sources of income are voluntary donations/legacies and trading activities, including income from fundraising and our charity shop. We do not charge for our services and therefore income from charitable activities - from our coffee bar in the Oncology department, the sale of skin care products, wig products and scarves and a contribution for hosting university medical students - represents relatively small amounts received. A key focus of our recovery plan has been to develop income generation and to implement plans to exploit opportunities identified as part of a review carried out during 2022. Further progress has been made in implementing these plans whilst allowing time to recruit and develop a new income generation team. Further details are outlined in the **FUTURE PLANS** section below.

Donation, grant and legacy income

Due to the recognition of additional legacy and grant income last year, total voluntary income (including donations, legacies, grants and Gift Aid) has fallen back from £1,238k to £429k. Grant and legacy income is less predictable than general donations and these income streams have been disclosed separately on the Statement of Financial Activities to demonstrate the hugely important impact that these often-unanticipated amounts have on funds raised.

Although legacy notifications have improved since the pandemic, income for 2023/24 is below expectations at only £170k following a near record £630k the previous year. There appear to be more complex estates taking longer to administer and this hasn't been helped by a less active property market. The five-year average has now shifted from £400k to only £310k.

Grant income reported for the year was £64k but this excluded £97.5k received from the NLCF but recorded in the 2022/23 accounts, in accordance with the Charity SORP. There is increasing competition for grant funding and the reported surplus last year may also have had an impact on the success of our applications.

Donation income was less than last year with fewer significant one-off gifts, but the accumulation of smaller gifts demonstrates how together, these make a big difference, with income from this source still above budget. We were fortunate to receive a donation of £25k from Omaze as part of a local donation associated with a house lottery. Gift Aid receipts improved and were ahead of budget for the year.

As noted last year, the Trustees were very aware that the significant legacy and grant income recorded in 2022/23, could not be relied upon for the future. Work has continued to rebuild sustainable income streams and the implementation of the income generation plans will continue as we strive to reach a balanced budget by the end of the next strategic planning cycle. As ever, our supporters are crucial to the success of this ambition.

Other trading activities

Trading activities principally represent income generated through fundraising and our charity shop.

Income from trading activities increased by a further £54k this year but remains around £75k less than pre-pandemic levels. Fundraising activities increased by more than £60k (or around 17%) through huge efforts from the team hosting in house events and supporting community events held by our fantastic Friends of FORCE groups and other individuals/community groups. The world of fundraising is evolving, and we can't thank everyone enough for their time, dedication and imagination to raising funds on our behalf.

Our shop team has worked incredibly hard to collect, sort, display and sell the fabulous, donated goods that we receive. In total they sold an incredible 98,300 transactions, raising almost £217k. Although we continue to identify suitable items to maintain an online presence, we prioritise offering a full range of items for sale to entice customers into our shop and save valuable time in listing and dispatching e-commerce sales. Retail Gift Aid of £13.8k was claimed, representing just under 28% of potentially Gift Aidable sales (2022/23: £10k, 22%). This further improvement in Gift Aid recovery reflects the success of implementing a restricted donation drop off window each day, allowing the team to ensure donations are Gift Aided wherever possible. With cost savings of £7.5k, the shop reported an overall surplus of £28k for the year, which was £14k more than originally budgeted (2022/23; surplus of £26k).

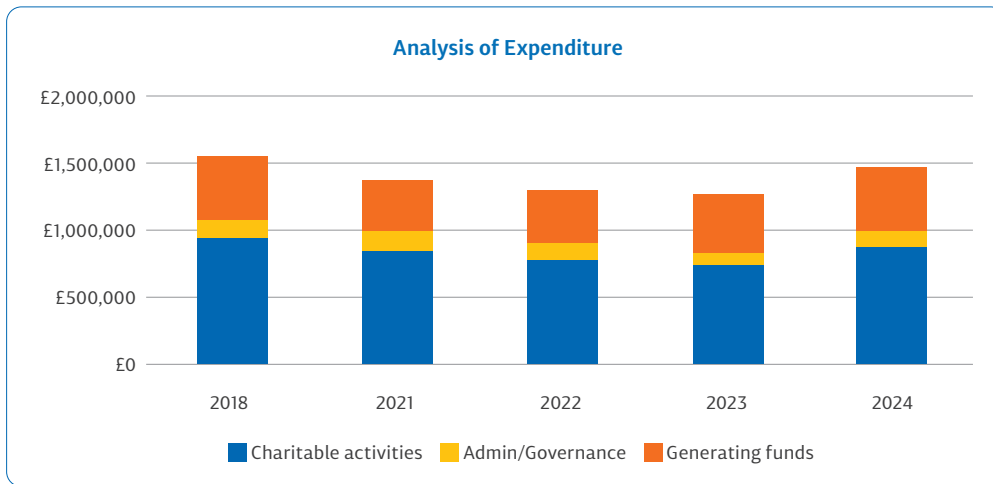
How our funds were spent

Overall costs reduced from a peak of £1,669k in 2019/20 to £1,275k in 2022/23 but have now started to grow due to successful recruitment to rebuild our teams but also a reflection of rising costs. With a full year of costs for newly recruited staff and the re-introduction of outreach services at two of the three FORCE@ locations, total costs for 2023/24 rose to £1,481k. As described above, an exceptional credit totalling £163k was issued by the RDUH, crediting invoices due for salaries relating to the pandemic period when staff would have been furloughed. Because of its significance, this credit is disclosed separately on the face of the Statement of Financial Activities (SOFA), analysed between costs relating to the delivery of charitable activities and raising funds.

Traditionally, an average of 64% of our expenditure is spent directly on charitable activities. During 2022/23, this fell to only 57.4% due to the phased return to FORCE@ locations only starting in the final quarter of that year, and no requests for funding of innovation. With a return to outreach and innovation funding, spending on charitable activities was just over 68% for 2022/23. This includes spending on essential costs of governance and administration of the charity, which represents around 9% (2022/23: 9%) of total expenditure. The cost of generating income was 32% (2022/23: 33%) but this includes work to raise all income as described in more detail in note 8 to the accounts.

The investment portfolio was re-opened during 2023/24 and unrealised gains of £23k were reported to reflect the uplift in the market value during this period

Details of specific charitable activities are described in the **DELIVERING OUR AIMS** section above.



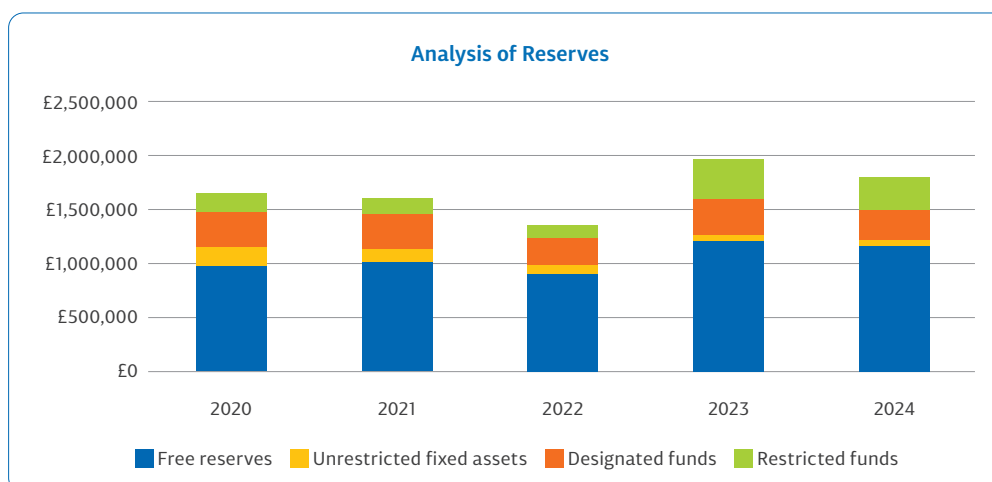
Overall, the financial statements report a deficit of £144k or £307k excluding the exceptional salary credit (2022/23: surplus of £593k).

Reserves policy

Target reserves

As part of our risk management processes, the Trustees have reviewed the key risks, updated the risk register and assessed the potential financial impact. The cumulative impact of the pandemic, closely followed by the cost-of-living crisis, has emphasised the importance of holding reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar. The Trustees consider that reserves are most likely to be required due to circumstances where associated risks could not be completely mitigated, and the financial impact is likely to have a negative effect on liquidity. In addition to covering unforeseen/emergency expenditure, the reserves will help to smooth peaks and troughs in income and offer funds to enable the Trustees to take advantage of opportunities that may arise to further serve our beneficiaries when circumstances allow. Because it is unlikely that all of the risks materialise and have a financial impact at one time, and it is difficult to estimate the potential cost of risks, it seems more appropriate to hold reserves within a range of values. As of 31 March 2024, the Trustees have undertaken a thorough review of risk (see below) but have assessed that a target range of free reserves of between £1.3m and £1.5m remains appropriate.

Actual reserves



With the reported deficit of £144k, the Charity’s total reserves at 31 March 2024 have reduced to £1,805k (2023: £1,949k) (see Note 21 to the financial statements). Unrestricted funds were £1,504k compared with £1,540k at the end of last year. This includes designated funds of £217k (2023: £235k) (see Note 22), leaving total unrestricted reserves of £1,287k (2023: £1,305k).

As of 31 March 2024, our free reserves (unrestricted funds excluding tangible fixed assets) have decreased from £1,204k to £1,199k, which remains approximately £100k below the revised minimum target range. Free reserves do include fixed asset investments as they can be liquidated at short notice, should additional cash flow be required. The surplus reported in 2022/23 gave a little more breathing space to recruit key staff to rebuild our teams, re-establish our services to meet demand and fulfil our commitment to fund innovation. The Trustees continue to review activities, but forecasts indicate that it is unrealistic to expect to break even before the end of the current strategic planning cycle (2026/27). Reserves can support a period of deficit, but the situation will be actively monitored and everything possible done to secure additional funding to support the development of services to meet growing demand. Contingency plans are in place and are under constant review to ensure that the Charity remains sustainable as described in the **FUTURE PLANS** section below.

Investment Policy and Performance

During 2023/24, the Trustees approved a reinvestment of £300k into our investment portfolio following the uplift in legacy income, improving liquidity position and to mitigate the impact of inflationary pressures on reserves. The original portfolio, first opened in 2014, had been liquidated in 2022 due to uncertainties created due to the pandemic and cost-of-living crisis.

RBC Brewin Dolphin, were reappointed as our Investment Managers during 2023/24 and the portfolio generated dividend income of £2.2k and interest of £0.9k during the period from October 2023 when the account was opened. The value of the portfolio increased during the period with net gains of £23k reported (see Note 17 to the accounts). The net portfolio returns for the period were +4.52%.

The majority of our reserves continue to be held in cash deposits. During 2023/24, the Trustees approved the opening of a pooled deposit account to facilitate more effective spreading of other cash balances and £300k was placed on the Insignis platform. This arrangement is working well and has significantly reduced administration time while helping us to take advantage of increased interest rates. In order to minimise the risk to capital, the Trustees aim to take advantage of the Financial Services Compensation Scheme and spread any potential risk as far as is practicable to reduce exposure to counterparty risk.

The investment policy will be reviewed on an annual basis and more frequently should the level of funds available for investment fluctuate significantly.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principal risks faced by the Charity. The potential impact of these key risks is assessed and appropriate steps to mitigate these risks are recorded. The Trustees are satisfied that our policies and procedures relating to the management of key operational and financial risks are appropriate and adequately mitigate exposure to major risks which have been identified.

The Charity takes risk management very seriously and has a structure in place to identify, assess and manage actual or potential threats. Although the Trustees take ultimate responsibility for risk management, they have delegated certain tasks to the Governance Committee, OMT and the Governance Action Party (GAP). Risk is kept under constant review but if a particular risk is identified as part of our incident reporting procedures, it is highlighted to the Governance Action Party (GAP)/ OMT/ Governance Committee/ Trustees at the next scheduled meeting unless more urgent action is required. We continue to operate in an uncertain environment and the challenges encountered during the pandemic emphasised the importance of being able to adapt to change in a nimble way to address unexpected risks and uncertainties. The GAP have made great strides in reviewing and improving our risk management processes at an operational level and we now have a robust business continuity plan and are consolidating our incident reporting procedures.

The following table highlights the current principal risks that have been identified by the Trustees, together with an overview of how they are being managed:

Potential risk	Potential impact	Steps to mitigate risk
Succession planning and CEO recruitment	The retirement of long-standing CEO creates a specific risk to ensure key aspects of culture and reputation are maintained.	The recruitment of a new CEO has been co-ordinated by a group of experienced Trustees with involvement of OMT, staff and other stakeholders. An external recruitment consultant was appointed to ensure a robust recruitment process and help to appoint the right person to lead the charity into the next chapter. A comprehensive induction programme is planned to ensure that the new CEO is well supported as they establish themselves in this vital role.
Cyber security	Possible financial, regulatory and reputational risks if system access controls are breached.	External IT consultancy with regular updates to cyber security systems. Staff training to ensure awareness of risk and steps to take in the event of a breach. Trustees continue to consider further steps to ensure defence against cyber-attacks is appropriate and proportionate for the organisation.
System improvements and digitalisation	The strategic planning process identified a common theme of the need for improved data and reporting. Our database and other systems require review/ development to provide timely and accurate information to aid decision making. Staff do not have all the necessary skills/ capacity to undertake such a comprehensive review.	The Trustees have recognised the importance of specialist advice and assistance to help to develop and implement a digital strategy. They are currently seeing a new Trustee/Special Advisor to champion digital improvements and cyber security. Digitalisation will require resources and it is hoped that specific funding can be sourced once costs have been assessed.

Potential risk	Potential impact	Steps to mitigate risk
<p>Cost-of-living crisis</p>	<p>Reduction of disposable income leading to reduction in giving.</p> <p>Increased costs.</p>	<p>Implementation of a review of fundraising activities to take advantage of opportunities identified for income generation/exploration of grant funding & gifts in wills opportunities. Income levels are closely monitored, and forecasts reflect prudent assumptions regarding sustainable recovery plans.</p> <p>Implementation of fundraising plan to improve data analysis/marketing to maintain and build on strong supporter relationships.</p> <p>Costs will be monitored and managed by the Finance and Income Generation Committee to be in line with any significant changes in income generation.</p>
<p>Coping with increasing demand for our services</p>	<p>Increased demand, particularly at a time of staffing pressures, has the potential to impact quality of service.</p>	<p>A new Strategic Plan has been drawn up for 2024 to 2027 and service development is meticulously planned within accompanying operational plans. The Role Specific Volunteer Programme/ digitalisation of appointment system are working well, and we continue to review ways to make best use of available resources. Successful grant funding from the NLCF has helped to kick start the RSV programme and the reintroduction of FORCE@ services but further funding needs to be sourced to cover costs beyond September 2025.</p>

Future plans

During the next year we look forward to welcoming a new CEO and working towards our new strategic ambitions. These are some of the areas we will be focusing on:

- Increasing income with the aim of moving towards a balanced budget.
- Ensuring a good uptake of our outreach services in all three locations.
- Building relationships with partners in local communities to understand any barriers and explore how we can overcome them.
- Building support for people who are currently poorly served, such as families and those bereaved by cancer.
- Finding sustainable ways to meet the increasing demands on the service.
- Reaching more people with our support and education groups and retreat days.
- Bringing together people with common experiences and encouraging peer support.
- Being a recognised hub to assess the individual needs of cancer patients and signpost to other services when appropriate.
- Recruiting more volunteers to help us welcome clients and deliver services.
- Reviewing systems and processes to find more efficient ways to support finance and income generation.
- Researching better ways to report on the impact of our services.

Structure, governance and management

Governing Instrument

Following its incorporation on 15 February 2011, the Charity is registered as a charitable company limited by guarantee.

The constitution of the Charity is set out in its Memorandum and Articles of Association with the Registered Charity Number 07529991. The Charity is also registered with the Charity Commission under Registered Charity Number 1140676.

Recruitment and Appointment of Trustees

The Trustees are eligible, in committee, to appoint additional Trustees under the terms of the trust deed.

The Trustees are also responsible for the appointment of our Patron and Vice-Patrons.

Selection, Induction and Training of Trustees

The existing Trustees are responsible for the selection, recruitment and induction of new Trustees. The governing document requires that the Board has a minimum of six and maximum of 12 members.

The aims of the selection, recruitment and induction policy are as follows:

- To ensure that the selection and recruitment of Trustees is inclusive and transparent.
- To ensure that the Board of Trustees is aware of its duties and responsibilities.
- To ensure that the Trustees have the necessary skills to fulfil these duties and responsibilities.
- To ensure that Trustees are aware of the Charity's aims and purpose and are passionate about its work.

Selection

Once the need to recruit a new trustee is identified, the existing Board will review current structure and consider key skills that the new member would ideally contribute.

A periodic review of the skills of Board members is carried out, particularly when there is a need to recruit. In addition to key skills, consideration will also be given to ensuring the diversity of the Board.

Following the identification of any key skills gaps, the Trustees will then discuss how best to attract potential candidates with the skills required.

Recruitment

Depending on the nature of skills sought in a new trustee, appropriate recruitment procedures will be followed. A key priority for any prospective trustee will be an empathy and passion for the work of the Charity. It is not considered appropriate to put a timescale on the recruitment process as it is vital that the right person is selected with skills to complement and enhance the existing Board. Prospective candidates will initially be invited to meet informally with at least two representatives of the Governance Committee, to include a Trustee and a member of the senior management team. The Trustee(s)/Executive Officer present at the initial meeting will report to the Governance Committee on the suitability of the prospective candidate.

Induction / Appointment process

If required, the initial visit will be followed by further discussions with members of the Board. Assuming that both parties are keen to continue, the prospective candidate(s) will be invited to attend the next Trustees' meeting.

The new trustee will be formally appointed at an appropriate Trustees' meeting and relevant documentation will be completed and then submitted/filed as appropriate by the Company Secretary.

Any training requirements will be discussed, and suitable guidance/training courses identified.

Term of Office

A register of Trustees' original, and subsequent reappointment dates is maintained. This allows identification of those reaching the end of their term of office, aids succession planning and informs the recruitment process.

Trustees/Directors are appointed for a period of five years. Reappointment is based on a review of skill requirements and continued contribution to the Board. Reappointment beyond two terms is subject to particular scrutiny and disclosure. An explanation of why this is in the best interest of the Charity will be made in the Trustees' Annual Report.

Pre-2020, work was underway to strengthen our governance with better defined terms of office. Although the pandemic and other uncertainties affecting the environment in which the charity operates have delayed this process our programme of recruitment is well underway. Following the appointment of three new Trustees during the first months of 2023, another long-standing Trustee stood down in May 2024 and a new Trustee was recruited. Only three of the original trustees appointed when the charity was incorporated in 2011 remain in post. Two have been reappointed on an annual basis as recruitment plans progress. As noted last year, a specific exception to the policy of a maximum 10-year term was approved in respect of Dr Jenny Forrest who was reappointed for a further 5-year term in 2023 as part of a considered succession plan and she stepped into the role of Chair of Trustees in November 2023.

Ongoing training, support and evaluation

As part of the fulfilment of the Charity's Governance responsibilities, Trustees will be expected to undertake relevant training and share learning with the Board. Trustees will be supported in their role by the Chair/Vice-Chair throughout their term of office. As part of an annual review of the Board, there will be the opportunity for one-to-one sessions to ensure that Trustees can discuss their role and feel able to continue to contribute to the effective oversight of the Charity. Trustees will be asked to reconfirm their declaration of interest each year.

Organisational Structure and decision-making

FORCE is governed by a Board of Trustees. The Board meets at least five times a year, including a day each year dedicated to planning/training. Certain responsibilities are delegated to the following committees:

Governance Committee (GC)

The Governance Committee was established in early 2019 to provide specialist time to focus on development of strategic plans and deal with the increasingly complex regulatory environment. The committee currently comprises three Trustees and two members of the senior management team (CEO and CFO).

Key areas of responsibility are:

- Development and monitoring of the strategic plan.
- Compliance with laws and regulations.
- Election and appointment of Trustees.
- Risk management.

The GC meets four times a year and reports directly to the Trustees. Additional meetings are held if required to allow for timely discussions on key strategic issues.

Finance and Income Generation Committee (FIGC)

This committee currently comprises three Trustees and three members of the senior management team (CEO, CFO and Head of Income Generation).

Key areas of responsibility are:

- Consideration and monitoring of income generation plans and performance.
- Oversight of financial operations including review of budgets and financial controls and procedures.
- Review of reserves levels.
- Monitoring of investments, cash and deposits in accordance with the Investment Policy.
- Routine liaison with the auditors.
- Advising the Board on appointment of Auditors/Investment Managers.
- Provide guidance on tax/IT issues and seek professional advice as required.
- Seeking assurance that adequate insurance cover is maintained.
- Senior management team salary review.

The FIGC meets four times a year and reports directly to the Trustees.

In addition, other sub-committees are occasionally formed in order to expedite specific projects.

Operational Management Team (OMT)

Responsibility for the operational management of the Charity lies with the Operational Management Team (OMT) led by the Chief Executive. The OMT consists of the CEO, CFO, Support Services Manager, Head of Income Generation and Volunteer Manager. The OMT generally meet monthly for at least 10 months each year.

Pay policy for senior staff

The Trustees, in their role as directors of the charitable company, together with the OMT form the key management personnel of the Charity. The Trustees/Directors give their time freely to oversee the governance and management of the Charity and receive no remuneration. Any related party transactions or expenses paid to directors are made in accordance with documented policies and are disclosed in the notes to the financial statements as required.

As is the case for all employees of the Charity, the members of the OMT are paid in accordance with the NHS Agenda for Change Pay Award announced each year. The 2023/24 pay award was not announced until June 2023 and represented a 5% pay-rise for the majority of staff (10.4% for those on the lowest pay bands). A further, non-consolidated pay award for 2022/23 consisting of two lump sum elements was announced as part of the 2023/24 pay deal and was paid in June 2023. These sums were accrued in the 2022/23 accounts but were centrally funded and therefore the accrual was released during 2023/24 (as described above as one of the unusual accounting transaction this year).

As noted above, the Finance Committee has delegated responsibility to monitor the level of pay for the senior management team. There are certain roles which are not directly comparable to other NHS job descriptions and the Finance Committee undertakes periodic reviews to ensure that senior staff pay levels are in line with other charities of a similar size/complexity.

Fundraising practices

During 2023/24 the new Head of Income Generation continued to recruit and develop new members of the team. The Events Fundraiser has flourished in her new role since her appointment at the beginning of the financial year. The Community Fundraiser has been developing relationships with our FOF groups and other community supporters. A new Fundraising Administrator was appointed during the year but found that the role was not for her. Since the year end, a new Fundraising Operations Officer has been successfully recruited to provide support for the team. We have also sought assistance from a specialist grant and trust consultant.

Our fundraising consists of hosting a handful of in-house events annually as well as encouraging and supporting individuals, companies, community groups, clubs and societies organising events in aid of FORCE. We also raise awareness with the support of collection boxes in a number of establishments to raise funds. We do not do canvassing and have no arrangements with commercial fundraisers.

FORCE is registered with the **Charity Commission** and our charity number is 1140676. FORCE is also a member of the **Fundraising Regulator** and adheres to the **Fundraising Code** which the regulator administers. The Head of Income Generation, together with all members of the team hold full Certification to the Institute of Fundraising – MinstF(Cert). The Charity is not aware of any instances of non-compliance with fundraising standards, or scheme for fundraising regulation, that it has subscribed to.

The Charity oversees a number of affiliated Friends of FORCE groups, which raise funds in their local communities. These groups are supported by our Community Fundraiser, who meets regularly with each committee and monitors their activities to ensure that they comply with best practice. A handbook is being developed setting out guidance and best practice to support these groups.

The Charity has a clear complaints procedure to ensure that any concerns regarding fundraising practices can be reported in the knowledge that they will be:

- listened to and investigated thoroughly,
- acknowledged speedily and recorded,
- dealt with in an appropriate and timely manner,
- kept anonymous (if requested),
- learned from.

The Charity has not received any complaints about its fundraising activities during the year to 31 March 2024. The Charity adheres to the Fundraising Promise and does not participate in, or condone the use of any unreasonably intrusive, persistent or pressured fundraising activities. The newer members of the Fundraising team will be under-going training for how to protect vulnerable people when fundraising as part of their inductions.

Reference and administrative details

Registered Address:	FORCE Cancer Charity Corner House Barrack Road Exeter EX2 5DW Tel: 01392 402875
Registered Charity Number:	1140676
Registered Company Number:	07529991
Patron:	Dr Nigel Acheson
Vice-Patrons:	Mr David Cattle Mr Mervyn Hayes Mr Ruth Boobier Mr Felix Medland Mr Morley Sage
Trustees:	Dr Anne Hong – Chair (until 17/11/2023) Dr Jenny Forrest – Chair (from 17/11/2023) Mrs Glynis Atherton – Vice-Chair (from 17/11/2023) Mr Frank Cook Mrs Amy Hancock – (appointed 21/5/2024) Dr Sally Kidner Mrs Louise Mayor Dr Rosie Mew Mr John Renninson Mr Jeremy Roberts – (resigned 21/5/2024) Mrs Sally Tapp Mr Marcus Worthington
Chief Executive Officer:	Mrs Meriel Fishwick
Finance & Income Generation Committee:	Mr Marcus Worthington – Chair Dr Anne Hong Dr Jenny Forrest Mrs Meriel Fishwick – Chief Executive Officer Mrs Julia Pitts – Chief Finance Officer Mr Oliver Watts – Head of Income Generation

Governance Committee: Mr Jeremy Roberts – Chair (resigned 21/5/2024)
Mrs Glynis Atherton – Chair (from 21/5/2024)
Mr Frank Cook (appointed 14/8/2023)
Dr Anne Hong
Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer

Operational Management Team: Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mr Alex Moseley – Support Services Manager
Mrs Heather Taylor – Volunteer Services Manager
Mr Oliver Watts – Head of Income Generation

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also directors of FORCE Cancer Charity for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which 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 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; and
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the Trustees on 12 August 2024

Signed on behalf of the Trustees



Dr Jennifer Forrest
CHAIR OF TRUSTEES

Independent Auditor's Report to the Trustees of Force Cancer Charity

Opinion

We have audited the financial statements of Force Cancer Charity (the "Charity") for the year ended 31 March 2024 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (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 the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 31, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the charity and the sector in which it operates. The key laws and regulations we identified were Charities Act, regulations in relation to data protection (GDPR), fundraising regulations and safeguarding.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, relevant tax and pensions laws.

We discussed with management how compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the charity complies with laws and regulations and deals with reporting any issues if they arise.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following: -

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewing legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance;
- Reviewing Trustees' meeting minutes;
- Reviewing the safeguarding policies in place;
- Confirming registration with the Fundraising Regulator.

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We evaluated the risk of fraud through management override including that arising from management incentives. The key risks we identified were management bias in accounting judgements and estimates. We also evaluated the risk of fraud through misappropriation of income or misapplication of grant funding.

In response to the identified risk, as part of our audit work:

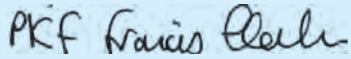
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making estimates.

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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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.

Use of our Report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephanie Henshaw
Senior Statutory Auditor
For and on behalf of
PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
EXETER
EX2 7XE

Date: 13 August 2024

Statement of financial activities

(Including the Income and Expenditure Account)

Year ended 31 March 2024

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £	Total 2023 £
Income						
Donations and legacies	3					
Legacies		170,982	-	-	170,982	629,535
Grants		32,300	-	31,598	63,898	381,216
Donations		192,091	-	2,290	194,381	227,138
Other trading activities	4	613,805	-	36,759	650,564	596,641
Charitable activities	5	20,041	-	-	20,041	15,272
Investment income	6	47,149	-	-	47,149	14,856
Other income	7	3,430	-	-	3,430	3,251
Total income		1,079,798	-	70,647	1,150,445	1,867,909
Expenditure						
Expenditure on raising funds	8	451,316	18,036	1,459	470,811	422,699
Exceptional salary credit re raising funds	14a	(77,258)	-	-	(77,258)	-
Expenditure on charitable activities	9	762,340	72,559	175,399	1,010,298	852,008
Exceptional salary credit re charitable activities	14a	(86,092)	-	-	(86,092)	-
Total resources expended		1,050,306	90,595	176,858	1,317,759	1,274,707
Net gains/(losses) on investments	17	23,142	-	-	23,142	-
Net income/(expenditure)		52,634	(90,595)	(106,211)	(144,172)	593,202
Transfers between funds 23/24		(70,600)	72,339	(1,739)	-	-
Net movement in funds		(17,966)	(18,256)	(107,950)	(144,172)	593,202
Funds at 31 March 2023		1,304,990	234,940	409,291	1,949,221	1,356,019
Funds at 31 March 2024		1,287,024	216,684	301,341	1,805,049	1,949,221

Balance sheet

Year ended 31 March 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	16	121,872	145,415
Investments	17	325,523	-
		447,395	145,415
Current assets			
Stocks		5,160	5,865
Debtors	18	192,944	313,363
Investments		270,000	270,000
Cash at bank and in hand		1,173,972	1,468,963
Total current assets		1,642,076	2,058,191
Liabilities			
Creditors falling due within one year	19	(284,422)	(254,385)
Net current assets		1,357,654	1,803,806
Net Assets		1,805,049	1,949,221
The funds of the charity			
Unrestricted funds			
General funds - free reserves		1,198,535	1,204,661
General funds - fixed asset reserve		88,489	100,329
		1,287,024	1,304,990
Designated funds	22	216,684	234,940
		1,503,708	1,539,930
Restricted funds	23	301,341	409,291
Total charity funds	21	1,805,049	1,949,221

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006).

Approved by the Board of Trustees on 12 August 2024 and signed on its behalf by



Dr Jennifer Forrest

Statement of cash flows

Year ended 31 March 2024

	Note	2024 £	2023 £
Cash provided by/(used in) operating activities	27	(25,336)	425,509
Cash flows from investing activities			
Dividends, interest and rents from investment		47,149	14,856
Purchase of property plant and equipment		(14,423)	(10,624)
Proceeds from sale of investments		12,856	-
Purchase of investments		(303,524)	-
Cash used in investing activities		(257,942)	4,232
Changes in cash and cash equivalents in the reporting period		(283,278)	429,741
Cash and cash equivalents at the beginning of the reporting period		1,738,963	1,309,222
Cash and cash equivalents at the end of the reporting period	28	1,455,685	1,738,963

Notes to the financial statements

1. General information

FORCE Cancer Charity is a company limited by guarantee and therefore has no share capital.

The Charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the Trustees report.

The functional currency of FORCE Cancer Charity is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis. The Trustees have reviewed the financial position of the Charity in the light of the principal risks faced by the charity. Steps have been taken to identify these risks and mitigate where possible, as described in the "Principal Risks and Uncertainties" and "Future Plans" section of their report. Although the economic situation remains volatile, the surplus reported for 2023/24 has helped to rebuild reserves and put the Charity in a stronger position to continue to implement recovery plans to ensure a sustainable future for the Charity. Detailed budgets and sensitivity analysis for 2024/25 support the application of the going concern concept in the preparation of these accounts.

b) Funds

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

Designated funds are unrestricted funds which the Trustees have decided to set aside for a specific purpose.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donor or which have been raised by the Charity for particular purposes. Expenditure which meets the criteria specified is charged to the fund. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

As noted in the reserves policy, the Trustees aim to maintain unrestricted funds within a target range based upon a review of the risks currently faced by the Charity.

c) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resource.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Grant income is recognised when the Charity becomes unconditionally entitled to receipts and when the amount of the grant can be reliably measured. This is generally when the income is received. Grants received for a specific purpose are recorded as restricted income.

For legacies, entitlement is the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been received from the executors that a distribution will be made, or when a distribution has been 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 Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met with a reasonable degree of certainty, then the legacy is treated as a contingent asset and disclosed if material.

Goods donated for resale are included as income when they are sold.

Registration income received for fundraising events due to take place after the end of the financial year are deferred and recognised during the period when the event takes place.

e) Pension costs

The Charity's employees are members of the NHS defined contribution pension scheme and the Charity contributes to this scheme. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities (SOFA).

f) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost. For assets brought into use at the balance sheet date, depreciation is calculated to write off cost over their expected useful lives as follows:

Freehold land and buildings	2% on a straight-line basis
Leasehold property	the shorter of 10 years or the period of the lease
Leasehold improvements	the shorter of 10 years or the period of the lease
Motor vehicles	20% on a straight-line basis
Office and shop equipment	20% on a straight-line basis

g) Investments

Fixed asset investments are recognised at market value at the balance sheet date and include cash held within the portfolio. Realised and unrealised gains / losses on investments are disclosed in the SOFA and in note 17 to the financial statements.

Current asset investments are cash on deposit with a maturity exceeding three months from the date of acquisition or opening of the account.

h) Stocks

Stock consists of purchased goods for resale. These stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. No value is attributed to the donated goods held prior to resale as it is considered impractical to reliably measure their fair value and the cost of valuing of these items would outweigh the benefit to the users of the financial statements.

i) Cash balances

Cash at bank and cash in hand represents amounts held to meet short-term cash commitments as they fall due. This includes cash and short-term deposits with a maturity of three months or less from the date of acquisition or opening of the account.

j) Debtors

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

k) 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.

l) Operating leases

Rentals paid under operating leases are charged to the SOFA over the period in which the cost is incurred.

m) Grants payable

Grants payable are accounted for when the Charity is committed to making payment.

n) VAT

The Charity is registered for VAT and is able to recover input tax attributable to the relevant taxable supplies. In addition, a portion of input tax is recoverable on general expenditure on the basis of partial exemption calculations. Following the application of the partial exemption calculations, resulting irrecoverable VAT is charged as an administration cost or added to the amount capitalised for fixed asset expenditure (where the net cost of the fixed asset exceeds £5,000). Irrecoverable input VAT charged to the income and expenditure account for the year totalled £11,598 (2023: £14,005), of which the amount directly attributable to non-business activities relating to patient support costs amounted to £481 (2023: £310).

o) Volunteers

Volunteers are vital to the success of the Charity. Without them we would not be able to provide the level of support that we do to anyone affected by cancer. At present, FORCE has approximately 136 volunteers giving their time each week helping out in our Support Centre, at our Outreach locations, supporting our exercise programme, in our shop and at the RD&E oncology coffee bar. In total these volunteers traditionally give approximately 20,000 hours of their time each year which would equate to an additional 10 full time staff. Although at times some volunteers decide to retire, it's worth noting that this is nearly always down to personal circumstances, and they are sad to be leaving. We are very much looking to the future and notice that patients and visitor numbers who are accessing FORCE continue to increase since the pandemic, and we usually have a full team of four volunteers on duty at our Support Centre to ensure everyone who comes in gets the help and attention they deserve.

In addition, we are fortunate to have numerous volunteers who help out at our events but whose time is not recorded and are therefore not included in the above figures, but who play just as essential a part in supporting the Charity's work.

Neither the value of the donated hours nor the equivalent cost of volunteers is included in the financial statements, but their contribution is immense.

p) Financial instruments

FORCE only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The Charity currently holds:

- Other debtors and trade creditors
- Long term investments
- Short term investments

Recognition and measurement

The Charity has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the Charity's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transactions costs, and are substantially carried at the understood amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

q) Summary of significant judgements

In preparing these financial statements management and the trustees have considered the circumstances surrounding the certainty of receipt of one legacy. Due to lack of information regarding amounts receivable and the fact that no decision had been taken by the Executors before the year-end to make a distribution, management and the trustees have concluded that there is sufficient uncertainty over receipt to make recognition of the potential amounts inappropriate. Accordingly, this legacy has been disclosed as a contingent asset as shown in note 30.

3. Donations and Legacies

	2024	2023
	£	£
Legacies	170,982	629,535
Grants	63,898	381,216
Donations:		
General donations	115,755	158,090
In memoriam	36,263	33,885
Gift Aid	42,363	35,163
	429,261	1,237,889

Included in the total of £429,261 (2023: £1,237,889) is restricted income of £33,888 (2023: £383,261) and designated income of £nil (2023: £nil). All other income is unrestricted.

Legacy income includes £7,000 (2023: £50,000) which has yet to be received but meets the criteria to be recognised in the current year.

4. Other Trading Activities

	2024	2023
	£	£
Collecting boxes	13,912	13,807
Fundraising Activities	413,740	377,196
Sales of goods and services	6,181	4,972
Shop sales	216,731	200,666
	650,564	596,641

Included in the total of £650,564 (2023: £596,641) is restricted income of £36,759 (2023: £26,500) and designated income of £nil (2023: £nil). All other income is unrestricted.

5. Charitable activities

	2024	2023
	£	£
Oncology coffee bar	6,635	5,228
Sale of support services stock	3,022	3,120
Other charitable activities	10,384	6,924
	20,041	15,272

All income is unrestricted.

6. Investment Income

	2024 £	2023 £
Interest received	37,284	7,566
Flat rent	7,680	7,290
Dividend income	2,185	-
	<u>47,149</u>	<u>14,856</u>

All income is unrestricted.

7. Other Income

	2024 £	2023 £
Sundry	3,430	3,251
	<u>3,430</u>	<u>3,251</u>

All income is unrestricted.

8. Expenditure on raising funds

	2024 £	2023 £
Shop expenditure	188,907	174,708
Income Generation	273,960	241,233
Goods for resale	5,223	4,817
Investment management costs	2,721	1,941
	<u>470,811</u>	<u>422,699</u>

Included in the total of £470,811 (2023: £422,699) is expenditure on restricted funds of £1,459 (2023: £916) and expenditure on designated funds of £18,036 (2023: £11,386). All other expenditure is unrestricted.

Costs of Income Generation include expenditure associated with generating:

- Income from in house fundraising events – direct costs of organising, delivering and hosting events delivered by FORCE staff/ volunteers.
- Income raised by Friends of FORCE groups – costs of supporting our groups to raise funds on behalf of FORCE in local communities.
- Income raised by individuals, community groups and corporate fundraisers – costs helping supporters to participate in external events or take part in their own fundraising activities. The cost of administering income received (through all sources, including on-line platforms) is included within admin costs.
- Voluntary income – costs of seeking and developing relationships with supporters to raise income through donations, in memorium and gifts in wills. The cost of administering legacies which have been notified is currently included within admin costs.

- Grant income – the cost of researching, preparing and submitting grant applications. The cost of administering and monitoring grants received is currently included within admin costs.
- Gift aid – promotion of gift aid to donors. The cost of administering gift aid records and claims falls within administration costs.
- Other direct costs associated with income generating activities – eg training, subscriptions, vehicle & travel, communications etc.
- Allocated overheads apportioned to the Income Generation Team including IT, publicity (including social media), printing & stationery, risk management, irrecoverable VAT, information governance etc.

Investment management costs include portfolio management expenses and repairs. Expenses incurred relate to repairs on a flat above the shop premises let to a residential tenant.

9. Expenditure on charitable activities

	Note	2024 £	2023 £
Patient support costs		734,184	694,763
Outreach costs		99,230	22,787
Innovation grants payable	10	19,000	-
Research and expenditure grants	11	4,465	-
Support services stock sold		2,748	3,192
Extension depreciation		150	1,378
Oncology coffee bar		9,948	10,171
Administrative support costs	12	118,018	103,923
Governance costs	13	22,555	15,794
		1,010,298	852,008

Included in the total of £1,010,298 (2023: £852,008) is expenditure on restricted funds of £175,399 (2023: £115,031) and expenditure on designated funds of £72,559 (2023: £18,626). All other expenditure is unrestricted.

10. Innovation grants payable

Funding is provided to improve patient care, and this may be analysed as follows:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £	Total 2023 £
Donated equipment	-	-	17,000	17,000	-
Education	-	2,000	-	2,000	-
Other innovative projects	-	-	-	-	-
	-	2,000	17,000	19,000	-

11. Research expenditure and grants

	2024 £	2023 £
Research grant	4,465	-
	<u>4,465</u>	<u>-</u>

Included in the total of £4,465 (2023: £nil) is expenditure on restricted funds of £nil (2023: £nil) and expenditure of £4,465 (2023: £nil) on designated funds. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2024 £	Total 2023 £
Seconded staff costs	100,075	86,557
Travel and motor	200	87
Printing, postage and stationery	2,455	1,976
Computer and website costs	6,321	5,533
Insurance	154	132
Bank charges and interest	1,871	1,542
Training and conferences	886	345
Depreciation	1,962	2,296
Irrecoverable VAT	1,864	2,143
Loss on disposal of fixed assets	21	22
Sundry	2,209	3,290
	<u>118,018</u>	<u>103,923</u>

Staff costs represents recharges made by RDUH NHS Trust for staff employed by them and work at the Charity. Included in the total of £118,018 (2023: £103,923) is expenditure on restricted funds of £17 (2023: £758). All other expenditure is unrestricted.

13. Governance costs

	2024 £	2023 £
Audit and accountancy	7,295	5,298
Trustees' indemnity insurance	719	750
Seconded staff costs	14,186	9,694
Legal costs	-	-
Sundries	355	52
	<u>22,555</u>	<u>15,794</u>

All expenditure is unrestricted.

14. Staff costs

	2024	2023
	£	£
Salaries and wages	854,953	729,228
Social security costs	82,770	63,432
Pension contributions	119,413	91,180
	1,057,136	883,840
Less exceptional salary credit:		
Salaries and wages	(128,998)	-
Social security costs	(11,104)	-
Pension contributions	(23,248)	-
	(163,350)	-
	893,786	883,840
	No.	No.
Average number of staff	33	27
Average number of FTE staff	22	18

There were two members staff working at FORCE in receipt of emoluments (gross salary plus employer's social security contributions) exceeding £60,000 (2023: two).

	2024	2023
	No.	No.
£60,000 - £69,999	1	1
£70,000 - £79,999	1	1

As noted in the Trustees' report, all staff working at FORCE are employed, and costs are recharged, by the Royal Devon University Healthcare Trust (RDUH). Staff are paid in accordance with the NHS Agenda for Change pay scales. The 2023/24 pay award was not announced until July 2023 but included a 5% pay rise for most bands and reflecting a continued rationalisation of the incremental rises offered within various pay bands. A retrospective non-consolidated pay award for 2022/23 was announced as part of the 2023/24 pay deal and was accrued in the 2022/23 accounts. However, the back-dated award was funded by Central Government and was not recharged to FORCE, so the accrual was released in 2023/24.

The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2023: £nil) neither were they reimbursed expenses during the year (2023: £nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2023: £nil).

The key management personnel of the Charity are the members of the Operational Management Team (OMT). Total employee benefits paid to OMT, including employer's NIC and pension contributions totalled £189,521 (2023: £313,278). The 2022/23 year included a proportion of salaries relating to staff who were temporarily co-opted to OMT as the new team were recruited and therefore higher than usual costs were reported for that period.

14a. Exceptional salary credit

During the year, an exceptional credit note totalling £163,350 was raised by the RDUH to cancel invoices due relating to salaries of staff who were furloughed during the Covid pandemic in 2020/21. Of the total credit received, £77,258 related to staff involved in raising funds and £86,092 to those providing charitable activities.

15. Corporation taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

16. Tangible fixed assets

	Freehold land & buildings £	Leasehold property (shop) £	Leasehold improvements (centre) £	Motor vehicles £	Office & shop equipment £	Total £
Cost						
At 1 April 2023	127,238	111,892	435,388	51,116	213,035	938,669
Additions	-	-	8,755	-	5,668	14,423
Disposals	-	-	-	-	(2,382)	(2,382)
At 31 March 2024	127,238	111,892	444,143	51,116	216,321	950,710
Depreciation						
At 1 April 2023	55,317	90,216	417,991	45,347	184,383	793,254
Charge for year	3,004	10,839	6,016	3,644	14,257	37,760
Disposals	-	-	-	-	(2,176)	(2,176)
At 31 March 2024	58,321	101,055	424,007	48,991	196,464	828,838
Net book values						
At 31 March 2024	68,917	10,837	20,136	2,125	19,857	121,872
At 31 March 2023	71,921	21,676	17,397	5,769	28,652	145,415

As set out in Note 20, the Charity has a 25-year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of the original building, which was gifted to the Trust.

17. Fixed Asset Investments

	2024 £	2023 £
Market value at 1 April	-	-
Additions	303,524	-
Disposals	(12,856)	-
Gain/(loss) on investments	23,142	-
Movement in cash holdings	11,713	-
Market value at 31 March	325,523	-
Historical cost at 31 March	-	-

Linked investments:	2024 £	2023 £
UK Bonds	38,642	-
Overseas Bonds	45,480	-
UK Equities	45,877	-
Overseas Equities	128,600	-
Other	55,211	-
Cash	11,713	-
Market value at 31 March	325,523	-

18. Debtors

	2024 £	2023 £
Other debtors	173,861	297,674
VAT refund	2,626	2,526
Prepayments	16,457	13,163
	192,944	313,363

19. Creditors

	2024 £	2023 £
Trade creditors	104,338	177,774
Other creditors	154,205	49,422
Accruals	25,879	27,189
	284,422	254,385

20. Other Financial Commitments

At 31 March 2024 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2024		2023	
	Plant & machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	6,394	17,025	10,607	17,025
Within 2 to 5 years	-	17,100	6,801	34,100
In more than 5 years	-	81	-	106
	6,394	34,206	17,408	51,231

The Charity has a 25-year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of The Corner House, Wonford Hospital, Exeter. The lease commenced on 13 July 2007 at an initial annual rent of £25 per annum. The Charity has an option to extend this lease on the same terms for a further 25 years from 2032.

£17,000 annual commitment is in respect of the leased element of the Charity's shop premises and shop in Heavitree, Exeter.

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2023	1,304,990	234,940	409,291	1,949,221
Surplus / (deficit) for the year after transfers	(17,966)	(18,256)	(107,950)	(144,172)
At 31 March 2024	1,287,024	216,684	301,341	1,805,049

22. Designated funds

	At 01.04.23 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.24 £
Patient Support	-	-	-	-	-
FORCE@locations	-	-	(66,094)	66,094	-
Innovation	140,246	-	(6,465)	-	133,781
Shop Renovations / Dilapidations	94,694	-	(18,036)	-	76,658
Centre Fixed Assets				6,245	6,245
	234,940	-	(90,595)	72,339	216,684

2023 Designated funds Comparative

	At 01.04.22 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.23 £
Patient Support	-	-	-	-	-
FORCE@locations	1,014	-	(18,626)	17,612	-
Innovation	140,246	-	-	-	140,246
Centre Fixed Assets	-	-	-	-	-
Shop Renovations / Dilapidations	86,080	-	(11,386)	20,000	94,694
	227,340	-	(30,012)	37,612	234,940

Patient support

This fund represents amounts set aside for specific support services. No funds have currently been designated for these purposes as various restricted funds are held.

FORCE@locations

The FORCE@ outreach service was originally made possible through designation of funds received from a number of exceptional legacies. The original designated funds were depleted by the end of 2019, but the Trustees have agreed to transfer costs from the general fund to maintain this vital service. The costs transferred from general funds this year relate to additional staffing and overhead costs which are not covered by the NLCF grant. Covid had a significant impact on our ability to provide support services in the community but, following a successful application for funding from the NLCF these services have been re-established, with Ottery St Mary operational since December 2022, Okehampton since September 2023 and Tiverton re-opening in May 2024.

Innovation

The innovation fund encompasses all elements of funding earmarked by FORCE to support improvements in care and treatment for cancer patients through donated equipment, research, education programmes for health care professionals and other innovative projects.

During 2023/24 the annual Bursary for a University of Exeter medical student with an interest in oncology, established as a lasting legacy to the late Dr Chris Rowland, was re-started. The annual commitment is £2k. A further £4.5k was paid to fund a research project: Investigating the changes in breast cancer post neoadjuvant chemotherapy with Raman Spectroscopy

22. Designated funds (continued)

Shop Renovations/ Dilapidations

The major renovations at the shop were completed towards the end of 2015. The designated fund represents the balance of the cost of the renovations less the annual depreciation charged on these renovations which is spread over the term of the lease. In addition to the renovation fund, there is a further general dilapidations fund which was increased to £50k in 2022/23, to reflect a back log in repairs, and to meet the cost of reparations that may be required when the lease comes to an end. During 2023, £7k was spent on external repairs and decoration.

Centre Fixed Assets

During the year, a transfer of £6,245 was made from unrestricted funds to represent the retrospective wishes of a donor to spend their gift on improvements to the FORCE garden.

23. Restricted funds

	At 01.04.23 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.24 £
Extension to Centre	226	-	(150)	-	76
Patient Support	72,011	55,531	(66,965)	-	60,577
National Lottery	257,898	-	(90,271)	-	167,627
Innovation	77,921	7,826	(18,376)	-	67,371
Centre Fixed Assets	1,235	7,290	(1,096)	(1,739)	5,690
	409,291	70,647	(176,858)	(1,739)	301,341

2022 Restricted funds	At 01.04.22 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.23 £
Extension to Centre	1,604	-	(1,378)	-	226
Patient Support	36,836	119,482	(82,435)	(1,872)	72,011
National Lottery	-	290,000	(28,358)	(3,744)	257,898
Force @locations	1,349	-	(1,349)	-	-
Innovation	77,921	-	-	-	77,921
Centre Fixed Assets	3,383	279	(2,427)	-	1,235
	121,093	409,761	(115,947)	(5,616)	409,291

Extension to Centre

This restricted fund represents the net book value of the extension to the support Centre which was completed in October 2012.

Patient Support

This fund represents amounts received for various patient support services. During the year, grant income totalling £26k was received and included complementary therapies and acupuncture (£14.4k), clinical psychologist to assist those with more complex needs (£8k), yoga and pilates (£3k), and various equipment to improve services for patients (£1.2k). Other fundraising income totalling £29k was raised towards strengthening our information services team (£26k) and contributing to the cost of running non-curable cancer retreat days (£3k).

National Lottery Community Fund

During 2022/23 an application for funding a three-year programme to plan and expand our role specific volunteer (RSV) programme and to re-establish FORCE@ services in the community was successful. This funding represented a total of £290k over three years from October 2023 to September 2026. The grant is being received in 6-monthly instalments, with a balance of £142,500 due to be received. During 2023/24 £97.5k was received and £90k spent leaving a remaining fund of £168k to be used over the last 18 months of the project period.

During the year, the two projects being funded have seen huge progress. Outreach services have been fully functional in Ottery St Mary throughout the year, Okehampton was restarted in September 2023 and planning for Tiverton has paved the way for the third location to reopen in May 2024. The RSV programme has gone from strength to strength with volunteers recruited to assist with delivery of our Support and Education programme. The Trustees report describes the particular success of the retreat days piloted for those living with non-curable cancer which are now set to become a regular offering.

FORCE@ Locations

Previous restricted funds for our outreach services had been utilised pre 2022/23. There are currently no restricted funds relating to outreach services other than the NLCF which is disclosed separately.

Innovation

Funding of £17k was approved during 2023/24 for an additional cool cap machine, increasing capacity for initial treatments in the acute hospital for patients who can then take advantage of the machines available for those accessing outreach chemotherapy in Ottery St Mary.

Net income of £6.5k has been raised to 31 March from events connected to the Lord Mayor's Charity. These funds are being raised to contribute to the refurbishment of the Oncology Department's Outpatient area and will be distributed at the end of the Lord Mayor's Charity of the year period.

Centre Fixed Assets

This fund represents the net book value of assets for our own use for which donations were received to cover the initial cost. Historically, a policy of recording fixed assets purchased from restricted income as "restricted assets" until they have been fully depreciated was applied. However, due to increasing complexity in administering this policy, it was decided that only assets with a net cost of £5,000 or more, will be recorded in this way. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

During the year a grant of £5k was received towards the cost of refurbishing Support Services office space. Plans are underway but the grant has not yet been spent. A further £2.3k was received to fund a defibrillator for the Centre and associated first aid training. The machine has been purchased and some training delivered, with a balance of £0.5k remaining. Spending during the year included £0.9k on improvements to the counselling rooms and library.

24. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	88,489	33,306	77	121,872
Fixed asset investments	325,523	-	-	325,523
Cash at bank and in hand	1,084,830	183,378	175,764	1,443,972
Other net current assets	(211,818)	-	125,500	(86,318)
	<u>1,287,024</u>	<u>216,684</u>	<u>301,341</u>	<u>1,805,049</u>

2023 net assets between funds Comparative

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	100,330	44,692	393	145,415
Fixed asset investments	-	-	-	-
Cash at bank and in hand	1,379,817	190,248	168,898	1,738,963
Other net current assets	(175,157)	-	240,000	64,483
	<u>1,304,990</u>	<u>234,940</u>	<u>409,291</u>	<u>1,949,221</u>

25. Related Party Transactions

There have been no related party transactions in the period requiring disclosure.

26. Financial instruments

	2024 £	2023 £
Financial assets measured at fair value through income and expenditure	-	-
	<u> </u>	<u> </u>

27. Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2024 £	2023 £
Net income/(expenditure) for the reporting period	(144,172)	593,202
Adjustments for:		
Depreciation charge	37,760	44,988
(Gains)/losses on investments	(23,142)	-
Loss on disposal of fixed assets	206	220
Dividends, interest and rents from investment	(47,149)	(14,856)
Decrease/ (Increase) in stock	705	151
Decrease/ (Increase) in debtors	120,419	(174,862)
(Decrease)/ Increase in creditors	30,037	(23,334)
Net cash provided by/ (used in) operating activities	(25,336)	425,509

28. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	1,173,972	1,468,963
Fixed asset investments	11,713	-
Current asset investments	270,000	270,000
Total Cash and Cash equivalents	1,455,685	1,738,963

29. Contingent liability

As noted in the last year's Trustees' Report, during 2022 an issue was raised regarding the VAT charges on salary costs. Professional advice was obtained, and clarification was sought from HMRC in July 2021, but we have still received no response. During 2022/23, we have been further advised that the likelihood of any historic liability arising is remote given the length of time since the submissions was made to HMRC. It is now 3 years since the submission was made and, in the absence of any response, we are not in a position to quantify any potential liability and consider where responsibility lies.

30. Contingent assets

One of the potential legacies notified prior to the previous year end remains outstanding. This could represent income in the region of £110,000. Although the statutory notice period has expired, the potential value of the legacy remains uncertain as Estate Accounts have still not been drafted and, at the year-end no decision was made by the Executor to make a distribution. Due to this uncertainty, this legacy will be accounted for at the date at which any distribution is made.



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 FORCEcancercharity

 charityforcecancer

 @forcecancer



The
Centre
XX



FORCE CANCER CHARITY

England & Wales - Charity number 1140676

Accounts



“This place saved me.”

FORCE Cancer Charity

(a company limited by guarantee)
Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2023
Company registered number 07529991



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Chair's Report

“Staying the course, cultivating partnerships, adapting and working together to meet needs wherever and whenever possible in a changing landscape...”

The past year has seen FORCE implementing our post-Covid recovery plan, focusing on rebuilding our teams, re-establishing and delivering vital services for our beneficiaries, reinvigorating our relationships with supporters and partners and careful, sound, financial management.

Fundamental to maintaining a strong infrastructure to ensure a sustainable future for FORCE services has been the commitment, resilience and sheer determination of all who work or volunteer for FORCE (be it in the Centre, shop, communities, hospitals), the stability, experience and skills of our Trustees working behind the scenes, steering us through testing times, plus the incredible loyalty and support from you all in the communities we serve. We are moving in the right direction - thanks to you all!

2023-24 will be a year of consolidation and gradual growth as new team members (staff and volunteers) settle in, bringing fresh skills, enthusiasm and perspectives. The service focus will be on re-establishing FORCE@ services in communities (Okehampton, Mid Devon and Ottery St Mary) and developing the Role Specific Volunteer (RSV) programme to enhance the quality and sustainability of the support we offer at personal and group level, providing tools for each to manage their own lives following a cancer diagnosis. Nor should the needs and essential support we give to nurses, doctors and other professionals caring for cancer patients, be overlooked. Their work is increasingly demanding emotionally, physically, mentally and clinically due to the legacy of the pandemic.

Sharing resources, skills and knowledge with other organisations - local and national - is one of our core values, all the more crucial as we adapt to new ways of working, seeking to maximise service provision and minimise duplication.

Improving our communications is also key - raising awareness of our range of services, the roles of our information and support services teams, enrolling FORCE community champions as ambassadors, keeping our supporters and donors informed and involved, highlighting what their support/donations have meant to FORCE and our beneficiaries, encourage them to come and hear first-hand how they (can) help us.

We are delighted to welcome three new Trustees to the Board, Rosie Mew, Glynis Atherton and Marcus Worthington. They bring valuable skills and experience to the governance of FORCE and we're looking forward to working with them. The outstanding contribution and commitment of retiring Trustees, Ruth Boobier, Morley Sage and Felix Medland has been recognised by appointing them as FORCE Vice Patrons. Finally, YOUR VOICE MATTERS, so please continue to share your experiences of FORCE to help us improve and serve to the best of our ability, to meet your needs in the way you need us, whenever and wherever you are.



Dr Anne Hong
Chair of Trustees of FORCE

CEO's Report

Getting it right!

Getting our support right for people affected by cancer is at the heart of planning the future direction of FORCE and its services. As we work on our next strategic plan, the needs of our beneficiaries are being reassessed and how and where we offer support must continue to be adaptable and responsive. Nothing has highlighted this more than our experience over the last 3 years or so.

We know that a healthy support system includes appropriate psychological services but there is so much more provided by FORCE to complement this.

From the start of our support services in the late 1990's, complementary therapies have been offered by FORCE alongside medical treatments. For thousands of people, these therapies have provided a valuable aid to relaxation and helped promote physical and emotional wellbeing. The benefits to cancer patients and their partners/carers are just as important today:

“Just wanted to say thank you to you all for making our visit to your Centre so welcoming and supportive when we visited yesterday. My husband's massage has been so beneficial for him and having the opportunity to share an issue with your Nurse has helped immensely. The whole atmosphere of the Centre is like walking into a haven of tranquillity and care - thank you to you all.”

The variety of support available through FORCE is not a luxury, it's a necessity. Everyone walking through the door or picking up the phone brings their own story and individual needs. Equally there are now more ways to access our services both online and through our outreach services in Ottery St Mary. FORCE already understands the value of going out to meet people in their communities and this has been reaffirmed by some recent, post pandemic experiences. We're so pleased to be restarting these outreach projects thanks to the support of the Community Lottery Fund. By the end of 2023 we will have returned to Okehampton and hope to have found a suitable outreach venue in mid Devon.

Rebuilding our Teams has been a slow and considered process, again made possible in part by our Lottery grant. We are delighted to have a new Support Services Manager in post who has already made a significant difference to his Team and the Operational Management Team. There have also been some promotions of existing staff into lead roles, bringing their skills and experience to the fore.

Over the year, the groundwork has been done to take forward some exciting and innovative support for people affected by cancer. Ensuring we have the right infrastructure in fundraising, finance and governance is clearly a vital part of this.

Our people are the magic that makes FORCE such a loved and cherished Charity and it's a joy to be able to focus on new horizons once more.



Mrs Meriel Fishwick
CEO of FORCE

The Trustees / Directors of FORCE Cancer Charity are pleased to present their report and the financial statements of the Charity for the year ended 31 March 2023.

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 (FRS102) (effective 1 January 2019).

Objectives and activities

FORCE is a West Country cancer charity, working locally to support anyone affected by cancer. FORCE provides patient support and advice and supports innovation through funding local cancer research, education and purchasing state-of-the-art equipment to improve patient care.

The Trustees have referred to the guidance provided by the Charity Commission on public benefit. They are satisfied that the aims, objectives and activities of the Charity meet with the terms of this guidance.

FORCE has continued to provide support and advice to local people affected by cancer through the fulfilment of the aims outlined in the Strategic Vision 2019 - 2022. Learnings from the pandemic have also been included in our service delivery. Our vision is to ensure the best possible local support and care for people affected by cancer. The following key aims, and activities have provided our focus:

- a) To ensure a range of **PERSONALISED SUPPORT** is available for anyone affected by cancer in Devon.
- b) To **REACH** more people needing support and advice.
- c) To invest in local clinical and scientific **RESEARCH** at respected institutions including the University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust.
- d) To **SUPPORT INNOVATION** by improving local cancer services.
- e) To **INFLUENCE** and **COLLABORATE** with other organisations to benefit people affected by cancer
- f) To develop a **STRONG INFRASTRUCTURE** to ensure a sustainable future for FORCE services.

In meeting its key aims and objectives, FORCE continues to provide free support and information for those affected by cancer, makes grants to fund research projects, purchases equipment, invests in education and other innovative projects for the improvement of patient care. The current strategic vision reflects a move towards emphasising the importance of helping people living with cancer to take back an element of control by developing skills to manage their situation and in recognising the importance of encouraging innovation through funding a variety of projects. The plan also recognises the success of the pre pandemic outreach programme and its value in improving accessibility to our services. Reinstating our outreach programme is underway.

Thanks to much hard work and good financial management, a promising recovery post pandemic has enabled the Trustees to plan with greater confidence. The focus is now on rebuilding our income streams and exploring new opportunities to raise funds to support our mission. Work is in progress to prepare a new strategic vision, incorporate the lessons learnt from the last three years and consider how we deliver our services in a sustainable way.

Achievements and performance

Key achievements towards our objectives and the impact of the work of FORCE during the financial year are summarised below.

FORCE has continued to offer vital support to patients who continue to face more complex challenges due to the longer-term impact of the pandemic. Although the majority of patients prefer to access our services face to face once again, the availability of an alternative virtual appointment improves accessibility for our most vulnerable users.



Visitor numbers have increased by 8% during 2022/23 but remain well below pre-pandemic levels (approximately 22,000 visits) due to relatively low levels of drop-in visits and a phased re-establishment of FORCE@ services. New registrations grew by almost 20% in the year with 1,343 new service users recorded but again, this remains below pre-pandemic levels.

A successful bid for National Lottery Community Funding during the year has opened up the opportunity to restart out services in the community and to grow our role specific volunteer programme over a three-year period. These projects will help us to reach more people in a sustainable way. Further details of how our services have made a difference are provided below.

FORCE Objective:

*To provide a range of **personalised support** for anyone affected by cancer in Devon*

FORCE offers a wide range of services and aims to help users to find the ideal package of support to meet their particular needs. In order to meet this objective:

- We will offer free face-to-face support services to cancer patients and their families in Devon.
- We will encourage people living with cancer to develop skills to manage their situation.
- We will adapt our services to meet the changing needs of people living with cancer as a chronic disease.
- We will audit and review our services to ensure they meet the needs of our beneficiaries.

Free face-to-face services:

During 2022/23, the focus for the FORCE team was primarily on how to re-establish the range of free face-to-face services for people living with cancer and their families. The team had adapted quickly during the initial phase of the pandemic, and what had become increasingly clear over 2021/22 was the ongoing impact of the experience of Covid-19. Waiting lists, later diagnoses and barriers to accessing health services had all posed significant challenges and difficulties to those affected by cancer.

From the start of 2022/23, the post-pandemic environment was evolving once more, as the team sought to find a way to work with regularly changing guidelines around testing, isolation and facemasks. The changing situation allowed us to consider how to develop and re-establish our face-to-face services. One of FORCE's guiding principles has always been to place the needs of those affected by cancer at the very heart of our decisions. While the hybrid model of delivering remote and online services alongside face-to-face services had met certain needs during the pandemic and its immediate aftermath, what became clear over 2022/23 was just how much our service users wanted, and needed, to have the opportunity to meet with our staff and volunteer teams. Just as importantly, our service users fed back how important it was to meet other people who were experiencing similar challenges and difficulties.

One of the biggest priorities for the year was therefore to re-establish a range of face-to-face group programmes that would complement our one-to-one services. We sought to build on the initiatives around our Role-Specific Volunteers (RSVs), putting into practice what we had learnt from the successful pilots of the previous year to enrich our educational and support offerings with volunteers who had professional expertise in relevant areas. We were also delighted to be successful in our bid for National Lottery Community funding to restart our outreach programme. This meant that from December 2022, we were able to start offering our counselling, complementary therapy, physiotherapy and exercise service sessions in Ottery St Mary, making our services easier to access for those based in East Devon.

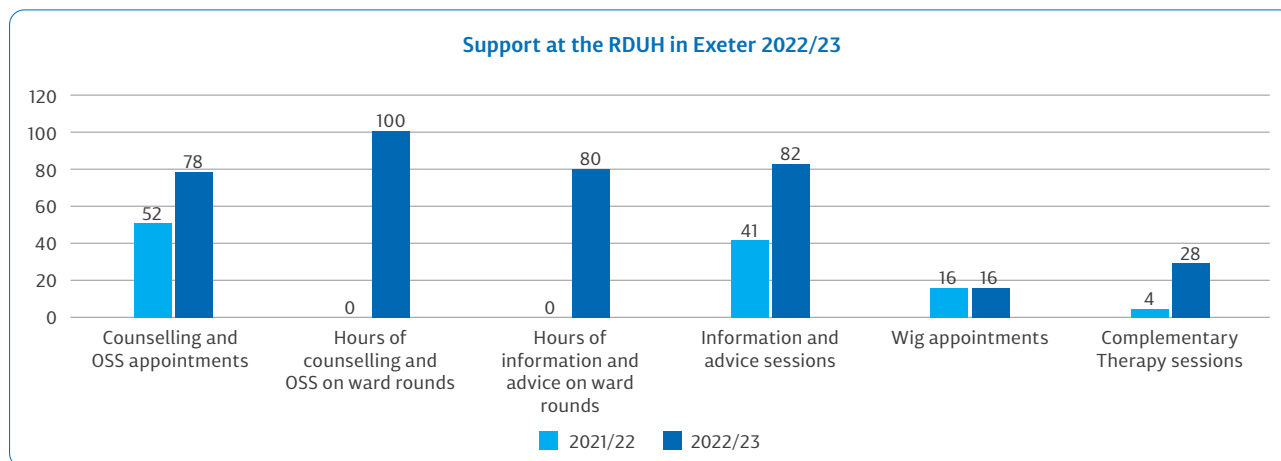
Highlights to illustrate the developments, challenges and impact that core areas of our services have had for patients over the last year are as follows:

Recruitment

One of the main priorities in Support Services during 2022/23 has been to recruit experienced and skilled professionals into post, filling the gaps in staffing that had appeared over the pandemic.

We appointed new leads for the OSS team, with Emma Barker and Gerry Gillespie working as co-leads from April 2023. Judy Gent became the permanent Lead Information and Support Nurse in February 2023. Jo Cock stepped into the role of Information and Support Advisor to strengthen the Information Services Team from which Nicky Cowley departed in September 2022. Shelley Boulton was appointed to the role of Support Services Administrator, and Becky Handford was appointed to offer administrative support to the voluntary services and support and education programmes. In September 2022 we employed a part-time clinical psychologist, Sarah Airdie, jointly funded by FORCE and by the RDUH Trust, who has been setting up a new clinical psychology service for oncology and haematology patients.

We are currently experimenting with working more proactively with cancer patients on the wards and in the RDUH. The idea behind this is that for some patients, the best time to work with them might be when they are on the wards. We might then be able to empower them with the skills and support so that they might not need as much individual support later on in their cancer journey. The Support Services team has increased their involvement and work to include the following support:



Psychological and Emotional Support

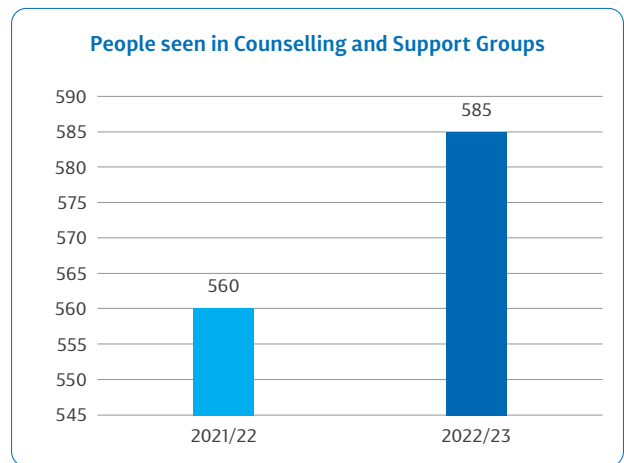
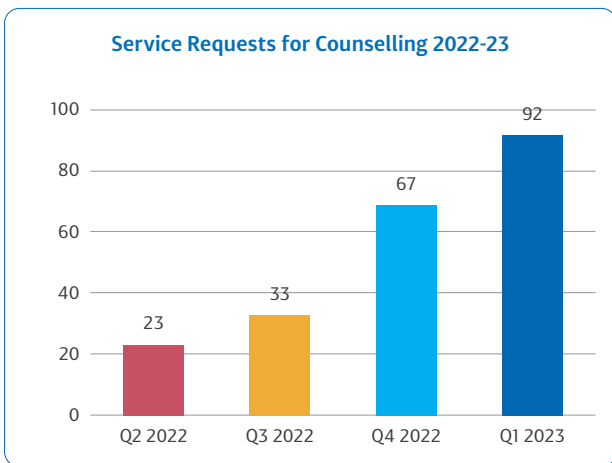
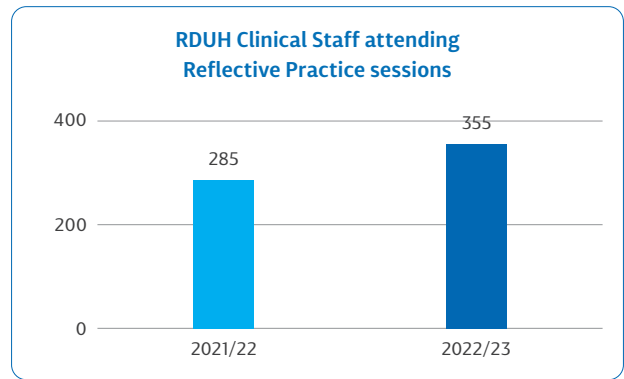
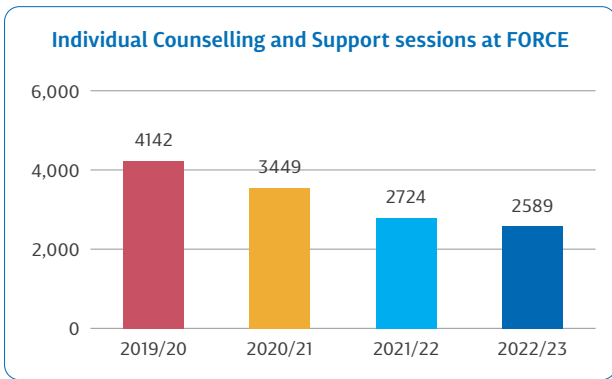
Our Oncology Support Service (OSS) team faced a number of challenges as staff vacancies opened up and staffing hours were limited due to sickness. The average number of staffing hours for the OSS team in 2022/23 was around 153.5 hours per week as compared to around 205 hours per week in 2019/20. Waiting lists have averaged at about 8 weeks. We have made recent appointments to the OSS team so that staffing levels are due to return to around 205 hours per week by September 2023.

The number of counselling appointments that the team were able to offer fell over the year while referrals to the service increased dramatically from Summer 2022 onwards. Despite the fall in counselling staffing hours, the team have managed to engage in a range of new activity, such as:

- 10 hours per month attending the Yeo ward at RDUH
- an increase in the number of clients seen in groups
- a 50% increase in OSS appointments seen on the wards and a near 25% increase in the number of RDUH clinical staff attending the reflective practice sessions at FORCE.

In alignment with the Support Services' focus on engaging in proactive work on the wards and in the RDUH Trust, some of the psychological support initiatives we are exploring include:

- promoting and growing our group face-to-face programmes
- support and education for RDUH staff
- working therapeutically with patients who are on the wards
- reviewing the entire offering of psychological support, including counselling, clinical psychology and other models, to ensure that the range of our services align with what our service users want and need from us.



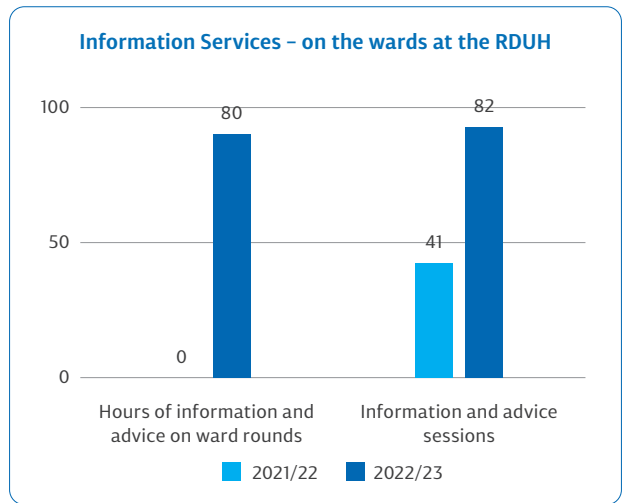
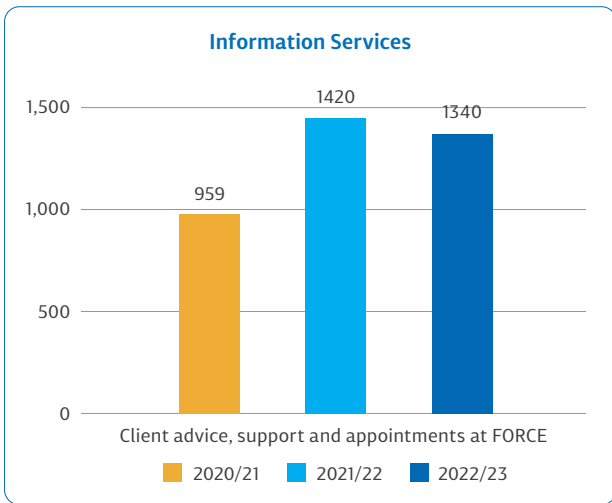
Information Services

“To everyone in the Force centre... Thank you for helping to make my mum’s first visit to you such a positive and empowering experience. She felt comfortable and cared for and above all safe from the minute she walked through the door. Thank you for taking care of our whole family in looking after her – you are taking care of us all. Thank you.”

The team improved data capture and analysis over 2022/23 which should make it easier to estimate their activity in future. One of the longstanding information and support nurses left the team in 2022 and it took several months to identify the way forward for staffing the team, and then to recruit to a new role of Information and Support Advisor. The postholder then spent several months in transition from her previous role within FORCE, which meant that the team spent a significant part of the year partly staffed.

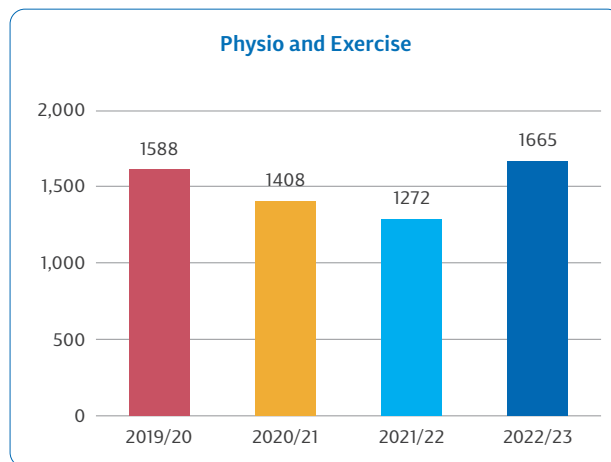
Despite the staffing challenges, the team met not only a high measure of demand for services via advice, support and appointments at the FORCE centre and by phone, but also on the wards at the RDUH. Our lead nurse led an initiative to have a regular FORCE presence on the ward rounds on the Yeo ward, making it possible to give information and support proactively on the wards as the need from patients arises. The team offered 80 hours of information and advice on the wards, doubling the number of information and advice sessions that they offered compared to the previous year.

The Information Services team also began to regularly map, monitor and enhance communication via the noticeboards at the RDUH, raising awareness of FORCE services available to patients and their families.



Physiotherapy assessments and Exercise

We were delighted to expand our physiotherapy team in 2022/23 so that we now have Lou Ballagher and Becky Bailey working both at the centre and in outreach locations. This enabled us to increase the number of individual sessions with clients, delivering 1665 sessions which is an increase of 31% over 2021/22.



The team has also continued to develop the face-to-face 'Get Active with FORCE' group programme, the aim of which is to develop knowledge, confidence and skills amongst those taking part. Just as importantly, the group programmes can meet the social needs of patients who may feel isolated and alone in their experience of cancer.

For much of 2021/22, gyms were closed or inaccessible due to the pandemic. As we have entered the post-pandemic phase, we have been able to re-establish our exercise rehabilitation programmes that are based in local gyms and other settings. This has meant that we have managed to offer 453 individual sessions in 2022/23, an increase from 107 that were delivered the previous year (face-to-face and online).

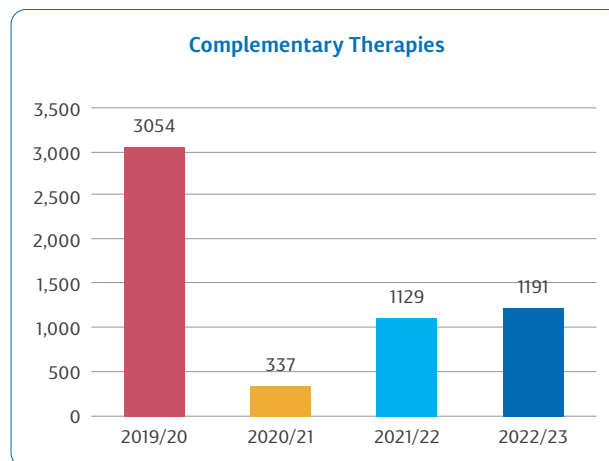
The team is experienced at running a range of groups for patients with specific needs and offers a comprehensive programme that supports patients' physical rehabilitation – read more about this in our section on our [SUPPORT AND EDUCATION PROGRAMME](#).

Complementary Therapies

It has been wonderful to begin to offer hands-on therapies once again in our outreach locations in addition to offering sessions at the FORCE centre. In order to be able to offer sessions at outreach, the staff team spent a significant amount of time over the year training and supporting the therapists to be able to use the computers and record notes digitally. Although this meant that the focus for several months was on training and administration, it means that now staff time will be focused more on delivering therapy sessions and will enable us to offer sessions at new outreach locations in future, starting with Okehampton in September 2023. Despite the focus on training and supporting the therapists, the regularly changing guidance on Covid, and the team being understaffed until September 2022, the team were still able to increase the number of therapy sessions offered by 5% to 1191. We envisage that opening up at new outreach locations will mean that we are able to substantially increase the number of therapy sessions offered in 2023/24.

The team continues to receive wonderful feedback on the effects of the sessions, supporting both patients and their main carers, as reflected in these comments:

“A patient was seen at short notice for complementary therapies today – there was a cancellation and the lady was so distressed and fearful for her future even though her prognosis was good. I met her after and she looked like a different person. She said she ‘felt like me again and there are things I might be able to enjoy again.’”



Benefits Advice

FORCE continued to host a benefits service, supporting 342 people over the year who may face significant financial difficulties as a result of their cancer diagnosis.

Encourage people living with cancer to develop skills to help manage their situation and adapt our services to meet the needs of those living with chronic disease:

“This course has helped me to see the wood from the trees, I would still feel lost without it.”

Our **SUPPORT AND EDUCATION PROGRAMME** is expanding as part of our vision to offer ways to build skills, knowledge and confidence to patients in managing their individual situation with cancer. We are proud to be able to offer these groups face-to-face, meeting the social and support needs that our patients tell us are crucial, as demonstrated in these comments by a group participant: ‘I don’t feel alone anymore, hearing others feel and share the same experiences has made a big difference.’

Over the year, the team has continued to offer the following groups, with planning to offer group programmes in community and outreach settings in 2023/24:

The **LIVING WITH CANCER AS A CHRONIC DISEASE** course has been established, meeting a need for those living with non-curative cancer for whom there has been limited support available. The programme offers support and advice for those living with incurable cancer, forming a psycho-educational and support group with plenty of opportunities to discuss concerns, fears and hopes. The team are planning to build on this by introducing quarterly ‘retreat’ days for patients living with non-curative cancer in 2023/24.

The **RELAXATION AND ANXIETY MANAGEMENT** course is an education programme open to patients and those living alongside someone with a cancer diagnosis. It is designed to help people understand what stress and anxiety is and to look at individual ways to manage when levels become too high and unsustainable. Often, simple techniques and suggestions can make a huge difference and enable significant change for patients.

The **MOVING FORWARD** programme is designed for patients who have finished treatment within the last year. The six-week course helps people to adjust to life after treatment – a time which can feel like a safety net has been removed with less regular hospital contact.

The **GET ACTIVE WITH FORCE** programme offers opportunities for patients to access simple physical activity that can reduce many of the side effects of cancer treatment and the risk of recurrence. Our Breast Recovery Programme group was established in 2022 after the team identified the need for a group that offers education, practice and support in attaining a full recovery of chest and arm flexibility. The focus of the group is on empowering patients to learn what they can do to minimise secondary complications and encourage physical recovery. Another development this year has been to run a ‘men’s only’ gym programme to support men with their physical wellbeing as well as to offer a setting where there is psycho-social support. The team has had encouraging feedback that has highlighted the value of having a setting for men where they can support each other. The FORCE exercise class for strength and balance, run at the ISCA centre in Exeter, has provided valuable support for patients living with noncurative cancer, with participants feeding back how important the group has been for their physical, mental and emotional health.

A series of **MINDFULNESS** courses has been planned for 2023/24.

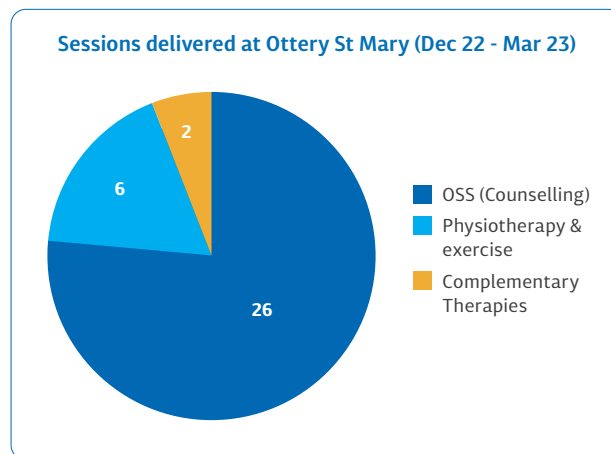
Audit and evaluation of our services

We recognise the importance of audit, evaluation and the participation of our service users in service development. A wide range of data and feedback about individual services is collated on a regular basis which we aim to consider in making decisions about service improvements and developments. With the appointment of a new Support Services Manager in September 2022, one of the main priorities for 2023/24 will be to develop a strategy to improve how we consult and collect feedback from our service users, and how we collect and use data, so that we can continue to develop our services to meet the needs and expectations of those whom FORCE serves.

FORCE Objective:

To reach more people needing support and advice

2022/23 was marked by a reduction in Covid restrictions which allowed us to re-establish and re-build our face-to-face support services. We were delighted to be able to expand our outreach service at Ottery St Mary, building on the welcome and support that our volunteers there had already been giving to chemotherapy staff and patients. In December 2022 we began offering counselling at the outreach centre, which was followed by offering physiotherapy and exercise sessions and complementary therapies in late Spring 2023.



One of the lessons that we learned from the pandemic was how valuable some of our patients and families, particularly those who live at a distance from Exeter, found our range of podcasts and audio and video resources. In 2021/22 the team had created a range of video resources that cover topics including relaxation and anxiety management, bereavement, home massage techniques, and managing fatigue. In 2022/23, the team worked hard to build on these, expanding our range of podcasts to include discussions on sleep, yoga, diet and our Look Good Feel Better programme. These online films and podcasts have been an invaluable resource, enabling our Oncology Support Specialists, Information Nurses and Physiotherapists to signpost patients to vital information and advice that can be accessed from anywhere and at any time.

A priority for 2022/23 has also been to strengthen our partnership working with other local organisations and the oncology team at the RDUH. We have continued to offer reflective practice sessions to Clinical Nurse Specialists. We have also begun attending multidisciplinary team ward rounds on the Yeo ward at the RDUH to 'link up' services and support offered at the hospital and via FORCE. We are committed to reviewing and developing our service to be as accessible, responsive and welcoming as possible and so have set up a new Inclusion group that will begin regular meetings in summer 2023.

FORCE Objective:

To invest in local clinical and scientific **research** at respected institutions including the University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust.

FORCE has been investing in local cancer research since 1987. Today, the Charity focuses on supporting new, smaller research projects which often struggle to secure funding. This pump priming can provide the basis/evidence for important work to go on and attract funding from large grant making institutions.

To do this, we aim to:

- Raise funds for local cancer research projects which meet our criteria.
- Ensure that research is a well-publicised part of our work.
- Evaluate proposals and review outcomes of locally funded research projects.

Applications for research funding are beginning to be presented post pandemic and the Trustees will continue to review applications against our criteria and provide support to approved projects in future.

FORCE Objective:

To **support innovation** by improving local cancer services

In response to the fast-changing environment of recent years, the Trustees have identified the need for a more broadly defined objective to fund innovation in improving cancer services. This gives greater opportunity to be responsive in our aim to:

- Fund state-of-the-art equipment to improve cancer diagnosis, treatment, and care.
- Be flexible and support projects and education which promote innovation and improvement in patient care.

Several enquiries have been received recently regarding funding for equipment to improve cancer treatment. Again, this is an area which has been relatively quiet due to the pandemic, but as clinical services recover demand is likely to increase again.

Funding for education includes an annual bursary established in memory of our co-founder, Dr Chris Rowland. Although this project was paused for a year in the aftermath of the pandemic, we have committed to increase the annual funding to £2,000 to support the cost of a student's professional training year linked to oncology.

FORCE welcomes requests for funding from all departments offering cancer services. The aim is always to cover a broad spectrum of cancers.

FORCE Objective:***To influence and collaborate with other organisations to benefit people affected by cancer***

Working collaboratively with other organisations and sharing skills and knowledge is one of our core values and is another key element of ensuring appropriate services are delivered to our beneficiaries. Our aim is to share our unique support model where appropriate and learn from best practice in other organisations – both local and national. Partnership working can also have the benefit of a stronger united voice.

The key to good collaboration and partnerships is building strong relationships. FORCE has long-standing relationships with local charities such as **Hospiscare** and **ELF**. We work together to support patients where appropriate and consider opportunities to share resources where appropriate. A working party from FORCE, ELF, Balloons and Hospiscare is currently looking at how we might work together to support bereaved children.

We also have regular contact with **Cancercare**, a similar charity to FORCE working in the North-West sharing knowledge and experience.

FORCE continues to invest in a strong interface with our main partner, the **Royal Devon University Healthcare NHS Foundation Trust**. On 1 April 2022, the RD&E merged with Northern Devon Healthcare NHS Trust and we are keen to work as closely as possible with the Fern Centre in North Devon to ensure parity of cancer support across Northern and Eastern cancer services.

During the year, our Oncology Support Specialist Team has provided reflective practice sessions to support nurses in the oncology, haematology and palliative care departments. Many of these clinical roles are now more emotionally demanding than ever, intensified by ongoing challenges in recruitment.

New members of hospital staff in Cancer Services routinely visit the FORCE Centre as part of their induction programme, creating awareness of the range of high-quality support available and enabling them to understand more clearly what is on offer to their patients.

Macmillan Cancer Support have recently invested in a county-wide benefits service in Devon. This service has incorporated our benefits advice at FORCE and the partnership will mean more timely access to financial advice for cancer patients across Devon.

Our partnerships with other public, private, voluntary and community organisations at a local and national level, enhance the services we are able to deliver to our beneficiaries.

- Active Devon
- Axminster and Lyme Cancer Support
- Balloons
- Brain Tumour Support
- Citizens Advice
- Macmillan Cancer Support
- Community hospitals
- Exeter University Medical School
- Look Good Feel Better
- Teenage Cancer Trust
- Westbank Community Centre

FORCE Objective:

To develop a *strong infrastructure* to ensure a sustainable future for FORCE services

Sustainability

A strong organisational structure provides the necessary framework to develop a sustainable future for the Charity. Our strategy recognises the importance of continuing to develop a robust infrastructure, focussing on income generation and governance to ensure that resources are used in the most effective way.

Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. The Board Governance sub-committee co-ordinates the increasingly complex compliance requirements faced by the Charity. In the last year a senior staff group, Governance Action Party (GAP) has been established to ensure governance responsibilities are well managed across the various departments of the Charity. GAP reports to the operational management team to ensure clarity of duties and avoid unnecessary duplication. In addition to legal and regulatory compliance, the Board Governance sub-committee seeks to give assurance to the full Board regarding health and safety, information governance, risk management and monitoring the quality of our services. It also assists in development of strategic aims, monitoring progress towards these objectives and in recruitment/development of the Board.

With many more people depending on our services, we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. Our model of service delivery continues to be developed and reviewed with the expansion of the use of role specific volunteers (RSVs) referred to earlier in this Trustees' report.

Making sure we have diverse and sustainable income streams is the backbone of our strategic vision and has been very much in focus over the last 18 months.

We have been working with a very experienced fundraising consultant to help us structure how we rebuild Income Generation and identify sustainable funding sources. This review has highlighted encouraging opportunities to develop income to ensure that our future plans are sustainable. These opportunities are now being taken forward thanks to the recruitment of a new Head of Income Generation and additional fundraising staff. The recommendations from the review are being implemented on a staged basis with regular progress reports to the Board.

Development of staff and volunteers

Our people are central to the provision of high-quality services to support our beneficiaries. The unprecedented challenges of the last three years have proved what an inspirational team we have with everyone applying their skills and experience in new and imaginative ways to enable vital support to continue. Peer support and supervision has been invaluable during this period with the increasing emotional demands of the work. We continue to assess training needs regularly and through the PDR process to ensure that staff and volunteers have the skills and knowledge needed to provide and develop our services.

Our volunteers are a crucial part of the FORCE team, and we aim to broaden how their fantastic skills and enthusiasm can be harnessed to enhance our service delivery. More information is provided in the **OUR PEOPLE** section below.

The positive feedback received during 2022/23 is testament to the difference that our team makes to our beneficiaries:

“So good to see so much passion from the FORCE team.”

“Thanks for a great and very well organised training day yesterday.”

“I thought today was so good, really made me feel part of something special.”

Embracing technology

The pandemic encouraged the team to adopt new ways of working and think about how to use technology to reduce administration so that as much of our time as possible could be spent on delivering our services. We are continually making improvements to our bespoke CRM, using technology to improve our collection, analysis and interpretation of visitor data to inform the evolution of our services and improve impact reporting.

Two examples of innovation in 2022/23:

- The complementary therapy team has moved over from recording session notes on paper, which involved significant administrative support from the staff team. The therapists have now adopted recording notes digitally, which has freed up staff time to be able to focus on offering more resource to welcoming service users into the FORCE centre and answering phone calls from patients and their families.
- The OSS team have adopted new IT processes to be able to work out of any of the therapy rooms for any of their sessions, freeing up time and space and maximising the number of appointments that FORCE can offer.

Robust systems and investment in IT infrastructure are an important element of sustainability plans and we continue to seek ways in which technology can help to streamline our systems and improve data collection, reporting and analysis.

Our people

Our people and their voices are at the heart of FORCE Cancer Charity. The dedication of staff, volunteers and supporters alike has created an open and welcoming culture, the FORCE family, such a vital part of the ethos of the Charity. The Trustees recognise the wealth of experience and skills that each individual brings and are truly grateful for the contribution that everyone makes in a myriad of different ways.

The FORCE Operational Management Team (OMT), who manage the day-to-day operations of the Charity, has been strengthened over the last year with a new Acting Head of Income Generation and Support Services Manager. Our CEO, and the reinvigorated Operational Management Team now have the skills and focus to develop services to meet the complex and changing needs of our beneficiaries. The OMT are fully involved in planning the future strategy with the Board.

Staff numbers have increased during the year and FORCE now employs 28 members of staff. The Staff Team is involved in providing our support and information services, raising money to fund this work through the Shop and Income Generation Teams and administering the financial and governance requirements for what is an increasingly complex organisation. The Trustees would like to thank everyone for their loyalty and adaptability in managing workloads with a reduced team over recent years. Recruitment plans are now underway, but we have met real challenges in the recruitment field. However, in recent months we have had more success and feel confident that over the next year we will be able to recruit the Team needed to drive forward future plans.

FORCE Volunteers

Volunteers are a vital and integral part of the FORCE Team. It has been lovely to see their roles come back into play, particularly as the number of Centre and outreach visitors picks up post pandemic. We have 34 new support service volunteers this year, a total of 110 volunteers regularly supporting FORCE across the organisation, 57 FOF group members and more than 150 event volunteers.

Our role specific volunteer programme is taking shape and it is making a real difference to the pace at which we can roll out our support and education programmes, both in Exeter and outreach locations. Bea Knight who has a background in nursing and midwifery has been helping with our relaxation and anxiety management course. Bea talks about her experience so far:

“I have now been involved in several courses and really enjoy seeing the positive impact learning these simple techniques have on participants’ levels of confidence. I would recommend anyone with a clinical background, looking to share their experience of working with people, to see how they could become involved”

The chemotherapy nurses continue to be supported by FORCE volunteers at Ottery St Mary Community Hospital (now 5 days a week) and on Cherrybrook ward at the RD&E. Our volunteers are a huge help and welcome patients as well as providing refreshments to those having treatment. Over the last year, volunteers have also embraced technology and now use laptops rather than paper to register clients. Volunteer, Deborah Chapman is a volunteer at Ottery St Mary.

“Patients love coming here because it’s calm and relaxing and the free parking is a bonus. People have more time here. It’s a reality check for us and puts life into perspective. The patients are the important ones.”

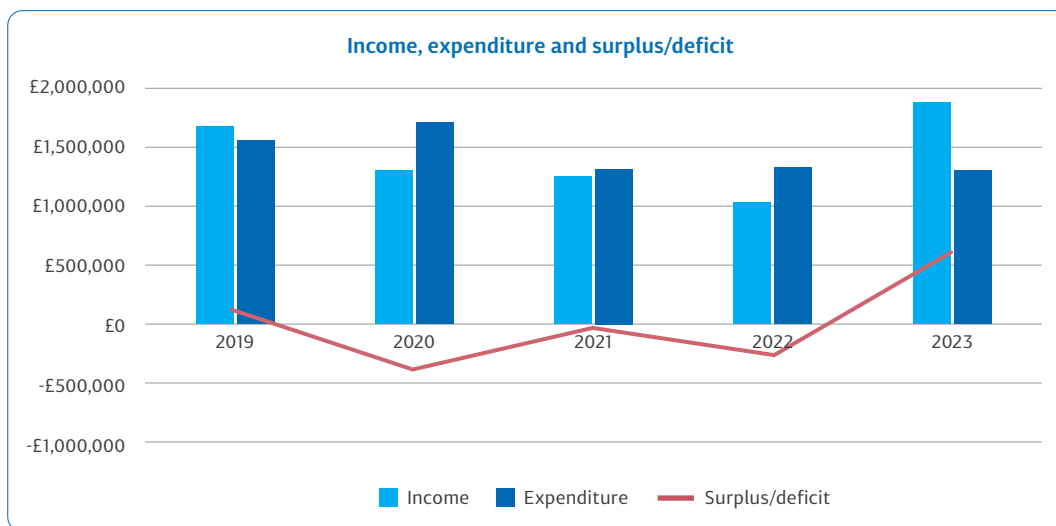
The Centre garden is looking stunning thanks to a fantastic team of gardeners. From time to time, they receive additional help from corporate days where companies release their staff to spend a day working in the FORCE garden. The results are blooming impressive!



Financial review

Review of Transactions and Financial Position

The chart below provides an overview of the income, expenditure and resulting surpluses/ deficits reported over the last 5 years. The chart demonstrates the impact of the pandemic but also highlights significant fluctuations in the timing of recognition/ receipt of less predictable income from legacies/ grant income. During 2019, we reported record legacy income and strong performance in fundraising and other traditional income generating activities. During the year to 31 March 2020, a deficit was reported due primarily to reduced legacy income and use of designated funds to support the continued FORCE@ outreach programme. The following two years reflect the severe impact of the pandemic. Emergency funding and cost cutting mitigated the immediate negative financial impact. A more significant deficit was reported in 2021/22 due to an end to the emergency funding but on-going disruption to traditional income streams.

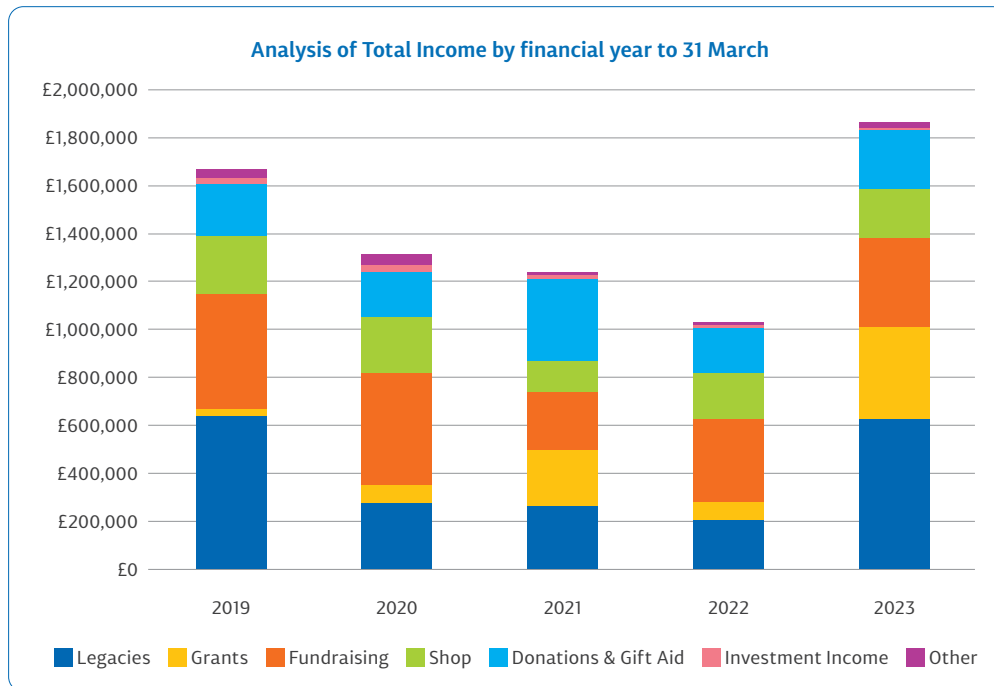


2022/23 has seen a substantial increase in exceptional income from legacies and grants bringing total income to a record £1.87m. However, this includes grant income of £240k which relates to future service provision and income of £50k from legacies that has yet to be received. Cost have continued to be tightly controlled and delayed recruitment plans have resulted in a reported surplus of almost £600k for the year.

The unprecedented surplus reported this year is a tremendous boost and puts us in a strong position to meet the challenges of increasing demand for our services as outlined in our review of activities. The surplus has helped to replenish reserves used to support activities during the last three years, but the NLCF grant has yet to be received and relates to committed expenditure for future periods. The Trustees recognise the importance of rebuilding sustainable income streams to support the re-establishment of services to pre-pandemic levels.

How our income was generated

The following chart provides an analysis of key income streams over the past 5 years and emphasises the significant impact of fluctuations in legacy and grant income (at £1.01m, income from these two sources alone is only £22k less than the total income reported for 2021/22). It also demonstrates the impact of the pandemic on traditional income streams and how these more sustainable sources have yet to recover to pre-pandemic levels. Further details on income for the current year are provided below.



As described within our strategic objectives, having a robust income generation plan is key to the sustainability of the Charity. Our main sources of income are voluntary donations/legacies and trading activities, including income from fundraising and our charity shop. We do not charge for our services and therefore income from charitable activities - from our coffee bar in the Oncology department, the sale of skin care products, wig products and scarves and a contribution for hosting university medical students - represents relatively small amounts received. As noted last year, a key focus of our recovery plan is to develop income generation, and to implement plans to exploit opportunities identified as part of a review carried out during 2022. Progress has been made in adapting plans to suit the challenging environment created by the pandemic and cost-of-living crisis, but staffing pressures have affected the speed with which these plans can realistically be implemented. Further details are outlined in the **FUTURE PLANS** section below.

Donation, grant and legacy income

Due to the recognition of additional legacy and grant income, total voluntary income (including donations, legacies, grants and Gift Aid) has increased dramatically from £452k to £1,238k. Grant and legacy income is less predictable than general donations and these income streams have been disclosed separately on the Statement of Financial Activities to demonstrate the hugely important impact that these often unanticipated amounts have on funds raised.

Legacy notifications bounced back this year and income increased from a 5 year low of £207k to a near record £630k. Interestingly, if the last two years' legacy income is considered, this would average £418k which is far more in line with five-year expectations.

Excluding the £290k NLCF funding, grant income increased from £71k to £91k. As noted, only £50k of the NLCF grant was received during 2022/3 with the remaining accrued income relating to services to be provided over the next 2 ½ years.

Donation income increased from £90k to £158k and was boosted through several very generous one-off gifts (4 specific donations totalling £76k). Gift Aid receipts were slightly disappointing as the relief was not available to claim on some of the more significant gifts.

The Trustees are very conscious that the exceptional legacy and grant income recorded this year, cannot be relied upon for the future. There remains a huge challenge to rebuild sustainable income streams which were knocked during the pandemic and further impacted by the cost-of-living crisis.

Other trading activities

Trading activities principally represent income generated through fundraising and our charity shop.

Income from fundraising activities increased by over £40k but remains around £130k less than pre-pandemic levels. Fundraising income increased by £30k as face-to-face events returned but supporting community events remains a priority for the team as we strive to regrow this vital income stream. The support of our fabulous Friends of FORCE groups and other individuals/community groups truly has never been needed more and we can't thank everyone enough for their time and dedication to raising funds on our behalf.

Our shop team have done us proud once again with income exceeding £200k for the first time since the pandemic. Staff and volunteer team shortages have resulted in less time to focus on identifying appropriate products to sell online and eBay sales dropped back from £17.5k to £11.2k. Retail Gift Aid of £10k was claimed, representing just over 22% of potentially Gift Aidable sales (2021/22: £11k, 18%). The improved Gift Aid recovery is testament to the efforts of the team who have encouraged a restricted donation drop off window each day so that they can ensure donations are Gift Aided wherever possible. With costs also in line with budget, the shop reported an overall surplus of £26k for the year which was £1.5k more than originally budgeted (2021/22; surplus of £23k).

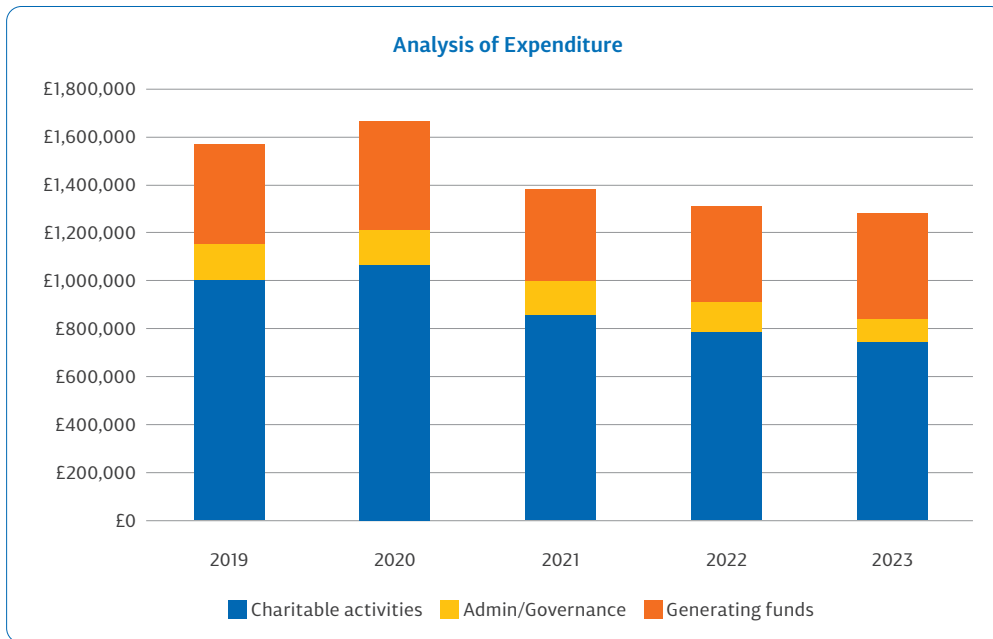
How our funds were spent

The following graph shows how our funds have been spent over the last 5 years. Overall costs have been reduced from a peak of £1,669k in 2019/20 to £1,275k in 2022/23. Savings implemented as a result of the pandemic have been maintained and delayed recruitment plans have resulted in total expenditure being £10k below budget despite a £41k adjustment to accrue for retrospective pay awards announced as part of the NHS pay deal for 2023/24.

Traditionally, an average of 64% of our expenditure is spent directly on charitable activities. This fell to 60.4% during 2022, due mainly to the temporary suspension of FORCE@ outreach services. With a phased return to FORCE@ locations only starting in the final quarter of this year, and no requests for funding of innovation, this ratio has fallen to 57.4% for 2022/23. Spending on essential costs of governance and administration of the charity represents around 9% of total expenditure. The cost of generating income has averaged 28% of total expenditure over the 4 years to 31 March 2021 but has risen to 32% in the current year due to the on-going challenges in generating funds.

Total expenditure for 2022/23 was £1.275m compared with £1.305m last year, representing savings of just under £400k from pre pandemic levels. Savings have been maintained due to continued lower footfall and the fact that outreach services in FORCE@ locations are only just starting to be re-established. The investment portfolio was sold in January 2022 and there were no investment gains/ losses for 2022/23 (gains of £20k for 2021/22).

Details of specific charitable activities are described in the **ACHIEVEMENTS AND PERFORMANCE** section above.



Overall, the financial statements report a surplus of £593k (2021/22: deficit before investment gains of £273k and after investment gains was £253k). Even excluding the NLFC grant of £240k which relates to future periods, the surplus is £353k. The improved legacy income reported in 2022/23 has been a tremendous boost and goes some way to recouping the deficits suffered over the last three years which taken together total £688k.

Cash balances

Changes in cash during the year	£000	£000
Opening cash balances		1,309
Increase in cash during the year:		
Reported surplus	593	
Depreciation & other non-cash movements	77	
Less: NLFC grant not yet received	(240)	
Net increase in cash		430
Closing cash balances		1,739

The cashflow statement provides an analysis of the fluctuations in our cash position over the year. The above table highlights the fact that, although the overall balance of cash and cash equivalents has increased by £430k to £1,739k. The surplus for the year includes the recognition of £190k of grant income which relates to future periods and has yet to be received and is therefore included as a debtor in the accounts.

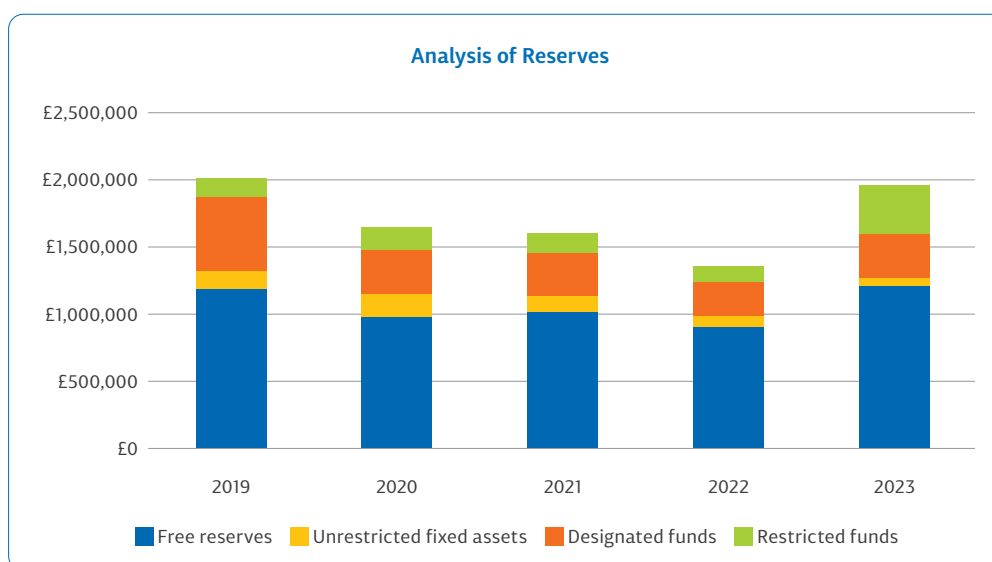
The Finance and Income Generation Committee regularly monitors our cash position to ensure adequate liquidity and investment of funds in accordance with our **INVESTMENT POLICY** described below.

Reserves policy

Target reserves

As part of our risk management processes, the Trustees have reviewed the key risks, updated the risk register and assessed the potential financial impact. The pandemic, closely followed by the cost-of-living crisis, has emphasised the importance of holding reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar. The Trustees consider that reserves are most likely to be required due to circumstances where associated risks could not be completely mitigated, and the financial impact is likely to have a negative effect on liquidity. In addition to covering unforeseen/emergency expenditure, the reserves will help to smooth peaks and troughs in income and offer funds to enable the Trustees to take advantage of opportunities that may arise to further serve our beneficiaries when circumstances allow. Because it is unlikely that all of the risks materialise and have a financial impact at one time, and it is difficult to estimate the potential cost of risks, it seems more appropriate to hold reserves within a range of values. As of 31 March 2023, the Trustees have undertaken a thorough review of risk (see below) but have assessed that a slight uplift to a target range of reserves of between £1.3m and £1.5m is appropriate.

Actual reserves



With the reported surplus of £593k, the Charity's total reserves at 31 March 2023 have increased to £1,949k (2022: £1,356k) (see Note 21 to the financial statements). Unrestricted funds were £1,540k compared with £1,235k at the end of last year. This includes designated funds of £236k (2022: £227k) (see Note 22), leaving total unrestricted reserves of £1,304k (2022: £1,008k).

As of 31 March 2023, our free reserves (unrestricted funds excluding fixed assets) have increased from £890k to £1,204k, which is approximately £100k below the revised minimum target range. It is remarkable to have been able to replenish our free reserves through exceptional legacy receipts during 2022/23. This gives a little more breathing space to recruit key staff to rebuild our teams, re-establish our services to meet demand and fulfil our commitment to fund innovation. The Trustees continue to review activities with the aim of achieving a break-even position in 2024/25 and thereafter to work to replenish free reserves in line with the target described in our reserves policy. Contingency plans are in place and are under constant review to ensure that the Charity remains sustainable as described in the **FUTURE PLANS** section below.

Investment Policy and Performance

In 2014, during an extended period of exceptionally low interest rates and following receipt of substantial legacy income, the Trustees revised their Investment Policy to consider alternative, low risk investments in addition to the cash deposits in order to protect against capital erosion due to the differential between inflation and interest rates. In July 2014, Brewin Dolphin were appointed as Investment Managers and a total of £400k was invested over a four-year period and held until January 2022.

Due to the uncertainties created by the pandemic, the portfolio was partly realised in January 2021 and in 2022 the Trustees decided to liquidate the portfolio because, markets were volatile and there was no guarantee that the funds would not be needed in the medium term.

As noted last year, the Investment Policy allows for reinvestment in future and any decision would be assessed based on the financial position of the charity and market conditions. Although there was no change during 2022/23, since the year end the Trustees have approved a reinvestment of £300k following the uplift in legacy income, improving liquidity position and to mitigate the impact of inflationary pressures on reserves.

The majority of our reserves continue to be held in cash deposits. The Trustees have continued to split our bank deposits between several institutions in order to take advantage of the Financial Services Compensation Scheme and spread any potential risk as far as is practicable. The increase in cash balances during 2022/23 have resulted in greater exposure to counterparty risk. As noted above, the key aim of the Trustees is to minimise the risk to capital rather than seeking out the highest possible rate of interest. Since the year end, in addition to the approval to reopen an investment portfolio, the Trustees have also approved the opening of a pooled deposit account to facilitate more effective spreading of other cash balances.

The investment policy will be reviewed on an annual basis and more frequently should the level of funds available for investment fluctuate significantly.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principal risks faced by the Charity. The potential impact of these key risks is assessed and appropriate steps to mitigate these risks are recorded. The Trustees are satisfied that our policies and procedures relating to the management of key operational and financial risks are appropriate and adequately mitigate exposure to major risks which have been identified.

The OMT regularly report on any incidents that occur which may expose the Charity to a specific risk. If a particular risk is identified, a risk report is prepared by the relevant member of the OMT at the time of any incident and this is reported to the OMT/Trustees at the next scheduled meeting unless more urgent action is required. In addition, the Trustees/OMT constantly review the overall risks faced by the charity. Managing the unprecedented challenges presented by the pandemic influenced the entire operation of the charity but emphasised the importance of being able to adapt to change in a nimble way to address unexpected risks and uncertainties. Active steps are being taken to review and improve our risk management processes including business continuity planning and a consolidation of incident reporting procedures.

The Trustees have carried out a full review of risk. Although several risks have been downgraded as circumstances have become clearer during the year, the following represent the current principal risks that have been identified by the Trustees, together with an overview of how they are being managed:

Potential risk	Potential impact	Steps to mitigate risk
Cost of living crisis	Reduction of disposable income leading to reduction in giving. Increased costs.	Implementation of review of fundraising activities to take advantage of opportunities identified for income generation/ exploration of grant funding & gifts in wills opportunities. Income levels are closely monitored, and forecasts reflect prudent assumptions regarding sustainable recovery plans. Implementation of fundraising plan to improve data analysis /marketing to maintain and build on strong supporter relationships. Costs will be monitored and managed by the Finance and Income Generation Committee to be in line with any significant changes in income generation.
Succession planning and staffing levels	Insufficient staff with suitable skills and experience to manage the organisation/ deliver services	Significant strides have been made during 2022/23, particularly in recruitment into senior management positions to provide a stable OMT. Other recruitment has been challenging and the pressure that this places on existing staff is acknowledged and is being managed as effectively as possible. Recruitment remains a priority, but it is taking additional resources to actively target potential candidates.
Cyber security	Possible financial, regulatory and reputational risks if system access controls are breached.	External IT consultancy with regular updates to cyber security systems. Staff training to ensure awareness of risk and steps to take in the event of a breach. Trustees continue to consider further steps to ensure defence against cyber-attacks is appropriate and proportionate for the organisation.
Coping with increasing demand for our services	Increased demand, particularly at a time of staffing pressures, has the potential to impact quality of service.	Service development is meticulously planned. Looking at new ways of working, such as the Role Specific Volunteer Programme/ digitalisation of appointment system, to make best use of available resources. Successful grant funding from the NLCF has helped to kick start the RSV programme and the reintroduction of FORCE@ services.

Future plans

Having managed and adapted to the immediate challenges created by the pandemic, the start of a promising financial recovery for the Charity has enabled the Trustees to plan with greater confidence. However, we continue to work with uncertainty - especially in our world of the Third Sector and the NHS.

Work on our new strategic vision is underway and should be completed by the end of 2023. Our future strategy will incorporate the projects supported by the NLCF, the findings of our recent Income Generation review and involve engaging with our many stakeholders to ensure an inclusive and thorough approach.

As anticipated, the number of cancer patients with complex emotional needs is growing and the financial crisis adds another layer of concern for many of our beneficiaries. The enhanced benefit service working across Devon will hopefully guide more people to any financial help available to them.

There's great potential to build on the early successes of our Role Specific Volunteer (RSV) programme. Thanks to support from the National Lottery Community Fund (NLCF), we are at least 18 months ahead of where we might have hoped to be. There are now several trained volunteer co-facilitators involved in our Support and Education programmes and other areas where specific volunteer skills can be used continue to be researched.

Another priority is to complete the relaunch of our outreach programme, offering support services in Ottery St Mary, Okehampton and Mid Devon (location TBC). Again, being able to move swiftly and get Ottery St Mary set up at the beginning of 2023 was thanks to the NLCF grant and the commitment of the support services team.

In summary our short-term plans for service delivery include:

- Continuing to experiment with working proactively at different points on the cancer patients' journey so that we provide services when needed eg on the wards, considering providing early diagnosis drop-ins.
- Developing our services to be as accessible as possible - to include offering groups in the community, opening new outreach centres and setting up an Inclusion group to inform service development.
- Developing how we collect our data and feedback to make our services as responsive as possible.
- Reviewing the range of our psychological services to ensure we are meeting service users' needs.
- Expand the availability of complementary therapies to increase the number of sessions available to clients.
- Review and build on the Role-Specific Volunteer (RSV) programme to strengthen our group programme.
- Attend to the scenario planning and standard operating procedures to build our staff teams' capacity to deal with unexpected developments and gaps in staffing and services.
- Continue working with partners to map out local services, identify gaps and identify how best to collaborate eg around bereavement and family services.

In the challenging financial environment, it is more important than ever that resources are used effectively and opportunities to share skills and experience are considered.

Having successfully recruited into our fundraising team, there are now some exciting opportunities to grow our income generation. Last year's review and subsequent plan for income generation sets out a staged approach to investing in fundraising and marketing. The plan has identified steps to improve existing income streams and explore new ones, looking at how we collate/use data, reconsider how we promote giving and look at how we engage patients and families in fundraising in an appropriate and sensitive way.

Structure, governance and management

Governing Instrument

Following its incorporation on 15 February 2011, the Charity is registered as a charitable company limited by guarantee.

The constitution of the Charity is set out in its Memorandum and Articles of Association with the Registered Charity Number 07529991. The Charity is also registered with the Charity Commission under Registered Charity Number 1140676.

Recruitment and Appointment of Trustees

The Trustees are eligible, in committee, to appoint additional Trustees under the terms of the trust deed.

The Trustees are also responsible for the appointment of our Patron and Vice-Patrons.

Selection, Induction and Training of Trustees

The existing Trustees are responsible for the selection, recruitment and induction of new Trustees. The governing document requires that the Board has a minimum of six and maximum of 12 members.

The aims of the selection, recruitment and induction policy are as follows:

- To ensure that the selection and recruitment of Trustees is inclusive and transparent.
- To ensure that the Board of Trustees are aware of their duties and responsibilities.
- To ensure that the Trustees have the necessary skills to fulfil these duties and responsibilities.
- To ensure that Trustees are aware of the Charity's aims and purpose and are passionate about its work.

Selection

Once the need to recruit a new trustee is identified, the existing Board will review current structure and consider key skills that the new member would ideally contribute.

A periodic review of the skills of board members is carried out, particularly when there is a need to recruit. In addition to key skills, consideration will also be given to ensuring the diversity of the Board.

Following the identification of any key skills gaps, the Trustees will then discuss how best to attract potential candidates with the skills required.

Recruitment

Depending on the nature of skills sought in a new trustee, appropriate recruitment procedures will be followed. A key priority for any prospective trustee will be an empathy and passion for the work of the Charity. It is not considered appropriate to put a timescale on the recruitment process as it is vital that the right person is selected with skills to complement and enhance the existing Board. Prospective candidates will initially be invited to meet informally with at least two representatives of the Governance Committee, to include a Trustee and a member of the senior management team. The Trustee(s)/Executive Officer present at the initial meeting will report to the Governance Committee on the suitability of the prospective candidate.

Induction / Appointment process

If required, the initial visit will be followed by further discussions with members of the Board. Assuming that both parties are keen to continue, the prospective candidate(s) will be invited to attend the next Trustees' meeting.

The new trustee will be formally appointed at an appropriate Trustees' meeting and relevant documentation will be completed and then submitted/filed as appropriate by the Company Secretary.

Any training requirements will be discussed, and suitable guidance/training courses identified.

Term of Office

A register of Trustees' original, and subsequent reappointment dates is maintained. This allows identification of those reaching the end of their term of office, aids succession planning and informs the recruitment process.

Trustees/Directors are appointed for a period of five years. Reappointment is based on a review of skill requirements and continued contribution to the Board. Reappointment beyond two terms is subject to particular scrutiny and disclosure. Explaining why this is in the best interest of the Charity will be made in the Trustees' Annual Report.

Pre-2020, work was underway to strengthen our governance with better defined terms of office. The pandemic delayed this process as the need for continuity to guide the Charity through such an uncertain period was essential. Although stability remains a priority as we plan a sustainable future for our services, our programme of recruitment is well underway with three new Trustees having been appointed to replace three longstanding members during the first months of 2023, who each bring a wealth of experience and broaden the skills of the Board. Five of the original Trustees appointed when the charity was incorporated, reached the end of their second term of office during 2021. One has retired and there are four remaining Trustees who have served for over 10 years. Their reappointments continue to be reviewed annually to allow for a carefully planned and staggered handover as recruitment plans progress. A specific exception has been approved in respect of Dr Jenny Forrest who has taken on the role of Vice Chair from May 2023. As a Consultant Oncologist, Jenny brings vital skills to the Board of a cancer charity and the Trustees have approved plans for Jenny to succeed Dr Anne Hong as Chair of Trustees as Anne plans to retire from the Board during 2023/24. For this reason, Jenny has been reappointed for a further 5-year term as part of a considered succession plan.

Ongoing training, support and evaluation

As part of the fulfilment of the Charity's Governance responsibilities, Trustees will be expected to undertake relevant training and share learning with the Board. Trustees will be supported in their role by the Chair/Vice-Chair throughout their term of office. As part of an annual review of the Board, there will be the opportunity for one-to-one sessions to ensure that Trustees can discuss their role and feel able to continue to contribute to the effective oversight of the Charity. Trustees will be asked to reconfirm their declaration of interest each year.

Organisational Structure and decision-making

FORCE is governed by a Board of Trustees. The Board meets at least five times a year, including a day each year dedicated to planning/training. Certain responsibilities are delegated to the following committees:

Governance Committee (GC)

Recognising the increasing complexity of the growing Charity, a new Governance Committee was established in early 2019. The committee currently comprises three Trustees and two members of the senior management team (CEO and CFO).

Key areas of responsibility are:

- Development and monitoring of the strategic plan.
- Compliance with laws and regulations.
- Election and appointment of Trustees.
- Risk management.

The GC meets four times a year and reports directly to the Trustees. Additional meetings are held if required to allow for timely discussions on key strategic issues.

Finance and Income Generation Committee (FIGC)

This committee currently comprises three Trustees and three members of the senior management team (CEO, CFO and Head of Income Generation).

Key areas of responsibility are:

- Consideration and monitoring of income generation plans and performance.
- Oversight of financial operations including review of budgets and financial controls and procedures.
- Review of reserves levels.
- Monitoring of investments, cash and deposits in accordance with the Investment Policy.
- Routine liaison with the auditors.
- Advising the Board on appointment of Auditors/Investment Managers.
- Provide guidance on tax/IT issues and seek professional advice as required.
- Seeking assurance that adequate insurance cover is maintained.
- Senior management team salary review.

The FIGC meets four times a year and reports directly to the Trustees.

In addition, other sub-committees are occasionally formed in order to expedite specific projects.

Operational Management Team (OMT)

Responsibility for the operational management of the Charity lies with the Operational Management Team (OMT) led by the Chief Executive. As described in OUR PEOPLE section above, it has continued to evolve over the last year. Following successful recruitment into key senior roles, the team now has five members with a broad mix of skills and experience to manage the responsibilities of the OMT. The OMT meet monthly.

Pay policy for senior staff

The Trustees, in their role as directors of the charitable company, together with the OMT form the key management personnel of the Charity. The Trustees/Directors give their time freely to oversee the governance and management of the Charity and receive no remuneration. Any related party transactions or expenses paid to directors are made in accordance with documented policies and are disclosed in the notes to the financial statements as required.

As is the case for all employees of the Charity, the members of the OMT are paid in accordance with the NHS Agenda for Change Pay Award announced each year. The 2022/23 pay award was not announced until July 2022 but included a variable increase depending on pay band and reflecting a continued rationalisation of the incremental rises offered within various pay bands. A further, non-consolidated pay award consisting of two lump sum elements were announced as part of the 2023/24 pay deal, will be paid in June 2023 and have been accrued in the 2022/23 accounts.

As noted above, the Finance Committee has delegated responsibility to monitor the level of pay for the senior management team. There are certain roles which are not directly comparable to other NHS job descriptions and the Finance Committee undertakes periodic reviews to ensure that senior staff pay levels are in line with other charities of a similar size/complexity.

Fundraising practices

During 2022/23 the fundraising team consisted of two full-time staff members; Fundraising Development Officer, Community Fundraising Coordinator and one part-time staff member; Fundraising Operations Officer. In addition, we had support from an external Fundraising Consultant for two days a week. Going into 2023, the Fundraising Development Officer stepped up into the role of Acting Head of Income Generation. Since the year end, the Fundraising Operations Officer has been successful in becoming the new Fundraiser – Events, and will lead on all FORCE led fundraising events. In addition, we have appointed a new Fundraiser – Community who will lead on FOF groups and community income after our Community Fundraising Coordinator sadly left at the end of May 2023. We would like to take this opportunity to thank Naomi for her 14 years of service to FORCE. We are currently recruiting for some additional administration support.

Our fundraising consists of hosting a handful of in-house events annually as well as encouraging and supporting individuals, companies, community groups, clubs and societies organising events in aid of FORCE. We also use collection boxes in a number of establishments to raise funds. We do not do canvassing and have no arrangements with commercial fundraisers.

FORCE is registered with the Charity Commission and our charity number is 1140676. FORCE is also a member of the Fundraising Regulator and adheres to the Fundraising Code which the regulator administers. The Head of Income Generation holds full Certification to the Institute of Fundraising – MinstF(Cert). The Charity is not aware of any instances of non-compliance with fundraising standards, or scheme for fundraising regulation, that it has subscribed to.

The Charity oversees a number of affiliated Friends of FORCE groups, which raise funds in their local communities. These groups are supported by our Community Fundraising Coordinator, who meets regularly with each committee and monitors their activities to ensure that they comply with best practice.

The Charity has a clear complaints procedure to ensure that any concerns regarding fundraising practices can be reported in the knowledge that they will be:

- listened to and investigated thoroughly,
- acknowledged speedily and recorded,
- dealt with in an appropriate and timely manner,
- kept anonymous (if requested),
- learned from.

The Charity has not received any complaints about its fundraising activities during the year to 31 March 2023. The Charity adheres to the Fundraising Promise and does not participate in, or condone the use of any unreasonably intrusive, persistent or pressured fundraising activities. The newer members of the Fundraising team will be undergoing training for how to protect vulnerable people when fundraising as part of their inductions.

Reference and administrative details

Registered Address:	FORCE Cancer Charity Corner House Barrack Road Exeter EX2 5DW Tel: 01392 402875
Registered Charity Number:	1140676
Registered Company Number:	07529991
Patron:	Dr Nigel Acheson
Vice-Patrons:	Mr David Cattle Mr Mervyn Hayes Mr Ruth Boobier (appointed 16/5/2023) Mr Felix Medland (appointed 16/5/2023) Mr Morley Sage (appointed 16/5/2023)
Trustees:	Dr Anne Hong – Chair Mr Morley Sage – Vice Chair – (resigned 16/5/2023) Dr Jenny Forrest – Vice-Chair (from 16/5/2023) Mrs Glynis Atherton – (appointed 13/2/2023) Mrs Ruth Boobier – (resigned 13/2/2023) Mr Frank Cook Dr Sally Kidner Mrs Louise Mayor Dr Rosie Mew – (appointed 13/2/2023) Mr Felix Medland – (resigned 13/2/2023) Mr John Renninson Mr Jeremy Roberts Mrs Sally Tapp Dr Christina Thirlwell – (resigned 14/8/2023) Mr Marcus Worthington – (appointed 16/5/2023)
Chief Executive Officer:	Mrs Meriel Fishwick
Finance & Income Generation Committee:	Mr Morley Sage – Chair – (resigned 16/5/2023) Mr Marcus Worthington – Chair – (appointed 16/5/2023) Dr Anne Hong Dr Jenny Forrest – (appointed 16/5/2023) Mr Felix Medland – (resigned 13/2/2023) Mrs Meriel Fishwick – Chief Executive Officer Mrs Julia Pitts – Chief Finance Officer Mr Oliver Watts – (appointed 13/2/2023)

Governance Committee: Mr Jeremy Roberts – Chair
Mrs Glynis Atherton – (appointed 16/5/2023)
Dr Jenny Forrest – (resigned from GC 16/5/2023)
Dr Anne Hong
Mr Morley Sage – (resigned 16/5/2023)
Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer

Operational Management Team: Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mrs Gail Allen – Finance Team Manager (resigned from OMT 13/9/2022)
Miss Naomi Cole – Community Fundraiser (resigned from OMT 13/9/2022)
Mr Gerry Gillespie – (temporary member from 17/5/2022 to 13/9/2022)
Mr Alex Moseley – Support Services Manager (appointed 13/9/2022)
Mrs Heather Taylor – Volunteer Co-ordinator
Mr Oliver Watts – Head of Income Generation

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also directors of Force Cancer Charity for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which 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 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; and
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the Trustees on 14 August 2023.

Signed on behalf of the Trustees



Dr Anne Hong
CHAIR OF TRUSTEES

Independent Auditor's Report to the Trustees of Force Cancer Charity

Opinion

We have audited the financial statements of Force Cancer Charity (the "Charity") for the year ended 31 March 2023 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (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 the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 34, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the charity and the sector in which it operates. The key laws and regulations we identified were Charities Act, regulations in relation to data protection (GDPR), fundraising regulations and safeguarding.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, relevant tax and pensions laws.

We discussed with management how compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the charity complies with laws and regulations and deals with reporting any issues if they arise.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following: -

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewing legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance;
- Reviewing Trustees' meeting minutes;
- Reviewing the safeguarding policies in place;
- Confirming registration with the Fundraising Regulator.

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We evaluated the risk of fraud through management override including that arising from management incentives. The key risks we identified were management bias in accounting judgements and estimates. We also evaluated the risk of fraud through misappropriation of income or misapplication of grant funding.

In response to the identified risk, as part of our audit work:

- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making estimates.

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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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.

Use of our Report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephanie Henshaw
Senior Statutory Auditor
For and on behalf of
PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
EXETER
EX2 7XE

Date: 16/08/23

Statement of financial activities

(Including the Income and Expenditure Account)

Year ended 31 March 2023

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income						
Donations and legacies	3					
Legacies		589,535	-	40,000	629,535	207,151
Grants		37,955	-	343,261	381,216	71,252
Donations		227,138	-	-	227,138	174,123
Other trading activities	4	570,141	-	26,500	596,641	555,120
Charitable activities	5	15,272	-	-	15,272	7,824
Investment income	6	14,856	-	-	14,856	13,862
Other income	7	3,251	-	-	3,251	3,306
Total income		1,458,148	-	409,761	1,867,909	1,032,638
Expenditure						
Expenditure on raising funds	8	410,397	11,386	916	422,699	394,845
Expenditure on charitable activities	9	718,351	18,626	115,031	852,008	910,282
Total resources expended		1,128,748	30,012	115,947	1,274,707	1,305,127
Net gains/(losses) on investments	17	-	-	-	-	19,681
Net income/(expenditure)		329,400	(30,012)	293,814	593,202	(252,808)
Transfers between funds 22/23		(31,996)	37,612	(5,616)	-	-
Net movement in funds		297,404	7,600	288,198	593,202	(252,808)
Funds at 31 March 2022		1,007,586	227,340	121,093	1,356,019	1,608,827
Funds at 31 March 2023		1,304,990	234,940	409,291	1,949,221	1,356,019

Balance sheet

Year ended 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	16	145,415	179,999
Investments	17	-	-
		145,415	179,999
Current assets			
Stocks		5,865	6,016
Debtors	18	313,363	138,501
Investments		270,000	170,000
Cash at bank and in hand		1,468,963	1,139,222
Total current assets		2,058,191	1,453,739
Liabilities			
Creditors falling due within one year	19	(254,385)	(277,719)
Net current assets		1,803,806	1,176,020
Net Assets		1,949,221	1,356,019
The funds of the charity			
Unrestricted funds			
General funds - free reserves		1,204,661	889,799
General funds - fixed asset reserve		100,329	117,831
		1,304,990	1,007,582
Designated funds	22	234,940	227,341
		1,539,930	1,234,923
Restricted funds	23	409,291	121,096
Total charity funds	21	1,949,221	1,356,019

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006).

Approved by the Board of Trustees on 14 August 2023 and signed on its behalf by



Dr Anne Hong
CHAIR OF TRUSTEES

Statement of cash flows

Year ended 31 March 2023

	Note	2023 £	2022 £
Cash provided by/(used in) operating activities	27	425,509	(292,414)
Cash flows from investing activities			
Dividends, interest and rents from investment		14,856	13,862
Purchase of property plant and equipment		(10,624)	(961)
Proceeds from sale of investments		-	399,171
Purchase of investments		-	(82,722)
Cash used in investing activities		4,232	329,350
Changes in cash and cash equivalents in the reporting period		429,741	36,936
Cash and cash equivalents at the beginning of the reporting period		1,309,222	1,272,286
Cash and cash equivalents at the end of the reporting period	28	1,783,963	1,309,222

Notes to the financial statements

1. General information

FORCE Cancer Charity is a company limited by guarantee and therefore has no share capital.

The Charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the Trustees report.

The functional currency of FORCE Cancer Charity is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis. The Trustees have reviewed the financial position of the Charity in the light of the principal risks faced by the charity. Steps have been taken to identify these risks and mitigate where possible, as described in the "Principal Risks and Uncertainties" and "Future Plans" section of their report. Although the economic situation remains volatile, the surplus reported for 2022/23 has helped to rebuild reserves and put the Charity in a stronger position to continue to implement recovery plans to ensure a sustainable future for the Charity. Detailed budgets and sensitivity analysis for 2023/24, support the application of the going concern concept in the preparation of these accounts.

b) Funds

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

Designated funds are unrestricted funds which the Trustees have decided to set aside for a specific purpose.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donor or which have been raised by the Charity for particular purposes. Expenditure which meets the criteria specified is charged to the fund. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

As noted in the reserves policy, the Trustees aim to maintain unrestricted funds within a target range based upon a review of the risks currently faced by the Charity.

c) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resource.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Grant income is recognised when the Charity becomes unconditionally entitled to receipts and when the amount of the grant can be reliably measured. This is generally when the income is received. Grants received for a specific purpose are recorded as restricted income.

For legacies, entitlement is the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been received from the executors that a distribution will be made, or when a distribution has been 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 Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met with a reasonable degree of certainty, then the legacy is treated as a contingent asset and disclosed if material.

Goods donated for resale are included as income when they are sold.

Registration income received for fundraising events due to take place after the end of the financial year are deferred and recognised during the period when the event takes place.

e) Pension costs

The Charity's employees are members of the NHS, defined contribution pension scheme and the Charity contributes to this scheme. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities (SOFA).

f) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost. For assets brought into use at the balance sheet date, depreciation is calculated to write off cost over their expected useful lives as follows:

Freehold land and buildings	2% on a straight-line basis
Leasehold property	the shorter of 10 years or the period of the lease
Leasehold improvements	the shorter of 10 years or the period of the lease
Motor vehicles	20% on a straight-line basis
Office and shop equipment	20% on a straight-line basis

g) Investments

Fixed asset investments are recognised at market value at the balance sheet date and include cash held within the portfolio. Realised and unrealised gains / losses on investments are disclosed in the SOFA and in note 17 to the financial statements.

Current asset investments are cash on deposit with a maturity exceeding three months from the date of acquisition or opening of the account.

h) Stocks

Stock consists of purchased goods for resale. These stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. No value is attributed to the donated goods held prior to resale as it is considered impractical to reliably measure their fair value and the cost of valuing of these items would outweigh the benefit to the users of the financial statements.

i) Cash balances

Cash at bank and cash in hand represents amounts held to meet short-term cash commitments as they fall due. This includes cash and short-term deposits with a maturity of three months or less from the date of acquisition or opening of the account.

j) Debtors

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

k) 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.

l) Operating leases

Rentals paid under operating leases are charged to the SOFA over the period in which the cost is incurred.

m) Grants payable

Grants payable are accounted for when the Charity is committed to making payment.

n) VAT

The Charity is registered for VAT and is able to recover input tax attributable to the relevant taxable supplies. In addition, a portion of input tax is recoverable on general expenditure on the basis of partial exemption calculations. Following the application of the partial exemption calculations, resulting irrecoverable VAT is charged as an administration cost or added to the amount capitalised for fixed asset expenditure (where the net cost of the fixed asset exceeds £5,000). Irrecoverable input VAT charged to the income and expenditure account for the year totalled £14,005 (2022: £7,691), of which the amount directly attributable to non-business activities relating to patient support costs amounted to £310 (2022: £297).

o) Volunteers

Volunteers are vital to the success of the Charity. Without them we would not be able to provide the level of support that we do to anyone affected by cancer. At present, FORCE has approximately 110 volunteers giving their time each week helping out in our Support Centre, at our Outreach locations, supporting our exercise programme, in our shop and at the RD&E oncology coffee bar. In total these volunteers traditionally give approximately 20,000 hours of their time each year which would equate to an additional 10 full time staff. Although some volunteers have naturally chosen to retire from volunteering during the last two years, so many of our loyal volunteers have returned and 34 new volunteers have been recruited. We are very much looking to the future and notice that patients and visitor numbers who are accessing FORCE have increased since the pandemic and we usually have a full team of four volunteers on duty at our Support Centre to ensure everyone who comes in gets the help and attention they deserve. Our Outreach volunteers have increased their days of supporting the chemo service to five days per week at Ottery Hospital and with the

re-opening of our Outreach services at Okehampton in September 2023, we will be welcoming our original team of five volunteers along with recruiting a few more to help with our Wednesday appointments there.

In addition, we are fortunate to have numerous volunteers who help out at our events but whose time is not recorded and are therefore not included in the above figures, but who play just as essential a part in supporting the Charity's work.

Neither the value of the donated hours nor the equivalent cost of volunteers is included in the financial statements, but their contribution is immense.

p) Financial instruments

FORCE only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The Charity currently holds:

- Other debtors and trade creditors
- Long term investments
- Short term investments

Recognition and measurement

The Charity has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the Charity's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transactions costs, and are substantially carried at the understood amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

q) Summary of significant judgements

In preparing these financial statements management and the trustees have considered the circumstances surrounding the certainty of receipt of two legacies. Payment of legacies under the relevant wills are being withheld by the solicitors until the Statutory Notice Period has expired, which will not be until some months after the year end. As there is a potential risk of claims being made during the notice period, and due to lack of information regarding amounts receivable, management and the trustees have concluded that there is sufficient uncertainty over receipt to make recognition of the potential amounts inappropriate. Accordingly, they have disclosed the legacies as a contingent asset as shown in note 30.

3. Donations and Legacies

	2023	2022
	£	£
Legacies	629,535	207,151
Grants	381,216	71,252
Donations:		
General donations	158,090	89,923
In memoriam	33,885	38,138
Gift Aid	35,163	46,062
	1,237,889	452,526

Included in the total of £1,237,889 (2022: £452,526) is restricted income of £383,261 (2022: £85,702) and designated income of £nil (2022: £nil). All other income is unrestricted.

Legacy income includes £50,000 (2022: £116,000) which has yet to be received but meets the criteria to be recognised in the current year.

Grant income includes £240,000 from the National Lottery Community Fund (NLCF) which relates to future periods and had not been received at the year end.

4. Other Trading Activities

	2023	2022
	£	£
Collecting boxes	13,807	10,692
Fundraising Events	377,196	350,286
Sales of goods and services	4,972	5,934
Shop sales	200,666	188,208
	596,641	555,120

Included in the total of £596,641 (2022: £555,120) is restricted income of £26,500 (2022: £nil) and designated income of £nil (2022: £nil). All other income is unrestricted.

5. Charitable activities

	2023	2022
	£	£
Oncology coffee bar	5,228	2,071
Sale of support services stock	6,924	3,892
Other charitable activities	3,120	1,861
	15,272	7,824

All income is unrestricted.

6. Investment Income

	2023 £	2022 £
Interest received	7,566	830
Flat rent	7,290	6,975
Dividend income	-	6,057
	14,856	13,862

All income is unrestricted.

7. Other Income

	2023 £	2022 £
Sundry	3,251	3,306
	3,251	3,306

All income is unrestricted.

8. Expenditure on raising funds

	2023 £	2022 £
Shop expenditure	174,708	165,685
Fundraising events	241,233	220,520
Goods for resale	4,817	4,428
Investment management costs	1,941	4,212
	422,699	394,845

Included in the total of £422,699 (2022: £394,845) is expenditure on restricted funds of £916 (2022: £1,100) and expenditure on designated funds of £11,386 (2022: £11,386). All other expenditure is unrestricted.

Investment management costs include portfolio management expenses and repairs. Expenses incurred relate to repairs on a flat above the shop premises let to a residential tenant.

9. Expenditure on charitable activities

	Note	2023 £	2022 £
Patient support costs		694,763	670,714
Outreach costs		22,787	36,178
Innovation grants payable	10	-	1,882
Research and expenditure grants	11	-	24,250
Support services stock sold		3,192	5,191
Extension depreciation		1,378	36,767
Database depreciation		-	3,474
Oncology coffee bar		10,171	10,253
Administrative support costs	12	103,923	99,436
Governance costs	13	15,794	22,137
		852,008	910,282

Included in the total of £852,008 (2022: £910,282) is expenditure on restricted funds of £115,031 (2022: £119,838) and expenditure on designated funds of £18,626 (2022: £50,234). All other expenditure is unrestricted.

10. Innovation grants payable

Funding is provided to improve patient care and this may be analysed as follows:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Donated equipment	-	-	-	-	-
Education	-	-	-	-	1,882
Other innovative projects	-	-	-	-	-
	-	-	-	-	1,882

11. Research expenditure and grants

	2023 £	2022 £
Research grant	-	24,250
	-	24,250

Included in the total of £nil (2022: £24,250) is expenditure on restricted funds of £nil (2022: £nil) and expenditure of £nil (2022: £24,250) on designated funds. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2023	Total 2022
	£	£
Seconded staff costs	86,557	84,186
Travel and motor	87	-
Printing, postage and stationery	1,976	1,261
Computer and website costs	5,533	5,604
Insurance	132	121
Bank charges and interest	1,542	1,230
Training and conferences	345	324
Depreciation	2,296	2,378
Irrecoverable VAT	2,143	1,282
Loss on disposal of fixed assets	22	-
Sundry	3,290	3,050
	103,923	99,436

Staff costs represents recharges made by RDUH NHS Trust for staff employed by them and work at the Charity. Included in the total of £103,923 (2022: £99,436) is expenditure on restricted funds of £758 (2022: £4,297). All other expenditure is unrestricted.

13. Governance costs

	2023	2022
	£	£
Audit and accountancy	5,298	11,470
Trustees' indemnity insurance	750	688
Seconded staff costs	9,694	9,903
Legal costs	-	-
Sundries	52	76
	15,794	22,137

All expenditure is unrestricted.

14. Staff costs

	2023	2022
	£	£
Salaries and wages	729,228	720,686
Social security costs	63,432	63,288
Pension contributions	91,180	92,804
	883,840	876,778
	No.	No.
Average number of staff	27	29
Average number of FTE staff	18	20

There were two members staff working at FORCE in receipt of emoluments (gross salary plus employer's pension contributions) exceeding £60,000 (2022: two).

	2023	2022
	No.	No.
£60,000 - £69,999	1	1
£70,000 - £79,999	1	1

As noted in the Trustees' report, all staff working at FORCE are employed, and costs are recharged, by the Royal Devon. Staff are paid in accordance with the NHS Agenda for Change pay scales. The 2022/23 pay award was not announced until July 2022 but included a variable increase depending on pay band and reflecting a continued rationalisation of the incremental rises offered within various pay bands. A further, non-consolidated pay award consisting of two lump sum elements were announced as part of the 2023/24 pay deal, will be paid in June 2023 and have been accrued in the 2022/23 accounts.

The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2022: £nil).

The key management personnel of the Charity are considered to be the members of the Operational Management Team (OMT). During the year there was a period where additional senior staff were temporarily co-opted to OMT as we recruited permanent members. A proportionate share of these additional costs is included and therefore total employee benefits, including employer's NIC and pension contributions totalled £ 313,278k (2022: £282,347).

15. Corporation taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

16. Tangible fixed assets

	Freehold land & buildings £	Leasehold property (shop) £	Leasehold improvements (centre) £	Motor vehicles £	Office & shop equipment £	Total £
Cost						
At 1 April 2022	127,238	111,892	435,388	51,116	203,903	929,537
Additions	-	-	-	-	10,624	10,624
Disposals	-	-	-	-	(1,492)	(1,492)
At 31 March 2023	127,238	111,892	435,388	51,116	213,035	938,669
Depreciation						
At 1 April 2022	52,312	79,198	410,794	39,338	167,896	749,538
Charge for year	3,005	11,018	7,197	6,009	17,759	44,988
Disposals	-	-	-	-	(1,272)	(1,272)
At 31 March 2023	55,317	90,216	417,991	45,347	184,383	793,254
Net book values						
At 31 March 2023	71,921	21,676	17,397	5,769	28,652	145,415
At 31 March 2022	74,926	32,694	24,594	11,778	36,007	179,999

As set out in Note 20, the Charity has a 25-year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of the original building, which was gifted to the Trust.

17. Fixed Asset Investments

	2023 £	2022 £
Market value at 1 April	-	305,979
Additions	-	82,722
Disposals	-	(399,171)
Gain/(loss) on investments	-	19,681
Movement in cash holdings	-	(9,211)
Market value at 31 March	-	-
Historical cost at 31 March	-	-

Linked investments:

	2023 £	2022 £
UK Bonds	-	-
UK Equities	-	-
Overseas Equities	-	-
Other	-	-
Cash	-	-
Market value at 31 March	-	-

18. Debtors

	2023 £	2022 £
Other debtors	297,674	123,806
VAT refund	2,526	3,419
Prepayments	13,163	11,276
	313,363	138,501

19. Creditors

	2023 £	2022 £
Trade creditors	177,774	173,355
Other creditors	49,422	76,762
Accruals	27,189	27,602
	254,385	277,719

20. Other Financial Commitments

At 31 March 2023 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2023		2022	
	Plant & machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	10,607	17,025	12,481	21,806
Within 2 to 5 years	6,801	34,100	16,958	51,100
In more than 5 years	-	106	-	131
	17,408	51,231	29,439	73,0387

The Charity has a 25-year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of The Corner House, Wonford Hospital, Exeter. The lease commenced on 13 July 2007 at an initial annual rent of £25 per annum.

£17,000 annual commitment is in respect of the leased element of the Charity's shop premises and shop in Heavitree, Exeter.

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2022	1,007,586	227,340	121,093	1,356,019
Surplus / (deficit) for the year after transfers	294,404	7,600	288,198	593,202
At 31 March 2023	1,304,990	234,940	409,291	1,933,221

22. Designated funds

	At 01.04.22 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.23 £
Patient Support	-	-	-	-	-
FORCE@locations	1,014	-	(18,626)	17,612	-
Innovation	140,246	-	-	-	140,246
Shop Renovations / Dilapidations	86,080	-	(11,386)	20,000	94,694
	227,340	-	(30,012)	37,612	234,940

2022 Designated funds Comparative

	At 01.04.21 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.22 £
Patient Support	-	-	-	-	-
FORCE@locations	2,369	-	(20,628)	19,273	1,014
Innovation	166,378	-	(26,132)	-	140,246
Centre Fixed Assets	3,474	-	(3,474)	-	-
Shop Renovations / Dilapidations	97,466	-	(11,386)	-	86,080
	269,687	-	(61,620)	19,273	227,340

Patient support

This fund represents amounts set aside for specific support services. No funds have currently been designated for these purposes as various restricted funds are held.

FORCE@locations

The FORCE@ outreach service was made possible through designation of funds received from a number of exceptional legacies. The original designated funds were depleted by the end of 2019, but the Trustees have agreed to transfer costs from the general fund to maintain this vital service. The brought forward balance of this fund related to the net book value of the FORCE@ chemotherapy van which was fully depreciated during 2022/23. The costs transferred from general funds this year primarily cover the cost of physio assessments and volunteer management in Ottery St Mary. Covid had a significant impact on our ability to provide support services in the community but, following a successful application for funding from the NLCF these services are being re-established, initially with counselling and complementary therapies in Ottery St Mary during the final quarter of 2022/23.

Innovation

The innovation fund encompasses all elements of funding earmarked by FORCE to support improvements in care and treatment for cancer patients through donated equipment, research, education programmes for health care professionals and other innovative projects.

22. Designated funds (continued)

There were no such funding requests during 2022/23 and there was a pause in the long-standing commitment to pay an annual Bursary for a University of Exeter medical student with an interest in oncology which was established as a lasting legacy to the late Dr Chris Rowland. The award was not made during 2022/23 but is due to restart for 2023/24 with increased payments of £2,000 per annum approved.

Shop Renovations/ Dilapidations

The major renovations at the shop were completed towards the end of 2015. The designated fund represents the balance of the cost of the renovations less the annual depreciation charged on these renovations which is spread over the term of the lease. In addition to the renovation fund, there is a further general dilapidations fund which has been increased from £30k to £50k to reflect a back log in repairs to be done during the coming year, and to meet the cost of reparations that may be required when the lease comes to an end.

23. Restricted funds

	At 01.04.22 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.23 £
Extension to Centre	1,604	-	(1,378)	-	226
Patient Support	36,836	119,482	(82,435)	(1,872)	72,011
National Lottery	-	290,000	(28,358)	(3,744)	257,898
Force @locations	1,349	-	(1,349)	-	-
Innovation	77,921	-	-	-	77,921
Centre Fixed Assets	3,383	279	(2,427)	-	1,235
	121,093	409,761	(115,947)	(5,616)	409,291

2022 Restricted funds

	At 01.04.21 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.22 £
Extension to Centre	38,371	-	(36,767)	-	1,604
Patient Support	30,530	71,394	(65,312)	224	36,836
Force @locations	3,373	13,750	(15,550)	(224)	1,349
Innovation	77,921	-	-	-	77,921
Centre Fixed Assets	6,134	558	(3,309)	-	3,383
	156,329	85,702	(120,938)	-	121,093

Extension to Centre

This restricted fund represents the net book value of the extension to the support Centre which was completed in October 2012. This asset will be fully depreciated in 2022/23.

Patient Support

This fund represents amounts received for various patient support services. During the year, grant income totalling £120k was received and included funding towards strengthening our physiotherapy and exercise service (£40k), information services team (£26.5k), rehabilitation of cancer patients (£20k), complementary therapies and acupuncture (£18k), piloting a clinical psychologist post to assist those with more complex needs (£10k), art group (£2.6k) and various equipment to improve services for patients (£2.8k).

National Lottery Community Fund

During the year an application for funding a three-year programme to plan and expand our role specific volunteer programme and to re-establish FORCE@ services in the community was successful. Representing a total £290k of funding over three years, this gave us a fantastic boost. The first £50k instalment was received in October 2022. The remaining £240k income is included in the accounts for 2023/24 (with a corresponding debtor) and will be received in 6-monthly instalments over the remaining 2 ½ years of the projects.

During the year, the priority was to plan, recruit and train role specific volunteers to work alongside our Support Services teams to help to deliver our Support and Education programme. Whilst our volunteers have continued to support outreach chemotherapy in Ottery St Mary, other than physio assessments, our support services only recommenced during the final quarter of this year. The funding used to date represents the cost of these activities, with the balance of the first £50k instalment being carried forward to use as these programmes become fully operational. The transfer from the fund represents the cost of IT equipment purchased during the period which, in accordance with our accounting policies, is treated as unrestricted once funds are spent.

FORCE@ Locations

Previous restricted funds for our outreach services had been utilised pre 2022/23. The remaining balance brought forward represented the net book value of fixed assets for which contributions have been received for specific use in the FORCE@ locations. These assets were fully depreciated during the year.

Innovation

There were no grants paid for research, donated equipment or other innovative projects during 2022/23. This was primarily due to a lack of suitable applications. New applications are under consideration and the Trustees are committed to supporting suitable projects in future.

Centre Fixed Assets

This fund represents the net book value of assets for our own use for which donations were received to cover the initial cost. Historically, a policy of recording fixed assets purchased from restricted income as “restricted assets” until they have been fully depreciated was applied. However, due to increasing complexity in administering this policy, it was decided that only assets with a net cost of £5,000 or more, will be recorded in this way. Fixed assets costing less than £5k, will be transferred to “unrestricted assets” as it is assumed that the conditions of funding have been met.

During the year grants totalling £0.3k towards the cost of the broadband upgrade was recognised and matched against expenditure. Other expenditure was the depreciation of the FORCE trailer at £2k and £0.2k towards other improvements to patient areas at the Centre. The closing balance of £1.2k represents the net book value of the trailer along with funds to be spent on finalising the refurbishment at the Centre.

24. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	100,330	44,692	393	145,415
Fixed asset investments	-	-	-	-
Cash at bank and in hand	1,379,817	190,248	168,898	1,738,963
Other net current assets	(175,157)	-	240,000	64,843
At 31 March 2023	1,304,990	234,940	409,291	1,949,221

2022 net assets between funds Comparative

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	117,783	57,095	5,121	179,999
Fixed asset investments	-	-	-	-
Cash at bank and in hand	1,023,005	170,245	115,972	1,309,222
Other net current assets	(133,202)	-	-	(133,202)
At 31 March 2023	1,007,586	227,340	121,093	1,356,019

25. Related Party Transactions

There have been no related party transactions in the period requiring disclosure.

26. Financial instruments

	2023 £	2022 £
Financial assets measured at fair value through income and expenditure	-	-

27. Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2023 £	2022 £
Net income/(expenditure) for the reporting period	593,202	(252,808)
Adjustments for:		
Depreciation charge	44,989	85,594
(Gains)/losses on investments	-	(19,681)
Loss on disposal of fixed assets	220	-
Dividends, interest and rents from investment	(14,856)	(13,862)
Decrease/ (Increase) in stock	151	1,068
(Increase) in debtors	(174,862)	(44,506)
(Decrease)/ Increase in creditors	(23,334)	(48,219)
Net cash provided by/ (used in) operating activities	425,509	(292,414)

28. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	1,468,963	1,139,222
Fixed asset investments		-
Current asset investments	270,000	170,000
Total Cash and Cash equivalents	1,783,963	1,309,222

29. Contingent liability

As noted in the last year's Trustees' Report, during 2022 an issue was raised regarding the VAT charges on salary costs. Professional advice was obtained, and clarification was sought from HMRC in July 2021, but we have still received no response. During 2022/23, we have been further advised that the likelihood of any historic liability arising is remote given that it is now 2 years since the submissions was made to HMRC. Until we receive a response, we are not in a position to quantify any potential liability and consider where responsibility lies.

30. Contingent assets

The Charity was notified of two possible legacies prior to the year-end which could total income in the region of £275,000. In both cases, the solicitors have indicated that they will not make a distribution until the statutory notice period has expired. In addition, the potential value of these legacies remains uncertain as Estate Accounts have not been drafted and, in one case, a property had not been sold. Due to this uncertainty, together with the fact that receipt of any potential amount is contingent upon the notice period expiring without further claims against the estate, these legacies will be accounted for at the date at which any distribution is made.

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 FORCEcancercharity

 charityforcecancer

 @forcecancer



FORCE CANCER CHARITY

England & Wales - Charity number 1140676

Accounts

Force Cancer Charity
(a company limited by guarantee)

Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2022

Company registered number 07529991

Force Cancer Charity

Annual Report and Financial Statements

Year Ended 31 March 2022

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FORCE Cancer Charity

Year Ended 31 March 2022

Chair's Report

"Change is inevitable ... steady hands essential ..."

The Chair's report is always my opportunity to pay tribute and express my heartfelt gratitude to all the remarkable people who make FORCE such an amazing, formidable and effective force for the benefit of all affected by cancer locally. We are still open (as we have been throughout the pandemic!) ... still available, accessible and delivering essential lifelines ... practical, psychological and emotional support and services to patients, carers, families, partners, healthcare professionals, one another, in times of stress and distress, times of laughter, times of quiet, times for listening – safely - whether face to face, telephone, video call, zoom group, WhatsApp etc. This is even more important now and will be for some time to come, as we grapple with the ongoing impact of the pandemic on our lives, activities, centre and shop teams, supporters, friends, fundraisers and trustees.

Yes, "change is inevitable" and FORCE has been flexible, sensitive, adapting to the changing working and social environment, our clients' needs and ways of meeting those needs. At the same time, stable, steady hands at the helm have been essential in navigating us through troubled, uncertain waters, so special thanks to our management team for maintaining services, team spirit and morale, caring for and supporting each other through difficult times in spite of staff shortages and to our trustees who give generously of their time, skills, expertise and wisdom, contributing to committee work and supporting teams to ensure FORCE's recovery, restructuring and sustainability plan is fit for purpose and delivered.

In 1984, a project called HOPE (Home Oncology Programme Exeter) provided an innovative and practical programme enabling patients to live with cancer and its treatment. From this, FORCE was born and has evolved far beyond its original vision. Today, it still has a unique profile of local service provision and partnerships, with the same message of hope. 2022 is FORCE's 35th anniversary – and we share a celebration of gratitude for all those who were and are an integral part of FORCE, making us who and what we are – bringing hope and a human, compassionate touch at the point of need.

I pay tribute to our loyal generation of traditional supporters who helped shape FORCE, bringing us to where we are today and encourage them to continue helping to shape our future, working alongside a new generation of enthusiasts & supporters who bring new skills, ideas, commitment, tools and "savvy" of today's fast-paced technologically connected society. Even in these challenging times, whilst much still needs to be done to regain ground, there are encouraging, very positive signs as the continued generosity, donations, efforts in raising much needed funds and awareness of FORCE's mission, bear fruit.

Thank you to all who have made this possible ... as always, it is with gratitude, humility, pride and a deep sense of privilege to be part of the FORCE family.

Dr Anne Hong - Chair of Trustees of FORCE

FORCE Cancer Charity

Year Ended 31 March 2022

CEO's Report

"FORCE sees the person. They saw who I really was and not what cancer was doing all around me." And this is how it should be for everyone who walks into the FORCE Cancer Support Centre.

We've learnt so much over the course of the pandemic and experienced previously unthinkable difficulties and trials. However, we know instinctively when we read feedback like this, that we shouldn't change what we do. We must now focus our efforts on how we do it, starting with how we recover our income levels to avoid cutting back on vital support. It's also time to take a fresh look at how FORCE:

- reaches everyone needing support
- supports people whose treatment or prognosis has been affected by the pandemic
- helps people to live well with secondary cancer
- restarts outreach services
- improves access to support and education programmes
- shares knowledge and expertise with other organisations
- works more closely with others to improve services for our beneficiaries

We have begun to address these questions, starting by taking a new approach to the delivery of some of our services such as the Moving Forward programme. There are also further developments in our Physio and Exercise programme thanks to the secondment of another Oncology Physiotherapist in September 2021.

It was very good news to hear that our Patron, Dr Nigel Acheson, has been appointed as Chief Medical Officer for the new Devon Integrated Care System. Nigel is incredibly supportive of our work and appreciates the role charities such as FORCE can play in new NHS cancer care plans.

No amount of thanks will ever feel enough to recognise the contribution Sarah Daniels has made to the success of FORCE during her 14 years at the helm of our fundraising and income generation team. Personal tragedy led to Sarah's resignation from her role as Head of Income Generation. We wish Sarah the best of everything with her future plans, but it's great to know she is still in the wings, working with us on The Nello and grant applications.

Our recovery plans have a degree of urgency as the psycho-social impact of the pandemic on cancer patients comes sharply into focus. It is now crucial to step up our income generation to give FORCE services the future that patients and their families deserve.

Mrs Meriel Fishwick - CEO of FORCE

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

The Trustees / Directors of FORCE Cancer Charity are pleased to present their report and the financial statements of the Charity for the year ended 31 March 2022.

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 (FRS102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

FORCE is a West Country cancer charity, working locally to support anyone affected by cancer. FORCE provides patient support, funds a local research programme and helps purchase state-of-the-art equipment to improve patient care.

The Trustees have referred to the guidance provided by the Charity Commission on public benefit. They are satisfied that the aims, objectives and activities of the Charity meet with the terms of this guidance.

FORCE has continued to provide support and assistance to local people affected by cancer through the fulfilment of the aims outlined in the strategic vision. During 2017/18, the Board, staff and volunteers took part in a thorough review of the Charity's strategy and developed a plan focusing on the three-year period from 2019 – 2022. Our Vision is to ensure the best possible local support and care for people affected by cancer. Clearly, the pandemic had a significant impact on our activities but our priority remained helping those who have needed our support more than ever before. During November 2020, our Trustees held their annual strategic review meeting and reconsidered the focus of our activities in order to work towards this Vision in the current climate. The following key aims and activities were identified and remain our focus:

- a) To ensure a range of **PERSONALISED SUPPORT** is available for anyone affected by cancer in Devon.
- b) To **REACH** more people needing support and advice.
- c) To invest in local clinical and scientific **RESEARCH** at respected institutions including the University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust.
- d) To **SUPPORT INNOVATION** by improving local cancer services.
- e) To **INFLUENCE and COLLABORATE** with other organisations to benefit people affected by cancer
- f) To develop a **STRONG INFRASTRUCTURE** to ensure a sustainable future for FORCE services.

In meeting its key aims and objectives, FORCE continues to provide free support and information for those affected by cancer, makes grants to fund research projects, purchases equipment, invests in education and other innovative projects for the improvement of patient care. The current strategic vision reflects a slight shift in emphasising the importance of helping people living with cancer to take back an element of control by developing skills to manage their situation and in recognising the importance of encouraging innovation through funding a variety of projects. The plan also recognised the success of the outreach programme and its value in improving accessibility to our services.

As we emerge from the pandemic, the Trustees are focusing on rebuilding our income streams and exploring new opportunities to raise funds to support our work. Work has started towards revising the strategic vision to reflect the impact of the pandemic, the lessons learnt and consider how we deliver our services in a sustainable way.

FORCE Cancer Charity

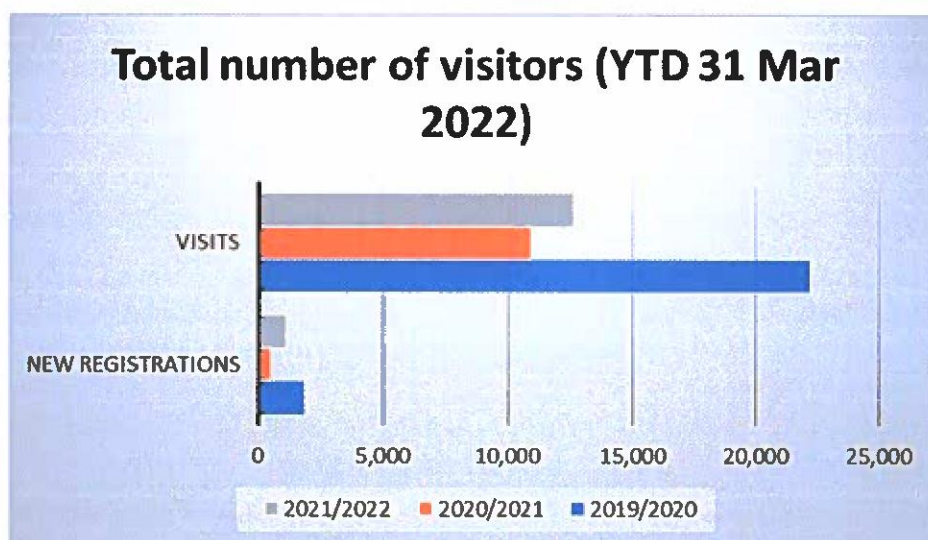
Year Ended 31 March 2022

Trustees' Report

ACHIEVEMENTS AND PERFORMANCE

Key achievements towards our objectives and the impact of the work of FORCE during the financial year are summarised below.

The pandemic created a perfect storm which left patients facing more complex challenges than ever due to delayed diagnosis, isolation, fear of infection and altered treatment plans. As a result, the support offered by FORCE has been needed more than ever and our team have continued to prioritise these vital services. As anticipated last year, we have continued to offer a blend of face-to-face and virtual appointments to meet patients' needs as COVID infection rates fluctuate.



Visitor numbers have increased by approximately 25% during 2021/22, recovering from a drop to just over 10,000 in the first year of the pandemic to 12,700. With low levels of drop-in visits and patients from FORCE@ locations continuing to be supported at the Centre or virtually, we still have a way to go to reach pre-pandemic visitor numbers, which were 22,000 annually. New registrations more than doubled in 2021/22 with just over 1,100 new service users recorded but again, this remains below pre-pandemic levels.

Further details of how particular services adapted to the continuing challenges are described below and highlight the mixed recovery in numbers attending core services as some teams have coped with the impact of long-term sick leave among our staff.

Personalised support for those affected by cancer

FORCE offers a wide range of services and aims to help users to find the ideal package of support to meet their particular needs. In order to meet this objective:

- We will offer free face-to-face support services to cancer patients and their families in Devon.
- We will encourage people living with cancer to develop skills to manage their situation.
- We will adapt our services to meet the changing needs of people living with cancer as a chronic disease.
- We will audit and review our services to ensure they meet the needs of our beneficiaries.

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

Free face-to-face services:

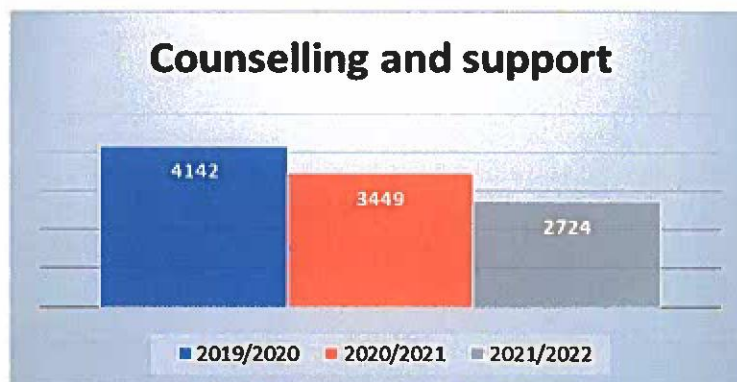
FORCE continues to offer free support to anyone affected by cancer. The pandemic had a huge impact on how services were delivered and, as anticipated, offering a blend of face-to-face and remote sessions via phone and video calls, has proved an effective way to ensure that patients continue to have access to the support they have needed more than ever. Ongoing restrictions and high levels of infection during much of 2021/22, meant that visitors were not always able to come into the Centre and social distancing continued to affect numbers that could be safely accommodated.

FORCE has always offered a range of tailored support to meet a variety of needs. At times, one-to one support is essential and continues to be a core offering at FORCE, but there are circumstances where group sessions serve a need that individual help cannot satisfy. The development of our education programme and the expansion of the role specific volunteer programme have been a key focus this year with successful pilots highlighting the importance of adapting to meet changing needs.

Highlights to illustrate the developments and impact that core areas of our services have had for patients over the last year are as follows:

Psychological and Emotional Support

The support offered by our team of Oncology Support Specialists (OSS) has continued to be a core focus during the year. As mentioned, the pandemic has made circumstances increasingly complex for those affected by cancer, making psychological and emotional support even more vital for many people. The team has worked tirelessly to continue to provide this support through individual/group sessions, delivered through a blend of face-to-face and virtual sessions.



One of the OSS Team was off much of 2021/22 on long-term sick leave. This, together with a reduction in the number of hours available (budgeted counselling hours have fallen from 205.5 to 183.5 per week between 2019/20 and 2021/22) has impacted the number of appointments during the year.

As explained within the **REACHING MORE PEOPLE** section below, the OSS team has developed a series of films and podcasts offering online support and advice that can be accessed whenever needed. This has proved an invaluable tool in signposting patients to help when there is pressure on waiting times for individual appointments. During the year, the OSS Team reintroduced regular weekly visits to the Oncology wards, helping patients who were unable to visit the Centre, providing support for staff and raising awareness of FORCE services amongst the hospital team. The hospital teams have appreciated this regular contact saying, *"thank you as always for the support you give us all"*.

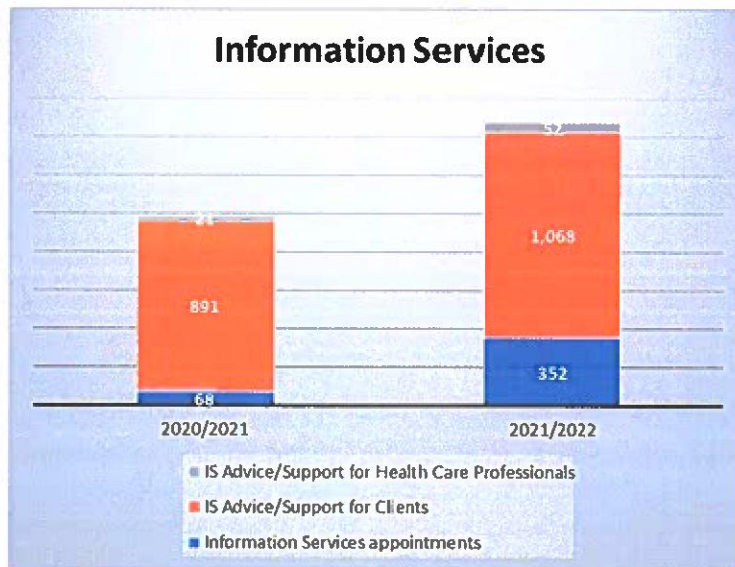
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Information Services

Due to the drop in nature of the service, this is one of the more difficult areas to record accurately the true extent of patient contact time. Data capture and analysis has been improved and the chart below clearly demonstrates the increased number of patients that our team of information nurses has been able to support this year. The relaxation of restrictions and growing confidence of patients to visit the Centre has resulted in an increase in the number of drop-ins while the phone enquiries continue to be very busy. This service is often an essential first point of contact and was described by one patient as *"...a lifesaver for me at the time..."*



Our Information Services Manager retired during the summer of 2021 after 7½ years with FORCE. Annie Kerr made a huge contribution to the development of the team and is sorely missed. We are so fortunate to have three other highly skilled nurses and it is testament to the resilience and fortitude of the remaining team members, who have continued to provide an excellent service for our patients. Judy Gent has taken on the mantle of Information Services Team Lead and has made great strides in re-establishing regular, weekly ward visits as a key part of the service. The Cancer Nurse Specialists on the ward often mention how valuable the *"extra layer of much needed psychological support"* is for patients and staff.

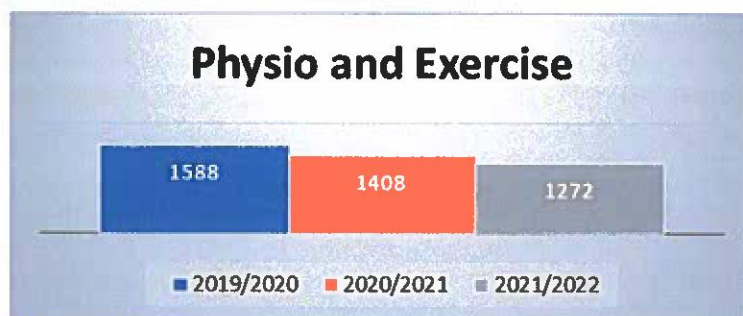
Physio Assessments

Our Physios were delighted to welcome patients back for face-to-face exercise sessions during 2021-22. We were very fortunate to have Becky Bailey on secondment to work alongside Louise Ballagher and help with increasing demand for this service. Thankfully, this meant that the service could be maintained during a period of long-term absence, but this inevitably led to a slight reduction in the number of sessions provided in 2021/22. As noted below, the GET ACTIVE WITH FORCE programme has been a huge success and the initial physio assessments provided give patients the confidence to take part. One patient highlighted the importance of *"understanding how far one should push themselves when completing the exercises at home"*.

FORCE Cancer Charity

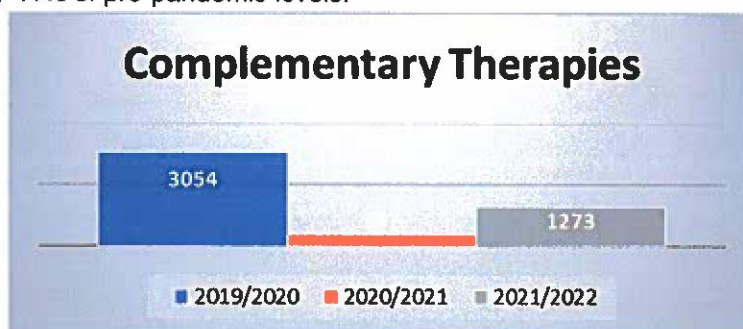
Year Ended 31 March 2022

Trustees' Report



Complementary Therapies

It has been wonderful to re-introduce hands-on therapies, which had to be paused during the height of the pandemic. The safety of clinically vulnerable patients was a priority but, with suitable safety measures in place, we were able to provide a full range of complementary therapies through most of the year, although numbers were still at only 41% of pre-pandemic levels:



Having the opportunity to relax and relieve anxiety for patients and their main carer makes a huge difference, as illustrated by feedback received from a grateful client: *"Thank you again for helping us, FORCE truly is an amazing charity....it's the best night's sleep I've had in years...the complementary therapy was exactly what I needed at exactly the right time during my treatment."*

Benefits Advice

The FORCE-funded benefits advisor has continued to support people who may face significant financial difficulties as a result of their cancer diagnosis. Sadly, we had to make the difficult decision to reduce the number of days offered by our benefits advisor from four to three per week but despite this, 452 clients were seen and more than £1.5m in benefits were secured for our patients during the year.

Encourage people living with cancer to develop skills to help manage their situation and adapt our services to meet the needs of those living with chronic disease:

Our SUPPORT AND EDUCATION PROGRAMME is making great strides in helping patients learn techniques and coping mechanisms to help them to deal with the impact of living with cancer. FORCE is running support groups face-to-face again, including the following:

The LIVING WITH CANCER AS A CHRONIC DISEASE course has been introduced, offering support and advice for those living with incurable cancer and this is set to become part of our core support in future. We have run

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one pilot so far with a second group starting in July 2022. To date there has been limited support for people who are living much longer with incurable cancer. Meeting others that share a similar situation can be really helpful when living in a world of uncertainty. The course is a psycho-educational and support group. There are plenty of opportunities to discuss concerns, fears and hopes. A patient who joined the pilot group shared her thoughts on what a positive experience it has been:

"I was diagnosed with secondary breast cancer in February 2021 and attended a fantastic programme of sessions designed specifically for people with stage 4 cancer. For us, the need is to learn to live with cancer. I found the course really helpful. We tackled some big worries and topics in a good, open and sensitive way. As a small group it was really well led by the FORCE team, unpicking our feelings, finding common ground and developing strategies to help us. Often, despite the topic, there was such good humour in the room as we recognised our similarities and supported one another. The sessions were at a good pace and a real focus to the week when I needed it the most. The fact it was face-to-face was invaluable. Following on from the course we have stayed close as a group and also regularly meet up for a catch-up for tea, cake, chat and laughs. I would recommend the programme to anyone in my situation."

The RELAXATION AND ANXIETY MANAGEMENT course is an education programme open to patients and those living alongside someone with a cancer diagnosis. We know that stress and anxiety are natural human responses, triggered for various reasons, with cancer one of the more difficult to live with. Naturally, stress and anxiety levels can remain high for a prolonged period, sometimes from before diagnosis, through treatment and beyond. Our Relaxation and Anxiety Management course is designed to help people understand what stress and anxiety is and look at individual ways to manage when levels become too high and unsustainable. Often, simple techniques and suggestions can make a huge difference and enable significant change for patients.

The MOVING FORWARD programme is designed for patients who have finished treatment within the last year. The six-week course helps people to adjust to life after treatment – a time which can feel like a safety net has been removed with less regular hospital contact. The value of this course is summed up beautifully by one of the participants:

"The Moving Forward course provides the time and space and right people to start to make sense of the impact of cancer on your life. The diagnosis and what follows is a massive and sudden shock to your whole world. For a considerable period of time the various bits of your life are thrown into chaos. For me, the FORCE Moving Forward course helped me to think about and process these ripple effects, to accept that these parts of my life were not going to look exactly the same as they were before (and that's ok) and also to be a bit more at ease with what has happened."

The GET ACTIVE WITH FORCE programme is emerging from the limitations of COVID bigger and hopefully better than ever before. The charity's specialist oncology physiotherapists are building on the already successful package of services available for cancer patients. Louise, Becky and their team of exercise experts have provided support and advice throughout the pandemic, online or by phone if face-to-face contact was impossible. Most of those virtual sessions are now being offered in person and there are even more opportunities for patients to access simple physical activity that can reduce many of the side effects of cancer treatment and the risk of recurrence. New groups have been set up for men and breast cancer patients plus there is now a rolling programme of gentle exercise at the Isca Centre in Summer Lane, Exeter, with no limit on how many times a patient can attend sessions. The physio led exercise group for breast cancer patients was very well received and feedback has helped to develop the format for the next group: *"I really liked the format because it included a good*

FORCE Cancer Charity

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range of information while allowing sufficient time for a really good range of stretches. I don't know how it could be improved except maybe making it slightly longer."

Audit and evaluation of our services

The importance of audit and evaluation of our services has always been recognised. A wide range of data and feedback about individual services is collated on a regular basis and used to inform and drive improvements and developments. Finding a tool to evaluate FORCE services as a whole has proved more challenging. A successful pilot study to test the appropriateness of the Measure Yourself Concerns and Wellbeing (MYCaW) instrument for people who attend FORCE cancer support services highlighted the usefulness of this tool in illustrating the value of the work undertaken by staff and volunteers at FORCE.

In summary, the findings showed the best course of action may be to use MYCaW in two ways:

1. As an optional self-completion instrument that visitors to FORCE can use, and re-evaluate, themselves, perhaps encouraging them to take it away and look at it again in six months to see how far they have come. This would then not be accessible by staff at FORCE, for evaluation purposes
2. To use MYCaW for a sample of patients, perhaps every few years, to see whether concerns and wellbeing are improved when people have visited FORCE.

A new Support Services manager has been recruited and a key part of his role will be to improve data collation and interpretation and consider how this is best shared to demonstrate impact more clearly and inform future service development strategy.

To REACH more people needing support and advice

The ongoing impact of the pandemic made it impossible to offer the full range of support services in FORCE@ locations during 2021/22. Funding has been a concern as traditional income streams were affected but the primary constraint was staffing. Our support teams were affected, not only by COVID absences but also long-term sickness absences and the fact that the positions of staff who left during the year were not filled. High levels of demand, continued COVID restrictions and a depleted team meant that most services were better provided from our Support Centre. We were able to provide volunteers to assist with Outreach Chemotherapy services, which were partly funded by FORCE. Physio assessments were also held in Ottery St Mary during the year. Patients living in outreach locations, have continued to be supported throughout the pandemic, through virtual appointments or visits to our Support Centre. Following the success of the outreach programme, we aim to re-establish a full range of high-quality services in FORCE@ locations when resources allow (see **FUTURE PLANS** section below).

Continued COVID restrictions, together with difficulties re-establishing support services in FORCE@ locations, have made it more vital than ever to improve accessibility to support. Improvements to our website have made it possible to upload support videos and podcasts (see **EMBRACING TECHNOLOGY** section below). Our website now hosts a series of films covering a range of topics including relaxation and anxiety management, bereavement, home massage techniques, managing fatigue together with a virtual tour of our support centre. In August 2021 we launched the first series of podcasts, which ran until January and offer support and advice to help cope with a variety of issues faced by those affected by cancer. These online films and podcasts have been an invaluable resource, enabling our Oncology Support Specialists, Information Nurses and

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Physiotherapists to signpost patients to vital information and advice that can be accessed from anywhere and at any time.

We aim to ensure that support is extended to those suffering with all types of cancer. We continue to strengthen links with Cancer Nurse Specialists in the hospital and with other local organisations to increase awareness and signposting of FORCE services.

As noted, the mix of face-to-face and virtual service delivery has provided a choice that is much appreciated by patients. We intend to continue to offer a blend of service delivery in order to maximise accessibility to our services.

Investing in local research

To date our strategy has been to invest in relevant research at the University of Exeter Medical School. As the two main FORCE funded projects reached a mature stage, the Trustees reviewed this objective during 2019/20 and decided that FORCE is better placed to support new, smaller research projects which often struggle to secure funding.

To do this, we aim to:

- Raise funds for local cancer research projects which meet our criteria.
- Ensure that research is a well-publicised part of our work.
- Evaluate proposals and review outcomes of locally funded research projects.

Since its inception, FORCE has funded an extremely productive programme of cancer research in Exeter. The results have been published internationally (three manuscripts in peer reviewed journals in the past year) and widely presented at conferences both at home and abroad. Team members are extremely enthusiastic about the work they are doing and are keen to pass on their passion to the next generation of researchers.

Over the last two decades, FORCE has committed to fund research projects being undertaken by a team at the University of Exeter Medical School. When the last three-year commitment expired at the end of September 2019, the Trustees agreed to fund a PhD student for a further year. Due to the pandemic, the PhD student was unable to travel to the UK and the project was therefore deferred and the funding allocated to this project was included in the new designated fund for innovation and research. The final 12 months' funding was used to contribute to the costs of a MPhil student during 2021/22. The student employed techniques developed by Dr Jackie Whatmore and her team to investigate how breast cancer spreads to the brain. She has found the placement invaluable and commented:

"I am more dedicated than ever to this research as I seek to have an impact on finding better therapies by understanding the disease mechanism and its progression in patients."

The reduction in the commitment to the University projects allowed the Trustees to consider supporting alternative requests. During 2019-2021, £25k was invested over a two-year period, for a study, led by Dr Katherine Edey, to determine reference ranges for certain cancer markers in pregnant women. Women at risk of bowel and ovarian cancer can currently not be effectively monitored during pregnancy as "normal" levels of the markers for the diseases are affected by hormone changes during pregnancy. The research aimed to identify a range of normal markers during pregnancy so that women can continue to be monitored during these months. The findings were presented at the International Congress of Obstetrics and Gynaecology in June 2022 and the team were recognised with an award for the Best Oral Presentation.

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The Trustees will continue to review applications for research funding which meets our criteria and provide support to approved projects in future.

Supporting innovation

As part of the strategic review, the Trustees identified a more broadly defined aim to fund innovation in improving cancer services. In order to do this, we plan to:

- Fund state-of-the-art equipment to improve cancer diagnosis, treatment, and care.
- Be flexible and support projects and education which promote innovation and improvement in patient care.
- Publicise the benefits of FORCE-funded projects.

FORCE has had a long-term strategic aim to purchase state-of-the-art equipment which will support and help initiate new treatments locally. The pandemic has delayed applications for funding, but the Trustees are awaiting further information regarding an interesting proposal from the Oncology department at the Royal Devon and Exeter Universities Healthcare NHS Foundation Trust (the Royal Devon) to purchase a photo-biomodulation machine to reduce the severity of symptoms of head and neck cancer patients suffering from oral mucositis.

Funding for education includes an annual bursary established in memory of our co-founder, Dr Chris Rowland, of £1,500 to support a BSc Medical Sciences student at the University of Exeter Medical School to support the cost of their professional training year linked to oncology.

FORCE welcomes requests for funding from all departments offering cancer services. As projects are assessed, the aim is always to cover a broad spectrum of cancers.

Influence and collaboration

Working collaboratively with other organisations and sharing skills and knowledge is one of our core values and is another key element of ensuring appropriate services are delivered to our beneficiaries. As mentioned, last year the pandemic made collaboration more important than ever as we adapted to new ways of working and shared experiences with similar organisations. We seek to share our unique support model where appropriate and are open to collaborations with local and national organisations.

Long-standing relationships with other local charities such as **Hospiscare** and **ELF** are essential and we have worked more closely to support patients where appropriate, for example assisting with bereavement support and counselling for haematology patients when other organisations were short staffed. We have regular contact with **Cancercare**, a similar charity to FORCE working in the North-West sharing knowledge and experience. We have also shared FORCE protocols and procedures to help the Fern Centre in North Devon to establish.

We continue to work closely with our main stakeholder, the **Royal Devon and Exeter NHS Foundation Trust** (on 1 April 2022, the RD&E merged with Northern Devon Healthcare NHS Trust to become the Royal Devon University Healthcare NHS Foundation Trust – known as the Royal Devon). During the year, our Oncology Support Specialist Team has provided support for medical staff during the pandemic. Reflective practice sessions provided invaluable support for nurses in the oncology, haematology and palliative care departments whose roles treating cancer patients were more demanding and emotionally challenging than ever: *"I would just*

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like to say that I do find the reflective practice sessions extremely valuable". Our Information Nurse and OSS Teams have made regular, weekly visits to the wards during 2021/22, supporting patients and staff, raising awareness of our services with the medical teams and helping to ensure that patients are referred for appropriate support. New members of hospital staff in Cancer Services often visit the FORCE Centre as part of their induction programme, helping them to appreciate the range of high-quality support available and enabling them to understand more clearly what is on offer to their patients.

We continue to build on partnerships with public, private, voluntary and community organisations, at local and national level, to deliver co-ordinated services to our beneficiaries and have strong links with many other organisations including:

- Active Devon
- Axminster and Lyme Cancer Support
- Balloons
- Brain Tumour Support
- Citizens Advice
- Community hospitals
- Exeter University Medical School
- Look Good Feel Better
- Teenage Cancer Trust
- Westbank Community Centre

Developing a strong infrastructure

Sustainability

A robust organisational structure is essential to ensure a sustainable future for the services provided by the Charity. The strategic plan acknowledges the importance of continuing to develop a strong infrastructure, focussing on income generation and governance to ensure that resources are used in the most effective way to support our beneficiaries. Robust systems and recent investment in IT infrastructure proved invaluable when the pandemic struck and enabled the Charity to react overnight to a shift in working practices to secure service delivery and operational procedures. Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. The Governance Committee was established to co-ordinate the increasingly complex compliance requirements faced by the Charity. The respective responsibilities of the Board, this Committee and the Management team have been set out to ensure clarity of duties and avoid unnecessary duplication. In addition to legal and regulatory compliance, the Committee seeks to give assurance to the full Board regarding health and safety, information governance, risk management and monitoring the quality of our services. It also assists in development of strategic aims, monitoring progress towards these objectives and in recruitment/development of the Board.

In order to ensure the sustainability of our services, we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. This has never been more apparent than during the pandemic, when our model of service delivery was adapted overnight to ensure that people affected by cancer were offered the best possible support in the most challenging of circumstances. The model of service delivery continues to be developed with the expansion of the use of role specific volunteers (RSVs). This programme provides an exciting opportunity to make full use of the wide variety of skills and experience of our fantastic volunteers. As mentioned above, we are developing plans to use RSVs in a variety of roles including co-facilitation of our Support

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and Education programme. The success of the first pilot of the scheme involved a GP who helped to co-facilitate our Moving Forward Group is described in the **FORCE VOLUNTEERS** section below. Not only does FORCE and the patients we support benefit from additional skills of the RSVs, but the volunteers themselves feel a great sense of reward and purpose. The GP who worked with the pilot group commented:

"I was particularly struck by the power of group work and the wonderful environment and sense of care which it communicates. I'd say it was one of the most rewarding personal and professional experiences I've had in recent years – it's been a real privilege to have been involved."

The development of diverse and sustainable income streams is a key element of our strategic vision. The pandemic had a huge impact on traditional income streams that could not have been foreseen. An agile approach to changing our focus to applying for emergency funding, communicating with loyal supporters and creating virtual events helped to mitigate the immediate fall in income. Although work continued, it should be acknowledged that both our Income Generation and Shop teams said goodbye to staff who were not replaced during the year, leaving remaining teams stretched. Most tragically, our Head of Income Generation left in February 2022 following a family bereavement due to cancer which made her role unimaginably difficult.

Rebuilding the Income Generation Team and identifying sustainable funding sources is a key priority as we emerge and recover from the pandemic. In early 2022, a comprehensive Fundraising review was commissioned and has highlighted encouraging opportunities to develop our income. A phased introduction of the recommendations is being implemented with progress reports to Trustees to support each stage of additional investment to ensure that the recovery plans are sustainable. This project is being led by a consultant who is using her experience to mentor the team and help them to develop their skills and identify recruitment priorities to rebuild the team.

Development of staff and volunteers

Our people are fundamental to the provision of high-quality services to support our beneficiaries. The unprecedented challenges of the last two years have proved what an inspirational team we have with everyone applying their skills and experience in new and imaginative ways to enable vital support to continue. Peer support and supervision has been invaluable during this period with the increasing emotional demands of the work. We continue to assess training needs regularly to ensure that staff and volunteers are equipped with the skills needed to provide and develop our services.

Our volunteers are a crucial part of the FORCE team, and we aim to broaden how their fantastic skills and enthusiasm can be harnessed to enhance our service delivery. More information is provided in the **OUR PEOPLE** section below.

Embracing technology

One of the most positive implications of the pandemic is the effect on the pace of technological change. The ability of our teams to turn traditional concepts of how services should be delivered on their head in response to the pandemic was truly inspiring. As anticipated, we continue to offer a blended approach to service delivery and are building on the lessons learnt during the pandemic and continue to use technology to adapt our services and procedures in a flexible and innovative way to respond to local needs.

During 2020/21, we were fortunate to secure a grant for website improvements which have played a crucial role in providing accessible support for clinically extremely vulnerable patients, carers and families. The balance of the restricted fund was spent during the year and these improvements have given us the technical capability to

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upload films, offering support and information, as well as a series of podcasts that can be accessed anywhere. Our website now hosts a series of videos covering a range of topics including relaxation and anxiety management, bereavement, home massage techniques, managing fatigue together with a virtual tour of our Support Centre. In August 2021 we launched the first series of podcasts which ran until January and offer support and advice to help cope with a variety of issues faced by those affected by cancer. Improvements that have made the website more mobile compatible have improved accessibility even further, meaning that patients can watch/listen to helpful support tips when they most need them. We have also used the improved website to promote and celebrate our charity shop and fundraising events and to keep in touch with supporters on a regular basis.

We continue to make improvements to our bespoke CRM, using technology to improve our collection, analysis and interpretation of visitor data to inform the evolution of our services and improve impact reporting. This will be a key development area for our new Support Services Manager, recruited during 2022

OUR PEOPLE

The achievements that FORCE has attained over the past 35 years result from the people involved in the work of the Charity. The dedication of staff, volunteers and supporters alike has created the FORCE family, such a vital part of the ethos of the Charity. The Trustees recognise the wealth of experience and skills that each individual brings and are truly grateful for the contribution that everyone makes, however big or small.

The FORCE team, to whom day-to-day operations have been delegated, has continued to demonstrate skill and passion for the work of the Charity while navigating another exceptionally challenging year. Our CEO, Meriel Fishwick, and the Operational Management Team have maintained the drive to adapt services to meet the increasingly complex needs of our beneficiaries at a time when resources have been under pressure. There have been significant staffing changes this year, in particular, two members of OMT have left: one having retired early and the other having suffered a personal bereavement due to cancer. This has put pressure on remaining team members, but colleagues representing the Income Generation, Finance and Volunteering teams have joined OMT and are being developed to share responsibility for day-to-day operational management. Plans are in place to recruit a Support Services Manager and rebuild the Income Generation Team (see [FUTURE PLANS](#) section below).

Staff numbers have reduced during the year and FORCE now employs 26 members of staff. This core team is involved in providing our support and information services, raising money to fund this work through the Shop and Income Generation Teams and administering the financial and governance requirements for what is an increasingly complex organisation. The Trustees would like to thank everyone for their resilience and adaptability in managing workloads with a reduced team. Our future plans include a review of staffing requirements and a recruitment programme is already underway as we rebuild a sustainable team for the future.

FORCE Volunteers

Volunteers have continued to be a massive help to FORCE staff, patients and visitors every step of the way. We also are extremely thankful to have 38 new Centre volunteers join FORCE over the last year.

Everyone has been so patient and understanding adjusting to the many changes and different ways we have had to do things. All areas of volunteering have been hugely affected by the pandemic and we have also had to stand down volunteers when infection rates have increased. It has been stop/start in all areas. When our shop re-

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opened, volunteers were sanitising baskets and checking that no more than 10 people were inside at any one time. We had a limited number of volunteers on duty due to social distancing measures. Our snack bar in the Oncology Centre was closed for some time but we are now returning to a more normal service. A volunteer of 10 years explains why it has been so important to keep services going whenever possible:

"It's much more than just serving a cup of tea or coffee. We're a friendly face for people who might be nervous or worried coming into the hospital and we're someone to chat to if they want. COVID restrictions have made things difficult, but we've been there whenever we can. Patients have had to come in on their own so us being there with a smiley face has helped."

The chemotherapy nurses continue to be supported by FORCE volunteers at Ottery St Mary and on Cherrybrook ward at the RD&E. Our volunteers are a huge help in relieving pressure by offering refreshments to those having treatment.

Our fantastic team of gardeners has kept the outside area at FORCE looking its very best for those using the Centre.

The fact that we have been able to carry on functioning in the very best way we can is due in no small part to our volunteers.

With decades of experience working alongside volunteers, we know there is a wealth of knowledge in our volunteer FORCE. This includes volunteers with healthcare backgrounds, such as nurses, physiotherapists, radiographers, cancer nurse specialists and GP's.

Among this group are people who would like to use their professional skills to help support certain FORCE services. Volunteer complementary therapists already work with our complementary therapy team and volunteers with a nursing background help support our Information Services team.

As mentioned in the SUSTAINABILITY section above, this year has seen a role specific volunteer, Dr Sally Kidner, co-facilitate a FORCE Moving Forward programme alongside a member of the Support Services Team for the first time. In the past the group has been facilitated by a FORCE Oncology Support Specialist and a FORCE Support and Information Nurse. Sally, who is a GP, reflects on her experience as a volunteer in this new role:

"It was a delight through the six weeks of the course to hear the chatter when the members got together before a session. The discussion during the breaks got steadily louder, more confident and was interspersed with humour and laughter. All this emphasised to me the importance of the opportunity which the group provides for a safe space to explore and share experiences."

"People often talk about the loneliness of a cancer diagnosis and the sense of being abandoned once treatment is finished. The participants came with very different experiences, but these shared difficulties were obvious and, I think, propelled them to work effectively and make strong connections with each other. This was wonderful to witness. As well as these connections, I saw how the participants learned a bit about the psychological processes which underpinned how they may have been feeling. I hope this insight and information will aid them in looking after their health and wellbeing - alongside their exposure to suggested coping strategies."

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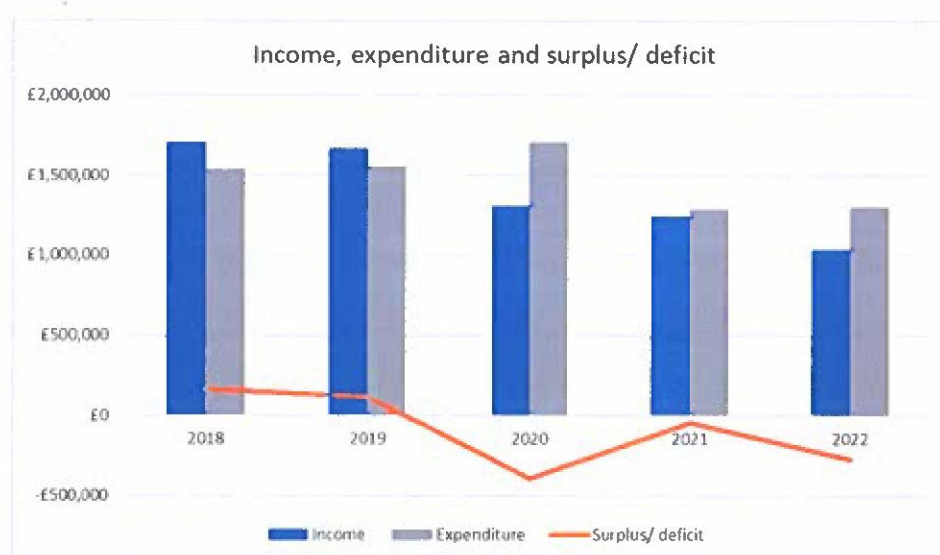
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FINANCIAL REVIEW

Review of Transactions and Financial Position

The chart below provides an overview of the income, expenditure and resulting surpluses/ deficits reported over the last 5 years. During the years to 31 March 2018 and 2019, we reported record legacy income and strong performance in fundraising and other traditional income generating activities. During the year to 31 March 2020, a deficit was reported due primarily to reduced legacy income and use of designated funds to support the continued FORCE@ outreach programme. The first full year affected by the pandemic saw traditional income streams fall but emergency funding, together with significant cost savings achieved resulted in a relatively small deficit.



The impact of the pandemic has persisted during 2021/22 but FORCE has continued to prioritise the provision of vital support services, despite facing ongoing challenges with traditional income generating activities. During 2021/22, we have maintained the substantial cost savings made in 2020/21 but, with reduced legacy income and an end to the substantial emergency COVID grant funding received last year, a deficit of £273k has been reported for the year (mitigated by investment gains of £20k). Thankfully, prudent management meant that we had reasonable reserves when the pandemic started, and this provided the breathing space to assess the impact and make informed plans to ensure the sustainability of the Charity. The Trustees are now working through recovery plans to rebuild our income and develop a sustainable model for service delivery.

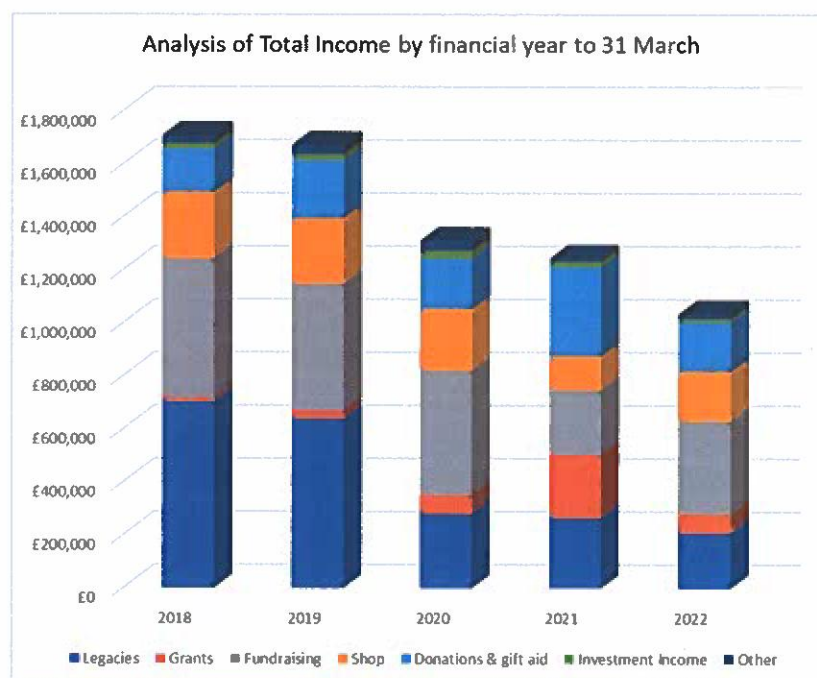
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How our income was generated

The following chart provides an analysis of key income streams over the past 5 years and emphasises the significant impact of fluctuations in legacy income. It also demonstrates the impact of the pandemic on traditional income sources and how overall income was boosted by emergency grant funding and generous donations from our supporters during 2020/21. Further details on income for the current year are provided below.



Although we saw a significant recovery in fundraising and charity shop income during 2021/22, there is still a long way to go to return to pre-pandemic levels. COVID restrictions and anxiety about social mixing due to high infection rates locally continued impact retail and fundraising during the first half of the year when in-house and community events would usually be in full swing.

As described within our strategic objectives, having a robust income generation plan is key to the sustainability of the Charity. Our main sources of income are voluntary donations/legacies and trading activities, including income from fundraising and our charity shop. We do not charge for our services and therefore income from charitable activities - from our coffee bar in the Oncology department, the sale of skin care products, wig products and scarves and a contribution for hosting university medical students - represents relatively small amounts received. A key focus of our recovery plan is to develop income generation, and this has been kick-started with a review of our fundraising activities and identification of opportunities for the future, as outlined in the **FUTURE PLANS** section below.

Donation and legacy income

Donation and legacy income (including grants and Gift Aid) decreased from £829k to £452k. Grant income fell back to pre-pandemic levels because there was no further emergency funding on a scale to replace the £150k received from the National Lottery Coronavirus Community Fund during 2020/21. Donation income was strong when compared with pre-COVID levels but also reduced significantly as the exceptional support received during the initial months of the pandemic were not repeated. Legacy income fell once again this year, with £207k

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recognised during the year. Although legacy income is notoriously volatile, it was adversely affected by delays in probate/administration of Estates, but our notification pipeline has started to show encouraging signs of recovery during the first half of 2022. Given the reduction in associated income streams, Gift Aid recovery has been strong and is likely to be a reflection of the increase in online giving.

Other trading activities

Trading activities principally represent income generated through fundraising and our charity shop.

Income from fundraising activities increased by just over £100k but remains around £120k less than pre-pandemic levels. Despite the Nello having to be held "virtually" for a second year due to a last minute tightening of restrictions, we were overwhelmed by the support of our cyclists and the generosity of their sponsors as the event raised an incredible £76k. Thankfully, our Friends of FORCE groups and other individuals/community groups were able to start to get back into holding or taking part in events to raise funds for FORCE and we are incredibly grateful to everyone for their dedication at a time when support has never been needed more.

Our shop team has proved itself to be more resilient than ever and worked tirelessly to raise as much money as possible despite staff shortages. Total income raised increased from £129k to £188k but this remains 20% down on 2019/20 levels. The team continued to focus on identifying appropriate products to sell online and eBay sales increased again from £12k to £17.5k. Retail Gift Aid of £11k was claimed, representing approximately 18% of potentially Gift Aidable sales (2020/21: £5k, 16.4%). Despite income being £12k below budget, cost savings (see below) resulted in a surplus of £23k for the year which was just over double that budgeted (2020/21; deficit of £33k).

How our funds were spent

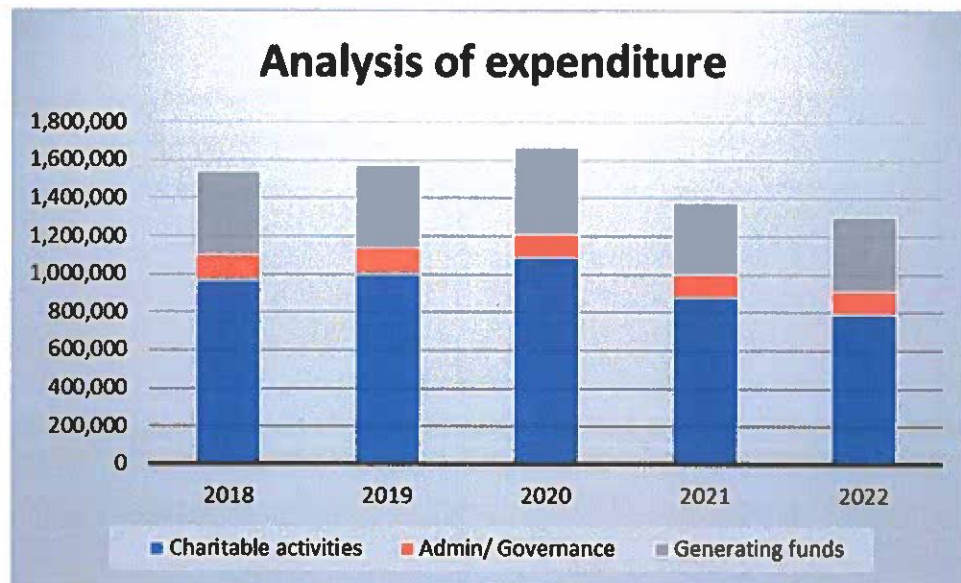
The following graph shows how our funds have been spent over the last 5 years. Overall costs have been reduced from a peak of £1,669k in 2019/20 to £1,305k in 2021/22, primarily reflecting savings implemented as a result of the pandemic.

Traditionally, an average of 64% of our expenditure is spent directly on charitable activities. This has fallen to 60.4% during 2022 due mainly to the temporary suspension of FORCE@ outreach services. Spending on essential costs of governance and administration of the charity represents around 9% of total expenditure. The cost of generating income has averaged 28% of total expenditure over the 4 years to 31 March 2021 but has risen slightly to 30% in the current year due to the continued impact of the pandemic and on-going challenges in generating funds.

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Total expenditure for 2021/22 was £1.31m compared with £1.38m last year, representing savings of just over £70k on top of the £290k savings made in 2020/21. There was a general policy of not filling any vacancies during the year so most of the savings related to staffing costs. There were other savings from continued lower footfall and the fact that outreach services in FORCE@ locations remained on hold with patients in those areas being supported from the Centre. The overall deficit was mitigated by investment gains of £20k (gains of £91k for 2020/21).

Details of specific charitable activities are described in the **ACHIEVEMENTS AND PERFORMANCE** section above.

As reported last year, FORCE was unable to take advantage of the Government's Coronavirus Job Retention Scheme and therefore received no furlough funding in 2020/21. This was because staff hold NHS contracts with the Royal Devon. Despite the fact that many of the staff were required to work to meet service demands, it is estimated that funding of £163k could have been claimed had the scheme been available. However, the hospital acknowledges the contribution that FORCE made to supporting its patients and staff during the pandemic and are considering appropriate financial support in recognition of their work. Negotiations with the Royal Devon have not progressed due to delays in a response from HMRC regarding a potential VAT issue which is described in the **PRINCIPAL RISKS AND UNCERTAINTIES** section below. The accounts have not been adjusted for any potential support due to ongoing discussions.

Overall, the financial statements report a deficit of £273k before investment gains (2020/21: deficit £135k). After recognition of investment gains, the deficit was £253k (2020/21: £44k).

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Cash balances

Changes in cash during the year	£000
Opening cash balances	1,272
Reduction in cash during the year	(283)
Liquidation of investments during the year	320
Closing cash balances	1,309

The cashflow statement provides an analysis of the fluctuations in our cash position over the year. The above table highlights the fact that, although the overall balance of cash and cash equivalents has increased by £37k to £1,309k, this effectively represents the liquidation of our investment portfolio which exceeded the funds required to cover the deficit reported for the year. It should be noted that legacy income reported for the year includes £100k which meet the income recognition criteria for inclusion in the 2021/22 accounts but has not yet been received and is therefore recorded as a debtor at the year end rather than included in cash balances.

The Finance and Income Generation Committee regularly monitors our cash position to ensure adequate liquidity and investment of funds in accordance with our INVESTMENT POLICY described below.

Reserves policy

Target reserves

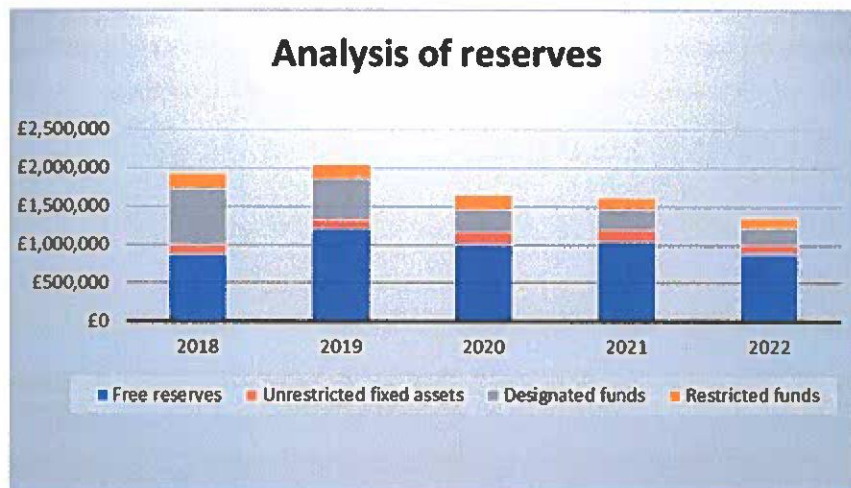
As part of our risk management processes, the Trustees have reviewed the key risks, updated the risk register and assessed the potential financial impact. The pandemic emphasised the importance of holding reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar. The Trustees consider that reserves are most likely to be required due to circumstances where associated risks could not be completely mitigated, and the financial impact is likely to have a negative effect on liquidity. In addition to covering unforeseen/emergency expenditure, the reserves will help to smooth peaks and troughs in income and offer funds to enable the Trustees to take advantage of opportunities that may arise to further serve our beneficiaries when circumstances allow. Because it is unlikely that all of the risks materialise and have a financial impact at one time, and it is difficult to estimate the potential cost of risks, it seems more appropriate to hold reserves within a range of values. As of 31 March 2022, the Trustees have undertaken a thorough review of risk (see below) but have assessed that a target range of reserves of between £1.2m and £1.4m remains appropriate.

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Actual reserves



The Charity's total reserves at 31 March 2022 £1,356k (2020: £1,609k) (see Note 21 to the financial statements). Unrestricted funds were £1,235k compared with £1,452k at the end of last year. This includes designated funds of £227k (2021: £270k) (see Note 22), leaving total unrestricted reserves of £1,008k (2021: £1,183k).

As at 31 March 2022, our free reserves (unrestricted funds excluding fixed assets) were £890k, which is approximately £310k below the minimum target range. With the impact of the pandemic being more prolonged than anticipated a year ago and with the cost-of-living crisis heightened by war in Ukraine, it is likely that a further deficit may be reported for 2022/23. This may well be mitigated by improving legacy receipts, potential grant income and other improvements in income as the fundraising plan is implemented. Trustees continue to review activities with the aim of achieving a break-even position in 2023/24 and thereafter to work to replenish free reserves in line with the target described in our reserves policy. Contingency plans are in place and are under constant review to ensure that the Charity remains sustainable as described in the [FUTURE PLANS](#) section below.

Investment Policy and Performance

In 2014, during an extended period of exceptionally low interest rates and following receipt of substantial legacy income, the Trustees revised their Investment Policy to consider alternative, low risk investments in addition to the cash deposits in order to protect against capital erosion due to the differential between inflation and interest rates. In July 2014, Brewin Dolphin were appointed as Investment Managers and a total of £400k was invested over a four-year period and held until January 2022.

Due to the uncertainties created by the pandemic, the portfolio was partly realised in January 2021 and in 2022 the trustees decided to liquidate the portfolio. The decision was taken because, although funds were unlikely to be required in the next 12 months, there is no guarantee that they will not be needed in the medium term. The investment portfolio was established to hold longer term funds and therefore, given market conditions, reduced free reserves and continuing uncertain operating conditions, it was agreed that the portfolio should be sold. Net gains of £20k were realised during 2021/2. The Investment Policy allows for reinvestment in future and any decision would be assessed based on the financial position of the charity and market conditions.

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The majority of our reserves continue to be held in cash deposits. The Trustees have continued to split our bank deposits between several institutions in order to take advantage of the Financial Services Compensation Scheme and spread any potential risk as far as is practicable. As noted above, the key aim of the Trustees is to minimise the risk to capital rather than seeking out the highest possible rate of interest.

This policy will be reviewed on an annual basis and more frequently should the level of funds available for investment fluctuate significantly. Fixed term deposits that have matured during recent years have not been reinvested due to exceptionally low rates available and to potential cashflow requirements anticipated over the coming months.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principal risks faced by the Charity. The potential impact of these key risks is assessed and appropriate steps to mitigate these risks are recorded. The Trustees are satisfied that our policies and procedures relating to the management of key operational and financial risks are appropriate and adequately mitigate exposure to major risks which have been identified.

The OMT regularly report on any incidents that occur which may expose the Charity to a specific risk. If a particular risk is identified, a risk report is prepared by the relevant member of the OMT at the time of any incident and this is reported to the OMT/Trustees at the next scheduled meeting unless more urgent action is required. In addition, the Trustees/OMT constantly review the overall risks faced by the charity. Managing the unprecedented challenges presented by the pandemic has influenced the entire operation of the charity but emphasised the importance of being able to adapt to change in a nimble way to address unexpected risks and uncertainties. As we emerge from the pandemic, we continue to face an uncertain operating environment and the Trustees are focused on recovery plans for a sustainable future.

The Trustees have carried out a full review of risk and the following represent the current principal risks that have been identified by the Trustees, together with an overview of how they are being managed:

Potential Risk	Potential Impact	Steps to mitigate risk
Ongoing impact of the pandemic	Potential disruption to service delivery and continued reduction in traditional income streams due to Covid related restrictions	Flexible model of service delivery to ensure best possible support is available for patients despite restrictions. Review fundraising activities to identify opportunities for income generation/ continued evolution of virtual events/ exploration of grant funding opportunities. Income levels are closely monitored, and forecasts reflect prudent assumptions regarding sustainable recovery plans.
Cost of living crisis	Reduction of disposable income leading to reduction in giving	As above plus implementation of fundraising plan to improve data analysis /marketing to maintain and build on strong supporter relationships. Costs will be monitored and managed by the Finance and Income Generation Committee to be in line with any significant changes in income generation.

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Potential Risk	Potential Impact	Steps to mitigate risk
Succession planning and staffing levels	Insufficient staff with suitable skills and experience to manage the organisation/ deliver services	Comprehensive review of staffing requirements is underway with phased recruitment plans to ensure all departments are adequately resourced within financial constraints
Cyber security	Possible financial, regulatory and reputational risks if system access controls are breached.	External IT consultancy with regular updates to cyber security systems. Staff training to ensure awareness of risk and steps to take in the event of a breach. Trustees are considering further steps to ensure defence against cyber-attacks is appropriate and proportionate for the organisation.
Relationship with the Royal Devon fails to be formalised effectively	This is a crucial partnership, and it is essential that robust arrangements are in place to formalise the contractual relationship including service delivery / staffing arrangements in light of HMRC clarification re VAT treatment	Trustees and management continue to re-establish and maintain relationships with key Royal Devon staff and executives. Clarifications re staffing arrangements was sought from HMRC in July 2021 but a response has yet to be received. Formal negotiations with the Royal Devon will proceed once HMRC clarification is received.

FUTURE PLANS

In developing our 2019/20 - 2022/23 strategic vision, we focused on the need to be realistic about the potential challenges we faced at the time and our planning process identified a clear message that we should concentrate on continuing to provide existing, high-quality services and ensure these are not put at risk by overstressing resources. This approach proved fortuitous as the Trustees were already focused on our essential service delivery and how best to adapt to meet the evolving needs of our beneficiaries before the pandemic struck in 2020.

Having managed and adapted to the immediate challenges created by the pandemic, we are entering a period of consolidation as we emerge from the pandemic. As noted in the [PRINCIPAL RISKS AND UNCERTAINTIES](#) section above, we continue to operate in a period of huge uncertainty, which makes planning incredibly difficult. Our focus remains on delivering high quality, core services and rebuilding to ensure the long-term sustainability of the Charity.

As anticipated, we continue to see an increase in the number of cancer patients with complex support needs as they face the implications of altered treatment plans, late diagnosis and additional anxiety as a result of COVID 19. The ongoing impact of the pandemic for our beneficiaries will be reflected in our strategic focus as we enter the next planning cycle.

Following the successful pilot of our Role Specific Volunteer (RSV) programme, we are looking to expand the use of the particular skills of existing and new volunteers to work alongside our staff. Initially this is likely to take

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the form of co-facilitators for our Support and Education programme but other areas where volunteers would welcome the opportunity to support our work are also being considered.

Another priority is to relaunch our outreach programme, offering support services at FORCE@ locations. This had become such an important part of our service until it came to an abrupt halt with the start of the pandemic. As part of our future planning, we will be reviewing how we redevelop our reach into the community, incorporating the blend of options people now have with regard to accessing our services. We have applied for grant funding, which we hope will enable us to take face-to-face FORCE@ support services back out into the community as soon as possible.

As mentioned, collaborative working is one of FORCE's core values. Exploring new ways of working together with other charities to deliver a comprehensive range of services, which complement those offered by other organisations is more important than ever. Resources are scarce in the current economic climate, and it is crucial that they are used effectively through sharing of skills and experience between organisations. We aim to continue to work with/enhance relationships with existing partners and embrace opportunities to share our support model in appropriate ways to facilitate comprehensive support across the area now served by the merged Royal Devon Universities Healthcare NHS Trust.

The new Integrated Care System for Devon, known as One Devon, is a partnership of health and social care organisations working together to improve people's health, wellbeing and care. The organisation was formally established on 1 July 2022 and its remit includes collaboration with the third sector. FORCE Patron Nigel Acheson, in his role as Chief Medical Officer for One Devon, will help to keep the FORCE Board abreast of developments.

We have undertaken a review of our fundraising activities and are in the process of implementing plans to explore the opportunities identified to grow our income. The plan sets out a staged approach to investing in fundraising and marketing including a recruitment process to ensure that our team has the right mix of skills and resources to take advantage of the opportunities identified and continue to offer a personalised approach to building relationships with our supporters. The plan has identified steps to improve existing income streams and explore new ones, looking at how we collate/use data, reconsider how we promote giving and look at how we engage patients and families in fundraising in an appropriate and sensitive way.

Negotiations to formalise the relationship with the RD&E are ongoing. As reported in 2021, both parties aim to regularise these longstanding arrangements to reflect the close nature of the partnership while maintaining the Charity's independence and ability to adapt to support the needs of local people affected by cancer.

As we navigate these uncertain times, we will continue to apply a flexible approach to adapt our support services in a sustainable way to meet the needs of those affected by cancer now and in the future.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Instrument

Following its incorporation on 15 February 2011, the Charity is registered as a charitable company limited by guarantee.

The constitution of the Charity is set out in its Memorandum and Articles of Association with the Registered Charity Number 07529991. The Charity is also registered with the Charity Commission under Registered Charity Number 1140676.

Recruitment and Appointment of Trustees

The Trustees are eligible, in committee, to appoint additional Trustees under the terms of the trust deed.

The Trustees are also responsible for the appointment of our Patron and Vice-Patrons.

Selection, Induction and Training of Trustees

The existing Trustees are responsible for the selection, recruitment and induction of new Trustees. The governing document requires that the Board has a minimum of six and maximum of 12 members.

The aims of the selection, recruitment and induction policy are as follows:

- To ensure that the selection and recruitment of Trustees is inclusive and transparent.
- To ensure that the Board of Trustees are aware of their duties and responsibilities.
- To ensure that the Trustees have the necessary skills to fulfil these duties and responsibilities.
- To ensure that Trustees are aware of the Charity's aims and purpose and are passionate about its work.

Selection

Once the need to recruit a new trustee is identified, the existing Board will review current structure and consider key skills that the new member would ideally contribute.

A periodic review of the skills of board members is carried out, particularly when there is a need to recruit. In addition to key skills, consideration will also be given to ensuring the diversity of the Board.

Following the identification of any key skills gaps, the Trustees will then discuss how best to attract potential candidates with the skills required.

Recruitment

Depending on the nature of skills sought in a new trustee, appropriate recruitment procedures will be followed. A key priority for any prospective trustee will be an empathy and passion for the work of the Charity. It is not considered appropriate to put a timescale on the recruitment process as it is vital that the right person is selected

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with skills to complement and enhance the existing Board. Prospective candidates will initially be invited to meet informally with at least two representatives of the Governance Committee, to include a Trustee and a member of the senior management team. The Trustee(s)/Executive Officer present at the initial meeting will report to the Governance Committee on the suitability of the prospective candidate.

Induction / Appointment process

If required, the initial visit will be followed by further discussions with members of the Board. Assuming that both parties are keen to continue, the prospective candidate(s) will be invited to attend the next Trustees' meeting.

The new trustee will be formally appointed at an appropriate Trustees' meeting and relevant documentation will be completed and then submitted/filed as appropriate by the Company Secretary.

Any training requirements will be discussed and suitable guidance/training courses identified.

Term of Office

Trustees/Directors are appointed for a period of five years. Reappointment is based on a review of skill requirements and continued contribution to the Board. Reappointment beyond two terms is subject to particular scrutiny and disclosure. Explaining why this is in the best interest of the Charity will be made in the Trustees' Annual Report.

Five of the original trustees appointed when the charity was incorporated, reached the end of their second term of office during 2021. The Board agreed that it was essential to provide continuity and experience to govern the Charity through the unprecedented challenges presented by the pandemic. These five Trustees were appointed for a further 12 months in February 2021 and again in February 2022. Two other Trustees are also due to reach the end of their second term of office during 2023. Stability continues to be a priority as we plan a sustainable future for our services but a programme of recruitment is being reviewed by the Governance Committee, which will make recommendations to the Board as new members are sought over the coming months/years.

Ongoing training, support and evaluation

As part of the fulfilment of the Charity's Governance responsibilities, Trustees will be expected to undertake relevant training and share learning with the Board. Trustees will be supported in their role by the Chair/Vice-Chair throughout their term of office. As part of an annual review of the Board, there will be the opportunity for one-to-one sessions to ensure that Trustees can discuss their role and feel able to continue to contribute to the effective oversight of the Charity. Trustees will be asked to reconfirm their declaration of interest each year.

Organisational Structure and decision-making

FORCE is governed by a Board of Trustees. The Board meets at least five times a year, including a day each year dedicated to planning/training. Certain responsibilities are delegated to the following committees:

Governance Committee (GC)

Recognising the increasing complexity of the growing Charity, a new Governance Committee was established in early 2019. The committee currently comprises four Trustees and two members of the senior management team (CEO and CFO).

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

Key areas of responsibility are:

- Development and monitoring of the strategic plan.
- Compliance with laws and regulations.
- Election and appointment of Trustees.
- Risk management.

The GC meets four times a year and reports directly to the Trustees. Additional meetings are held if required to allow for timely discussions on key strategic issues.

Finance and Income Generation Committee (FIGC)

This committee currently comprises three Trustees and two members of the senior management team (CEO and CFO).

Key areas of responsibility are:

- Consideration and monitoring of income generation plans and performance.
- Oversight of financial operations including review of budgets and financial controls and procedures.
- Review of reserves levels.
- Monitoring of investments, cash and deposits in accordance with the Investment Policy.
- Routine liaison with the auditors.
- Advising the Board on appointment of Auditors/Investment Managers.
- Provide guidance on tax/IT issues and seek professional advice as required.
- Seeking assurance that adequate insurance cover is maintained.
- Senior management team salary review.

The FIGC meets four times a year and reports directly to the Trustees.

In addition, other sub-committees are occasionally formed in order to expedite specific projects.

Operational Management Team (OMT)

Responsibility for the operational management of the Charity lies with the Operational Management Team (OMT) led by the Chief Executive. As described in OUR PEOPLE section above, there have been a number of changes to the team this year, with new members being recruited to replace leavers to ensure a suitable mix of skills and experience to manage the responsibilities of the OMT. The OMT meet monthly.

Pay policy for senior staff

The Trustees, in their role as directors of the charitable company, together with the OMT form the key management personnel of the Charity. The Trustees/Directors give their time freely to oversee the governance and management of the Charity and receive no remuneration. Any related party transactions or expenses paid to directors are disclosed in the notes to the financial statements.

As is the case for all employees of the Charity, the members of the OMT are paid in accordance with the NHS Agenda for Change Pay Award announced each year. The 2021-22 pay award was not announced until September 2021 but included a 3% cost of living award (backdated to 1 April 2021) plus a rationalisation of the incremental rises offered within various pay bands. An additional 6.3% employers' pension contribution was also

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

introduced from 1 April 2019, but the Royal Devon were able to access central government funding to compensate for the increased pay uplift to date and FORCE were invoiced for the net amount.

As noted above, the Finance Committee has delegated responsibility to monitor the level of pay for the senior management team. There are certain roles which are not directly comparable to other NHS job descriptions and the Finance Committee undertakes periodic reviews to ensure that senior staff pay levels are in line with other charities of a similar size/complexity.

Fundraising practices

FORCE has a fundraising department which has historically consisted of the Head of Income Generation, Fundraising Development Officer, a Community Fundraising Coordinator, and a Fundraising Assistant. During the year the Head of Income Generations and Fundraising Assistant resigned their positions with FORCE due to personal circumstances. As the future needs of the department are assessed, strategic fundraising advice has been sought on a consultancy basis. A new Fundraising Operations Officer is being recruited as a first step to rebuilding the team.

Our fundraising consists of hosting a handful of in-house events annually as well as encouraging and supporting a number of individuals, groups, clubs and societies organising events in aid of FORCE. We also use collection boxes in a number of establishments to raise funds. We do not do canvassing and have no arrangements with commercial fundraisers.

FORCE is registered with the Charity Commission and our charity number is 1140676. FORCE is also a member of the Fundraising Regulator and adheres to the Fundraising Code which the regulator administers. The former Head of Income Generation has held full Certification to the Institute of Fundraising – MinstF(Cert) and her membership number is 14798. No-one in the team is a current member of the Institute of Fundraising but re-registration for membership will be reviewed as the team is rebuilt. The Charity is not aware of any instances of non-compliance with fundraising standards, or scheme for fundraising regulation, that it has subscribed to.

The Charity oversees a number of affiliated Friends of FORCE groups, which raise funds in their local communities. These groups are supported by our Community Fundraising Coordinator, who meets regularly with each committee and monitors their activities to ensure that they comply with best practice.

The Charity has a clear complaints procedure to ensure that any concerns regarding fundraising practices can be reported in the knowledge that they will be:

- listened to and investigated thoroughly.
- acknowledged speedily and recorded.
- dealt with in an appropriate and timely manner.
- kept anonymous (if requested).
- learned from.

The Charity has not received any complaints about its fundraising activities during the year to 31 March 2022. The Charity adheres to the Fundraising Promise and does not participate in, or condone the use of any unreasonably intrusive, persistent or pressured fundraising activities.

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Address:	FORCE Cancer Charity Corner House Barrack Road Exeter EX2 5DW Tel: 01392 402875
Registered Charity Number:	1140676
Registered Company Number:	07529991
Patron:	Dr Nigel Acheson
Vice-Patrons:	Mr David Cattle Mr Mervyn Hayes
Trustees:	Dr Anne Hong – Chair Mr Morley Sage – Vice Chair Mrs Ruth Boobier Mr Frank Cook Dr Jenny Forrest Dr Sally Kidner Mrs Louise Mayor Mr Felix Medland Mr John Renninson Mr Jeremy Roberts Mrs Sally Tapp Dr Christina Thirlwell
Chief Executive Officer:	Mrs Meriel Fishwick
Finance & Income Generation Committee:	Mr Morley Sage - Chair Dr Anne Hong Mr Felix Medland Mrs Meriel Fishwick – Chief Executive Officer Mrs Julia Pitts – Chief Finance Officer Mrs Sarah Daniels – Head of Income Generation (resigned 8 February 2022)

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

Governance Committee:

Mr John Renninson – Chair (resigned from GC 4 February 2022)
Mr Jeremy Roberts – Chair (appointed Chair of GC from 4 February 2022)
Dr Jenny Forrest
Dr Anne Hong
Mr Morley Sage
Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mrs Sarah Daniels – Head of Income Generation (resigned 8 February 2022)

Operational Management Team:

Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mrs Sarah Daniels – Head of Income Generation (resigned 8 February 2022)
Mrs Emma Ellis – Psycho-Oncology Services Manager (resigned from OMT 31 March 2022)
Mrs Gail Allen – Finance Team Manager (appointed 15 February 2022)
Miss Naomi Cole – Community Fundraiser (appointed 15 February 2022)
Mrs Heather Taylor – Volunteer Co-ordinator (appointed 15 February 2022)
Mr Oliver Watts – Fundraising Development Officer (appointed 15 February 2022)

FORCE Cancer Charity

Year Ended 31 March 2022

Trustees' Report

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also directors of Force Cancer Charity for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which 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 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; and
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the Trustees on

2.8.22.

Signed on behalf of the Trustees


Dr Anne Hong
CHAIR OF TRUSTEES

FORCE Cancer Charity

Year Ended 31 March 2022

Independent Auditor's Report to the Trustees of Force Cancer Charity

Opinion

We have audited the financial statements of Force Cancer Charity (the "Charity") for the year ended 31 March 2022 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. 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.

FORCE Cancer Charity

Year Ended 31 March 2022

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (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 the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit

FORCE Cancer Charity

Year Ended 31 March 2022

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 31, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the charity and the sector in which it operates. The key laws and regulations we identified were Charities Act, regulations in relation to data protection (GDPR), fundraising regulations and safeguarding.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, relevant tax and pensions laws.

We discussed with management how compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the charity complies with laws and regulations and deals with reporting any issues if they arise.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following: -

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewing legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance;
- Reviewing Trustees' meeting minutes;
- Reviewing the safeguarding policies in place;
- Confirming registration with the Fundraising Regulator.

FORCE Cancer Charity

Year Ended 31 March 2022

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We evaluated the risk of fraud through management override including that arising from management incentives. The key risks we identified were management bias in accounting judgements and estimates. We also evaluated the risk of fraud through misappropriation of income or misapplication of grant funding.

In response to the identified risk, as part of our audit work:

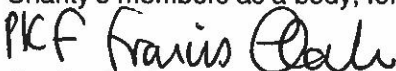
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making estimates.

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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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.

Use of our Report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephanie Henshaw
Senior Statutory Auditor

For and on behalf of
PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
EXETER
EX2 7XE

11/8/22

Force Cancer Charity

Year Ended 31 March 2022

Statement of Financial Activities (Including the Income and Expenditure Account)

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Income:						
Donations and legacies	3	366,824	-	85,702	452,526	829,016
Other trading activities	4	555,120	-	-	555,120	386,050
Charitable activities	5	7,824	-	-	7,824	2,593
Investment income	6	13,862	-	-	13,862	21,443
Other income	7	3,306	-	-	3,306	3,251
Total income		946,936	-	85,702	1,032,638	1,242,353
Expenditure:						
Expenditure on raising funds	8	382,359	11,386	1,100	394,845	378,401
Expenditure on charitable activities	9	740,210	50,234	119,838	910,282	998,957
Total resources expended		1,122,569	61,620	120,938	1,305,127	1,377,358
Net gains/(losses) on investments	17	19,681	-	-	19,681	91,110
Net income/(expenditure)		(155,952)	(61,620)	(35,236)	(252,808)	(43,895)
Transfers between funds	22/23	(19,273)	19,273	-	-	-
Net movement in funds		(175,225)	(42,347)	(35,236)	(252,808)	(43,895)
Funds at 31 March 2021		1,182,811	269,687	156,329	1,608,827	1,652,722
Funds at 31 March 2022		1,007,586	227,340	121,093	1,356,019	1,608,827

Force Cancer Charity

Year Ended 31 March 2022

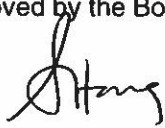
Balance Sheet

Company registered number 07529991

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	16	179,999	264,632
Investments	17	-	305,979
		<u>179,999</u>	<u>570,611</u>
Current assets			
Stocks		6,016	7,084
Debtors	18	138,501	93,995
Investments		170,000	170,000
Cash at bank and in hand		1,139,222	1,093,075
		<u>1,453,739</u>	<u>1,364,154</u>
Liabilities			
Creditors falling due within one year	19	(277,719)	(325,938)
		<u>1,176,020</u>	<u>1,038,216</u>
Net current assets			
		<u>1,356,019</u>	<u>1,608,827</u>
Net Assets			
		<u>1,356,019</u>	<u>1,608,827</u>
The funds of the charity			
Unrestricted funds			
General funds - free reserves		889,799	1,037,180
General funds - fixed asset reserve		117,783	145,631
		<u>1,007,582</u>	<u>1,182,811</u>
Designated funds	22	227,341	269,687
		<u>1,234,923</u>	<u>1,452,498</u>
Restricted funds	23	121,096	156,329
		<u>1,356,019</u>	<u>1,608,827</u>
Total charity funds	21		

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006).

Approved by the Board of Trustees on 2.8.22 and signed on its behalf by



Dr Anne Hong

Chair of Trustees

Force Cancer Charity

Year Ended 31 March 2022

Statement of Cash Flows

	Note	2022 £	2021 £
Cash provided by/(used in) operating activities	27	(292,414)	63,499
Cash flows from investing activities			
Dividends, interest and rents from investment		13,862	21,443
Purchase of property plant and equipment		(961)	(8,472)
Proceeds from sale of investments		399,171	300,163
Purchase of investments		(82,722)	(83,927)
Cash used in investing activities		329,350	229,207
Changes in cash and cash equivalents in the reporting period		36,936	292,706
Cash and cash equivalents at the beginning of the reporting period		1,272,286	979,580
Cash and cash equivalents at the end of the reporting period	28	1,309,222	1,272,286

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

1. General information

Force Cancer Charity is a company limited by guarantee and therefore has no share capital.

The Charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the Trustees report.

The functional currency of Force Cancer Charity is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates.

2. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 – March 2018) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis. The Trustees have reviewed the financial position of the Charity in the light of the principal risks faced by the charity. Steps have been taken to identify these risks and mitigate where possible, as described in the "Principal Risks and Uncertainties" and "Future Plans" section of their report. Despite on-going uncertainties, the Charity holds sufficient reserves to allow time to implement recovery plans to ensure a sustainable future for the Charity. Detailed budgets and sensitivity analysis for 2022/23, support the application of the going concern concept in the preparation of these accounts.

b) Funds

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

Designated funds are unrestricted funds which the Trustees have decided to set aside for a specific purpose.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donor or which have been raised by the Charity for particular purposes. Expenditure which meets the criteria specified is charged to the fund. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

As noted in the reserves policy, the Trustees aim to maintain unrestricted funds within a target range based upon a review of the risks currently faced by the Charity.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

c) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resource.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised when the Charity becomes unconditionally entitled to receipts and when the amount of the grant can be reliably measured. This is generally when the income is received. Grants received for a specific purpose are recorded as restricted income.

For legacies, entitlement is the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been received from the executors that a distribution will be made, or when a distribution has been 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 Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met with a reasonable degree of certainty, then the legacy is treated as a contingent asset and disclosed if material.

Goods donated for resale are included as income when they are sold.

Registration income received for fundraising events due to take place after the end of the financial year are deferred and recognised during the period when the event takes place.

e) Pension costs

The Charity's employees are members of the NHS, defined contribution pension scheme and the Charity contributes to this scheme. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities (SOFA).

f) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost. For assets brought into use at the balance sheet date, depreciation is calculated to write off cost over their expected useful lives as follows:

Freehold land and buildings	2% on a straight line basis
Leasehold property	the shorter of 10 years or the period of the lease
Leasehold improvements	the shorter of 10 years or the period of the lease
Motor vehicles	20% on a straight line basis
Office and shop equipment	20% on a straight line basis

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

g) Investments

Fixed asset investments are recognised at market value at the balance sheet date and include cash held within the portfolio. Realised and unrealised gains / losses on investments are disclosed in the SOFA and in note 17 to the financial statements.

Current asset investments are cash on deposit with a maturity exceeding three months from the date of acquisition or opening of the account.

h) Stocks

Stock consists of purchased goods for resale. These stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. No value is attributed to the donated goods held prior to resale as it is considered impractical to reliably measure their fair value and the cost of valuing of these items would outweigh the benefit to the users of the financial statements.

i) Cash balances

Cash at bank and cash in hand represents amounts held to meet short-term cash commitments as they fall due. This includes cash and short term deposits with a maturity of three months or less from the date of acquisition or opening of the account.

j) Debtors

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

k) 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.

l) Operating leases

Rentals paid under operating leases are charged to the SOFA over the period in which the cost is incurred.

m) Grants payable

Grants payable are accounted for when the Charity is committed to making payment.

n) VAT

The Charity is registered for VAT and is able to recover input tax attributable to the relevant taxable supplies. In addition, a portion of input tax is recoverable on general expenditure on the basis of partial exemption calculations. Following the application of the partial exemption calculations, resulting irrecoverable VAT is charged as an administration cost or added to the amount capitalised for fixed asset expenditure (where the net cost of the fixed asset exceeds £5,000). Irrecoverable input VAT charged to the income and expenditure account for the year totalled £7,691, of which the amount directly attributable to non-business activities relating to patient support costs amounted to £297.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

o) Volunteers

Volunteers are vital to the success of the Charity. Without them we would not be able to provide the level of support that we do to anyone affected by cancer. Before the pandemic, FORCE had more than 200 volunteers giving their time each week helping out in our Support Centre, at our Outreach locations, supporting our exercise programme, in our shop and at the RD&E oncology coffee bar. In total these volunteers traditionally gave approximately 19,500 hours of their time each year which would equate to an additional 10 full time staff. Although some volunteers have naturally chosen to retire from volunteering during the last two years, so many of our loyal volunteers have returned and 38 new volunteers have been recruited. With relaxation of restrictions, volunteer hours are starting to return to pre pandemic levels with around 140 active volunteers working approximately 16,000 hours during 2021/22.

In addition, we are fortunate to have numerous volunteers who help out at our events but whose time is not recorded and are therefore not included in the above figures, but who play just as essential a part in supporting the Charity's work.

Neither the value of the donated hours nor the equivalent cost of volunteers is included in the financial statements but their contribution is immense.

p) Financial instruments

FORCE only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The Charity currently holds:

- Other debtors and trade creditors
- Long term investments
- Short term investments

Recognition and measurement

The Charity has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the Charity's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transactions costs, and are substantially carried at the understood amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

q) Summary of significant judgements

In preparing these financial statements management and the trustees have considered the circumstances surrounding the certainty of receipt of a legacy. Payment of legacies under the relevant will is being withheld by the solicitors until the Statutory Notice Period has expired, which will not be until some months after these accounts are approved. As there is a potential risk of claims being made during the notice period, management and the trustees have concluded that there is sufficient uncertainty over receipt to make recognition of the potential amount inappropriate. Accordingly, they have disclosed the legacy as a contingent asset as shown in note 30.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

3. Donations and Legacies

	2022	2021
	£	£
Legacies	207,151	264,151
In memoriam	38,138	40,984
Donations	89,923	209,470
Gift Aid	46,062	77,196
Grants	71,252	237,215
	<u>452,526</u>	<u>829,016</u>

Included in the total of £452,526 (2021: £829,016) is restricted income of £85,702 (2021: £238,950) and designated income of £nil (2021: £nil). All other income is unrestricted.

4. Other Trading Activities

	2022	2021
	£	£
Collecting boxes	10,692	7,117
Fundraising Events	350,286	243,562
Sales of goods and services	5,934	6,368
Shop sales	188,208	129,003
	<u>555,120</u>	<u>386,050</u>

Included in the total of £555,120 (2021: £386,050) is restricted income of £nil (2021: £140) and designated income of £nil (2021: £nil). All other income is unrestricted.

5. Charitable activities

	2022	2021
	£	£
Oncology coffee bar	2,071	213
Sale of support services stock	3,892	219
Other charitable activities	1,861	2,161
	<u>7,824</u>	<u>2,593</u>

All income is unrestricted.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

6. Investment Income

	2022 £	2021 £
Interest received	830	3,091
Flat rent	6,975	6,675
Dividend income	6,057	11,677
	<u>13,862</u>	<u>21,443</u>

All income is unrestricted.

7. Other Income

	2022 £	2021 £
Sundry	3,306	3,251
	<u>3,306</u>	<u>3,251</u>

All income is unrestricted.

8. Expenditure on generating funds

	2022 £	2021 £
Shop expenditure	165,685	161,844
Fundraising events	220,520	206,008
Goods for resale	4,428	4,233
Investment management costs	4,212	6,316
	<u>394,845</u>	<u>378,401</u>

Included in the total of £394,845 (2021: £378,401) is expenditure on restricted funds of £1,100 (2021: £3,501) and expenditure on designated funds of £11,386 (2021: £11,387). All other income is unrestricted.

Investment management costs include portfolio management expenses and repairs. Expenses incurred relate to repairs on a flat above the shop premises let to a residential tenant.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

9. Expenditure on charitable activities

	Note	2022 £	2021 £
Patient support costs		670,714	607,928
Outreach costs		36,178	197,199
Innovation grants payable	10	1,882	9,100
Research and expenditure grants	11	24,250	3,958
Support services stock sold		5,191	2,241
Extension depreciation		36,767	36,767
Database depreciation		3,474	10,027
Oncology coffee bar		10,253	9,402
Administrative support costs	12	99,436	103,438
Governance costs	13	22,137	18,897
		<u>910,282</u>	<u>998,957</u>

Included in the total of £910,282 (2021: £998,957) is expenditure on restricted funds of £119,838 (2021: £272,230) and expenditure on designated funds of £50,234 (2021: £149,352). All other expenditure is unrestricted.

10. Innovation grants payable

Funding is provided to improve patient care and this may be analysed as follows:

	Unrestricted Funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Donated equipment	-	-	-	-	7,600
Education	-	1,882	-	1,882	1,500
Other innovative projects	-	-	-	-	-
	<u>-</u>	<u>1,882</u>	<u>-</u>	<u>1,882</u>	<u>9,100</u>

11. Research expenditure and grants

	Total 2022 £	Total 2021 £
Research grant	24,250	3,958
	<u>24,250</u>	<u>3,958</u>

Included in the total of £24,250 (2021: £3,958) is expenditure on restricted funds of £nil (2021: £nil) and expenditure of £24,250 (2021: nil) on designated funds. All other expenditure is unrestricted.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

12. Administrative support costs

	Total 2022	Total 2021
	£	£
Seconded staff costs	84,186	87,625
Travel and motor	-	26
Printing, postage and stationery	1,261	1,124
Computer and website costs	5,604	5,876
Insurance	121	113
Bank charges and interest	1,230	1,407
Training and conferences	324	228
Depreciation	2,378	2,596
Irrecoverable VAT	1,282	1,450
Sundry	3,050	2,993
	99,436	103,438

Staff costs represents recharges made by RD&E NHS Trust for staff employed by them and work at the Charity. Included in the total of £99,436 (2021: £103,438) is expenditure on restricted funds of £Nil (2021: £2,083). All other expenditure is unrestricted.

13. Governance costs

	2022	2021
	£	£
Audit and accountancy	11,470	10,670
Trustees' indemnity insurance	688	570
Seconded staff costs	9,903	7,619
Legal costs	-	-
Sundries	76	38
	22,137	18,897

All expenditure is unrestricted.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

14. Staff costs	2022	2021
	£	£
Salaries and wages	720,686	748,232
Social security costs	63,288	63,810
Pension contributions	92,804	98,937
	<u>876,778</u>	<u>910,979</u>
	No.	No.
Average number of staff	29	32
Average number of FTE staff	20	22
	<u>20</u>	<u>22</u>

There were two members staff working at FORCE in receipt of emoluments (gross salary plus employer's pension contributions) exceeding £60,000 (2021: two).

	2022	2021
	No.	No.
£60,000 - £69,999	1	2
£70,000 - £79,999	1	-
	<u>1</u>	<u>-</u>

As noted in the Trustees' report, all staff working at FORCE are employed, and costs are recharged, by the Royal Devon. Staff are paid in accordance with the NHS Agenda for Change pay scales. The 2021-22 pay award was not announced until September 2021 (backdated to 1 April 2021) but included a 3% cost of living award plus a rationalisation of the incremental rises offered within various pay bands. In 2019/20, a 6.3% increase in employer's pension contributions was announced but this continued to be funded by central Government for 2021/22. The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2021: £nil).

The key management personnel of the Charity are considered to be the members of the Operational Management Team (OMT). Their total employee benefits, including employer's NIC and pension contributions totalled £282,347 (2021: £282,056).

15. Corporation taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

16. Tangible fixed assets

	Freehold land & buildings £	Leasehold property (shop) £	Leasehold improvements (centre) £	Motor Vehicles £	Office & shop equipment £	Total £
Cost						
At 1 April 2021	127,238	111,892	435,388	51,116	207,066	932,700
Additions	-	-	-	-	961	961
Disposals	-	-	-	-	(4,124)	(4,124)
At 31 March 2022	127,238	111,892	435,388	51,116	203,903	929,537
Depreciation						
At 1 April 2021	49,307	68,180	368,207	32,540	149,834	668,068
Charge for year	3,005	11,018	42,587	6,798	22,186	85,594
Disposals	-	-	-	-	(4,124)	(4,124)
At 31 March 2022	52,312	79,198	410,794	39,338	167,896	749,538
Net book values						
At 31 March 2022	74,926	32,694	24,594	11,778	36,007	179,999
At 31 March 2021	77,931	43,712	67,181	18,576	57,232	264,632

As set out in Note 20, the Charity has a 25-year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of the original building, which was gifted to the Trust.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

17. Fixed Asset Investments

	2022	2021
	£	£
Market value at 1 April	305,979	458,039
Additions	82,722	83,927
Disposals	(399,171)	(300,163)
Gain/(loss) on investments	19,681	91,110
Movement in cash holdings	(9,211)	(26,934)
Market value at 31 March	-	305,979
Historical cost at 31 March	-	248,577
Listed investments:	2022	2021
	£	£
UK Bonds	-	70,647
UK Equities	-	50,877
Overseas Equities	-	123,322
Other	-	51,922
Cash	-	9,211
Market value at 31 March	-	305,979

18. Debtors

	2022	2021
	£	£
Other debtors	123,806	74,532
VAT refund	3,419	2,167
Prepayments	11,276	17,296
	138,501	93,995

19. Creditors

	2022	2021
	£	£
Trade creditors	173,355	237,560
Other creditors	76,762	49,842
Accruals	27,602	38,536
	277,719	325,938

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

20. Other Financial Commitments

At 31 March 2022 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2022		2021	
	Plant and machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	12,481	21,806	15,082	23,775
Within 2 to 5 years	16,958	51,100	25,307	86,663
In more than 5 years	-	131	-	156
	<u>29,439</u>	<u>73,037</u>	<u>40,389</u>	<u>110,594</u>

The Charity has a 25 year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of The Corner House, Wonford Hospital, Exeter. The lease commenced on 13 July 2007 at an initial annual rent of £25 per annum.

£17,000 & £6,750 annual commitments are in respect of the leased element of the Charity's shop premises and shop storage premises in Heavitree Road, Exeter, respectively.

At the year-end there was a capital commitment of £nil (2021: £nil).

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2021	1,182,811	269,687	156,329	1,608,827
Surplus / (deficit) for the year after transfers	(175,225)	(42,347)	(35,236)	(252,808)
At 31 March 2022	<u>1,007,586</u>	<u>227,340</u>	<u>121,093</u>	<u>1,356,019</u>

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

22. Designated funds

	At 1.4.21	Incoming	Expenditure	Transfers	Balance 31.3.22
	£	£	£	£	£
Patient Support	-	-	-	-	-
FORCE@locations	2,369	-	(20,628)	19,273	1,014
Innovation	166,378	-	(26,132)	-	140,246
Centre Fixed Assets	3,474	-	(3,474)	-	-
Shop Renovations / Dilapidations	97,466	-	(11,386)	-	86,080
	<u>269,687</u>	<u>-</u>	<u>(61,620)</u>	<u>19,273</u>	<u>227,340</u>

2021 Designated funds <i>Comparative</i>	At 1.4.20	Incoming	Expenditure	Transfers	Balance 31.3.21
	£	£	£	£	£
Patient Support	-	-	-	-	-
FORCE@locations	3,724	-	(137,826)	136,471	2,369
Innovation	167,878	-	(1,500)	-	166,378
Centre Fixed Assets	13,501	-	(10,027)	-	3,474
Shop Renovations / Dilapidations	108,852	-	(11,386)	-	97,466
	<u>293,955</u>	<u>-</u>	<u>(160,739)</u>	<u>136,471</u>	<u>269,687</u>

Patient support

This fund represents amounts set aside for specific support services. No funds have currently been designated for these purposes as various restricted funds are held.

FORCE@locations

The FORCE@ outreach service was made possible through designation of funds received from a number of exceptional legacies. The original designated funds were depleted by the end of 2019, but the Trustees have agreed to transfer costs from the general fund to maintain this vital service. The balance of £1k represents the net book value of the FORCE@ chemotherapy van which is depreciated over 5 years. Part of the cost of the services has been funded through restricted grants and other income during 2021/22. The costs transferred from general funds this year primarily cover the cost of physio assessments and volunteer management in Ottery St Mary. Covid has had a significant impact on our ability to provide support services in the community and grant applications and other income sources are actively sought to ensure that we can re-establish this provision to run alongside the Outreach Chemo that has continued throughout the pandemic.

Innovation

The innovation fund encompasses all elements of funding earmarked by FORCE to support improvements in care and treatment for cancer patient through donated equipment, research, education programmes for health care professionals and other innovative projects.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

22. Designated funds (continued)

During 2021/22 there was minimal spending on innovation beyond restricted funds used during the year (see note 23 below). The £1,500 represents the commitment to provide an annual Bursary for a University of Exeter medical student with an interest in oncology which was established as a lasting legacy to the late Dr Chris Rowland.

Centre Fixed Assets

This represents funds set aside for specific significant capital expenditure. The fund currently represents the expenditure on the new database which was implemented during 2016/17 and equates to the balance of the cost of the development less annual depreciation charged at 20% per annum. This asset was fully depreciated during 2021/22.

Shop Renovations/ Dilapidations

The major renovations at the shop were completed towards the end of 2015. The designated fund represents the balance of the cost of the renovations less the annual depreciation charged on these renovations which is spread over the term of the lease. In addition to the renovation fund, there is a further general dilapidations fund of £30k to meet the cost of reparations that may be required when the lease comes to an end which go beyond the routine annual maintenance budget, provided to facilitate regular repairs and upkeep.

23. Restricted funds

	At 1.4.21	Income	Expenditure	Transfers	Balances 31.3.22
	£	£	£	£	£
Extension to Centre	38,371	-	(36,767)	-	1,604
Patient Support	30,530	71,394	(65,312)	224	36,836
Force @locations	3,373	13,750	(15,550)	(224)	1,349
Innovation	77,921	-	-	-	77,921
Centre Fixed Assets	6,134	558	(3,309)	-	3,383
	156,329	85,702	(120,938)	-	121,093

2021 Restricted funds Comparative	At 1.4.20	Income	Expenditure	Transfers	Balances 31.3.21
	£	£	£	£	£
Extension to Centre	75,138	-	(36,767)	-	38,371
Patient Support	14,369	205,272	(168,234)	(20,877)	30,530
Force @locations	8,726	33,260	(59,290)	20,677	3,373
Innovation	84,521	-	(7,600)	1,000	77,921
Centre Fixed Assets	10,216	558	(3,840)	(800)	6,134
	192,970	239,090	(275,731)	-	156,329

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

23. Restricted funds (continued)

Extension to Centre

This restricted fund represents the net book value of the extension to the support Centre which was completed in October 2012. This asset will be fully depreciated in 2022/23.

Patient Support

This fund represents amounts received for various patient support services. During the year, grant income totalling £71k was received and included funding to strengthening our support services team (£27.5k), support groups (£12k), physiotherapy (10k), complementary therapies and acupuncture (£9k), developing our role specific volunteering programme pilot (£8k), general volunteer support (£3k) and benefits advice (£1k). The comparatives for 2020/21 included the £150k emergency Covid related grant from the National lottery Community Support Fund which covered the cost of 50% of our support services team for a period of 6 months together with a contribution toward the benefits service and the digitalisation of our services. During the year, the final payment for website improvements mentioned in the "embracing technology" section of the Trustees' Report was spent from the brought forward restricted grant received in 2020/21. The closing Patient Support fund of £37k comprises amounts to be spent on support groups to help those at different stages of cancer treatment and those coping with bereavement, development of our support services team and the role specific volunteer pilot.

FORCE@ Locations

Support services in FORCE@ locations continued to be affected by Covid restrictions and patients from these communities were primarily supported from the Centre, either through in-person, phone or virtual sessions. Physio assessments were provided in Ottery St Mary and our volunteers continued to work to provide meet and great services for outreach chemo patients. Restricted income for the year includes £11k for outreach chemotherapy and £3k for the development of counselling services in East Devon. The closing balance on the restricted fund represents the net book value of fixed assets for which contributions have been received for specific use in the FORCE@ locations.

Innovation

Only one funding request was received during 2021/22 and further information is awaited before any decision to approve the grant. Therefore, nothing was spent on donated equipment or other innovative projects during 2021/22.

Centre Fixed Assets

This fund represents the net book value of assets for our own use for which donations were received to cover the initial cost. Historically, a policy of recording fixed assets purchased from restricted income as "restricted assets" until they have been fully depreciated was applied. However, due to increasing complexity in administering this policy, it was decided that only assets with a net cost of £5,000 or more, will be recorded in this way. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

During the year grants totalling £0.6k towards the cost of the broadband upgrade was recognised and matched against expenditure. Other expenditure was the depreciation of the FORCE trailer at £2k and £0.8k towards other improvements to patient areas at the Centre. The closing balance of £3k represents the net book value of the trailer along with funds to be spent on finalising the refurbishment at the Centre.

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

24. Analysis of net assets between funds

2022 net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Tangible fixed assets	117,783	57,095	5,121	179,999
Fixed asset investments	-	-	-	-
Cash at bank and in hand	1,023,005	170,245	115,972	1,309,222
Other net current assets	(133,202)	-	-	(133,202)
	<u>1,007,586</u>	<u>227,340</u>	<u>121,093</u>	<u>1,356,019</u>

2021 net assets between funds

Comparative

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Tangible fixed assets	145,631	73,309	45,692	264,632
Fixed asset investments	305,979	-	-	305,979
Cash at bank and in hand	956,060	196,378	110,637	1,263,075
Other net current assets	(224,859)	-	-	(224,859)
	<u>1,182,811</u>	<u>269,687</u>	<u>156,329</u>	<u>1,608,827</u>

25. Related Party Transactions

There have been no related party transactions in the period requiring disclosure.

26. Financial instruments

	2022	2021
	£	£
Financial assets measured at fair value through income and expenditure	<u>-</u>	<u>305,979</u>

Force Cancer Charity

Year Ended 31 March 2022

Notes to the financial statements

27. Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2022	2021
	£	£
Net income/(expenditure) for the reporting period	(252,808)	(43,895)
Adjustments for:		
Depreciation charge	85,594	94,290
(Gains)/losses on investments	(19,681)	(91,110)
Dividends, interest and rents from investment	(13,862)	(21,443)
Decrease/ (Increase) in stock	1,068	(1,201)
(Increase) in debtors	(44,506)	(49,038)
(Decrease)/ Increase in creditors	(48,219)	175,896
Net cash provided by/ (used in) operating activities	(292,414)	63,499

28. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	1,139,222	1,093,075
Fixed asset investments	-	9,211
Current asset investments	170,000	170,000
Total Cash and Cash equivalents	1,309,222	1,272,286

29. Contingent liability

As noted in the Trustees' Report, during the year an issue was raised regarding the VAT charges on salary costs. Professional advice has been obtained and clarification was sought from HMRC in July 2021, but we have yet to receive a response. When HMRC's view is clarified, we will know whether there is any potential historic liability. At that stage, we will be in a position to quantify any potential liability and consider where responsibility lies.

30. Contingent assets

The Charity was notified of a possible legacy of £60,000 on 17 March 2022. However, the solicitors have indicated that they will not make a distribution until the statutory notice period has expired which is not for some months. As receipt of any potential amount is contingent upon the notice period expiring without further claims against the estate, the legacy will be accounted for at the date at which any distribution is made.

FORCE CANCER CHARITY

England & Wales - Charity number 1140676

Accounts

Force Cancer Charity
(a company limited by guarantee)

Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2021

Company registered number 07529991

Force Cancer Charity

Annual Report and Financial Statements

Year Ended 31 March 2021

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Force Cancer Charity

Year Ended 31 March 2021

Chair's and CEO's Reports

Chair's Report

Reflecting on the past year, where FORCE came from, where we are now, how much FORCE has adapted to change and need, what it has meant to so many, individually and collectively, there's so much I want to say... but above all, what is most important is to pay tribute to all those who have supported FORCE with their loyalty, inspiration, giving of themselves, time, ingenuity, skills, effort, "held" each other with understanding and compassion, smiles, encouragement, even when weary and tearful – often behind the scenes – and enabling FORCE to continue its work, through these difficult, unimaginable, unpredictable times – so many extraordinary, unsung heroes.

Meriel our CEO expresses this so eloquently and comprehensively – as always, moving, inspirational, a touch of humour, highlighting that very personal touch which makes FORCE and all those who make up the FORCE family so very special and unique. She has also touched upon FORCE's financial position and again, we are so grateful for the committed, continued efforts to keep those much needed funds coming in, without which we could not do what we do. I always find inspiration and hope in personal stories... and there are many... of individuals, families, patients, carers, healthcare professionals, who have come through FORCE's virtual or real doors, found a welcome, time to be... to be quiet, to cry, to share words and feelings when there are no words, a listening ear, an understanding heart, a (virtual) hug, enabling each to find inner resources through one-to-one or group sharing and a way to look up, then move forward when the time is right.

There are some points which bear repeating: throughout this testing year, we have kept our doors open when others have closed, been available when needed for those who need us... listened, helped, encouraged, supported each other through fear and uncertainty to hope, provided practical help, realigned the way we work to provide services to meet those needs. None of this would have been possible, together, in a spirit of mutual comradeship, without our loyal supporters, our teams – operational, psycho-oncology support, administration, the FORCE shop, volunteers, fundraisers, trustees and committee members - all of whom have kept and continue to keep FORCE doing what we do best. I am proud, humbled and privileged to be part of the FORCE family.

Dr Anne Hong - Chair of Trustees of FORCE

CEO's Report

In the year since the start of the pandemic in March 2020 our skilled and adaptable support services team have delivered more than 10,000 support sessions in the most challenging of environments.

I wonder how many local people can remember cancer services in Exeter before FORCE Cancer Charity was established in 1987? Clearly treatment options were quite different, but there was very little clinical research and any additional support for patients and their families was confined to end of life.

As we grapple with the fallout of the pandemic it's important to understand all that has been achieved over the last three decades thanks to FORCE and its supporters. It was funding world class research in Exeter that put FORCE on the map and the purchase of state of the art equipment has helped keep cancer treatment up to date. Latterly we have become best known for providing a comprehensive range of practical and emotional support for people and their families. So much is at stake if we cannot raise the funds, we need to secure our future and deliver our services. Now is the time to get behind the local charities that bring so much to our communities. FORCE in its current guise is pretty unrecognisable from its origins, but the culture and the

Force Cancer Charity

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Chair's and CEO's Reports Continued

ethos of the organisation are unchanged. There is a sense of commitment and shared pride, generated by our staff, volunteers and supporters, ensuring FORCE is here for those who need us.

We have continually adapted to the changing needs of cancer patients and their families - hence the FORCE we see today is progressive and agile but still focused on individualising support for patients and their families. In terms of our financial position, we currently have our nostrils above water - but no more than that. Huge thanks must go to our supporters, fundraising and shop teams, who have worked tirelessly to achieve truly amazing things and found new ways to bring in vital funds. The pandemic has created previously unimaginable change. The overnight shift to using digital platforms has catapulted us forward by as much as 5 - 10 years. A good deal of what we've learned from this new way of working is positive and will create improved access and a preferred way of communicating for some of our beneficiaries.

Saving lives in cancer medicine is understandably associated with clinical treatments, but the importance of good mental health is sharply in focus everywhere and this is where FORCE is at its best. We have loved hearing the stories of Zoom exercise groups and other group support. It has been moving to see the comradery created in these testing times.

The next 12 months will be critical as we reassess, regroup, realign and plot the Charity's future in a changed world. The introduction of an integrated care system in Devon has created a rapidly evolving environment, and there will be so much to consider as FORCE enters its next cycle of strategic planning. In the meantime, our focus remains clear; to continue to support our oncology teams, those receiving a cancer diagnosis and their families and those facing or experiencing loss.

Mrs Meriel Fishwick - CEO of FORCE

Force Cancer Charity

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Trustees' Report

The Trustees / Directors of FORCE Cancer Charity are pleased to present their report and the financial statements of the Charity for the year ended 31 March 2021.

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 (FRS102) (effective 1 January 2015).

a) OBJECTIVES AND ACTIVITIES

FORCE is a West Country cancer charity working locally to support anyone affected by cancer. FORCE provides patient support, funds a local research programme, and helps purchase 'state of the art' equipment to improve patient care.

The Trustees have referred to the guidance provided by the Charity Commission on public benefit. They are satisfied that the aims, objectives and activities of the Charity meet with the terms of this guidance.

FORCE has continued to provide support and assistance to local people affected by cancer through the fulfilment of the aims outlined in the strategic vision. During 2017/18, the Board, staff and volunteers took part in a thorough review of the Charity's strategy and developed a plan focusing on the three-year period from 2019 – 2022. Our Vision is to ensure the best possible local support and care for people affected by cancer. Clearly, the pandemic has changed many things over the past 18 months and during November 2020, our Trustees held their annual strategic review meeting and reconsidered the focus of our activities in order to work towards this Vision in the current climate. The following key aims and activities were identified:

- b) To ensure a range of **PERSONALISED SUPPORT** is available for anyone affected by cancer in Devon.
- c) To **REACH** more people needing support and advice.
- d) To invest in local clinical and scientific **RESEARCH** at respected institutions including the University of Exeter Medical School and the RD&E NHS Foundation Trust.
- e) To **SUPPORT INNOVATION** by improving local cancer services.
- f) To **INFLUENCE and COLLABORATE** with other organisations to benefit people affected by cancer
- g) To develop a **STRONG INFRASTRUCTURE** to ensure a sustainable future for FORCE services.

In meeting its key aims and objectives, FORCE continues to provide free support and information for those affected by cancer, makes grants to fund research projects, purchases equipment, education and other innovative projects for the improvement of patient care. The current strategic vision reflects a slight shift in emphasising the importance of helping people living with cancer to take back an element of control by developing skills to manage their situation and in recognising the importance of encouraging innovation through funding a variety of projects. The plan also recognises the success of the outreach programme and its value in improving accessibility to our services at a time when it is increasingly difficult to park at the hospital site.

The Trustees are starting to work towards revising the strategic vision to reflect the impact of the pandemic, the lessons learnt and the longer-term affect that this will have on the way that our services are delivered.

Force Cancer Charity

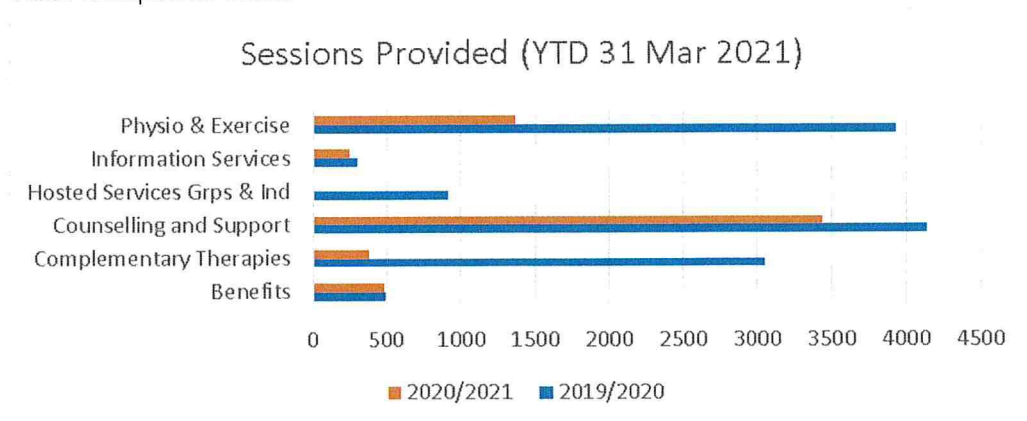
Year Ended 31 March 2021

Trustees' Report

ACHIEVEMENTS AND PERFORMANCE

Key achievements towards our objectives and the impact of the work of FORCE during the financial year are summarised below.

The pandemic created a whirlwind of change for us all and had a huge impact on the Charity. The priority was to ensure that the vital services provided to those affected by cancer could continue wherever possible. For FORCE, this was a significant shift as we have always prided ourselves in offering face to face support tailored to the needs of local people. Our fantastic team rose to the challenge and adapted to remote working and virtual support session almost overnight. For much of the year, face to face support, for the particularly vulnerable people that we serve, was not possible and these remote telephone/ video call sessions were a lifeline. Further details of how particular services adapted to these challenging circumstances are described below. Inevitably, the total number of visitors decreased significantly as, for much of the year, neither the Centre nor the FORCE@ locations were open for drop-in sessions. The total number of visits fell from 22,000 during 2019/20 to just over 10,000 and there were just under 700 new visitors registered during the year compared with 1,900 in 2019/20. However, the following chart highlights just how successfully we were able to continue with core services in these exceptional times.



Counselling and support, information services, physiotherapy lead exercise and benefits services all continued throughout the year and the number of sessions provided were remarkably similar to the previous year. However, the nature of certain sessions made them impossible to continue safely and the reduced numbers reflect this for complementary therapies, community exercise programmes and group sessions that are usually hosted at the FORCE Centre.

Personalised support for those affected by cancer

FORCE offers a wide range of services and aims to help users to find the ideal package of support to meet their particular needs. In order to meet this objective:

- We will offer free face to face support services to cancer patients and their families in Devon.
- We will encourage people living with cancer to develop skills to manage their situation.
- We will adapt our services to meet the changing needs of people living with cancer as a chronic disease.
- We will audit and review our services to ensure they meet the needs of our beneficiaries.

Force Cancer Charity

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Trustees' Report

Free face to face services:

FORCE continues to offer free support to anyone affected by cancer. As noted, Covid restrictions made traditional face to face service delivery impossible for much of the year. During what is already an incredibly stressful time, cancer patients have been faced with a whole new set of difficulties during the pandemic with delayed diagnosis, altered treatment plans and restrictions on visits from loved ones during hospital visits. Our support teams reacted rapidly to adapt to providing remote sessions via phone and video calls to ensure that patients continued to have access to the support that they needed more than ever.

Psychological and emotional support

Covid magnified what was already an extremely difficult situation for people. Our team of Oncology Support Specialists (OSS) worked together and flipped what was a predominantly face to face service, to telephone and video overnight. At first, not being present with someone in the room, represented a huge adjustment but the team soon realised how effective virtual sessions could be. Technology has given us ways to reach more people. For those too unwell to travel, who live in remote areas or are anxious about physically visiting the Centre, we can now walk alongside them in a way that we would not have been able to before. For many, particularly teens and children, they feel more relaxed being at home and it is possible to hold more flexible sessions to suit patients' needs.

Emotional support has never been needed more as patients faced an additional layer of stress and anxiety caused by the pandemic. This year has taught us that face to face, telephone and video support blend nicely together and we envision this strengthening the support we offer in future.

NHS staff working in Cancer Services were under immense pressure this year and our OSS Team stepped in to provide support for staff who were struggling to cope with the impact of Covid and the extremely challenging circumstances this presented for cancer patients and those caring for them. In addition to offering emotional support, FORCE was also able to offer a safe space for Consultants to hold telephone consultations and for prosthetic clinics for breast cancer patients. These clinics could not be offered in the hospital during lockdown and FORCE worked with the Breast Care Team to use the Centre to enable patients to continue to access this vital stage of their recovery after surgery.

Information Services

The Information Services Team has been there to connect and support people throughout the last year. To have paused these vital services through the pandemic, would have failed the people who are at the heart of FORCE. Lockdowns brought isolation and loneliness to many in treatment, with far less face to face contact for hospital follow ups and visits to the GP and FORCE services have been vital.

Complementary Therapies

Unfortunately, hands on therapies could not safely continue during the height of the pandemic. With many clinically vulnerable patients shielding there was no option but to suspend this service for several months. However, when relaxation in restrictions and with suitable safety measures in place, we were able to offer a reduced service which was so appreciated. One patient's feedback sums up the immense value of complementary therapies: "I cannot begin to express how grateful I am for the treatments I've had, and how much they have helped me. During treatment, the therapy sessions I had were the treats that kept me going through a dark time. Since the treatment finished, I've been living with fatigue and have found it really hard to adjust my expectations as there are so many things, I used to be able to do but still cannot. The therapy sessions I've had during this time have been simply amazing. They have helped me more than I can possibly express; my body feels more fluid

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and eased and it's helped me emotionally in ways I can't understand.... It was a big part of the turning point for me, when I felt I wanted to be well again, instead of battling through. FORCE is a wonderful place to be. It's safe because it's where it's normal to be a cancer patient and where I meet with understanding that my body doesn't work as it once did".

Family support

Support for children and families continued throughout the pandemic. Young people often seemed to enjoy being able to use a video link rather than be brought to the Centre by a parent. Teens felt more able to connect on their terms and younger children could be offered shorter, more flexible sessions to meet their needs. Although a face to face session was often invaluable for initial meetings, the virtual sessions were well received and again, a blended approach is likely to be adopted in future.

Encourage people living with cancer to develop skills to help manage their situation and adapt our services to meet the needs of those living with chronic disease:

Helping people to take back an element of control in dealing with the impact of non-curative cancer has been a priority and this programme has continued to be an important focus throughout the last year. FORCE provides a variety of support that addresses a broad range of concerns including:

Exercise and Oncology Physio support

The FORCE physiotherapy service continued non-stop and our Oncology physio rapidly adapted her way of practice to provide safe and effective care. Traditionally, assessment and prescription of exercise programmes was delivered face to face, but our physio was astonished at what could be gained from remote sessions with appropriate questions and descriptions of exercises. FORCE invests in software that allows exercise programmes to be sent to patients or accessed via an app and this technology proved invaluable during lockdown periods. Virtual group exercise classes started "Zooming" in April 2020 and enabled safe, interactive exercise and social interaction allowing patients to share experience of symptoms and side effects. The group was so successful that they created their own WhatsApp group to support each other outside of the FORCE sessions.

Support and Education Programme

As the pandemic exerted its relentless grip on all our lives, staff at FORCE quickly identified opportunities to offer new kinds of support. The team recognised the value of providing on-line resources that could be accessed whenever needed. The Oncology Support Specialists and Information Nurses worked together to record self-help films containing a variety of useful tips, techniques and advice including relaxation, anxiety management, coping with bereavement, yoga and self-care. Although not a substitute for one-to one and group sessions, they are an invaluable supplement to our services.

The Moving Forward Programme supports people at the end of treatment and helps them find a new normality in life. Although the traditional in person group sessions were suspended during the height of the pandemic, the team were creative about how the programme could be adapted to virtual sessions. Although not ideal, participants appreciated the mutual support that they were able to share despite restrictions.

Benefits Advice

The FORCE funded benefits advisor has continued to support people who may have lost their jobs or have been furloughed as well as having to cope with the challenges of a cancer diagnosis. During 2020/21, 339 clients were seen and over £1.3m in benefits were claimed on behalf of patients.

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Art Group

The expressive Art Group has been running since the Centre opened in 2004. Knowing how much the sessions were appreciated by patients, one of our Information Nurses made it a priority to set up virtual sessions which have been hugely successful. Our resident artists devised weekly projects and supplied details and materials to participants. Not only did the sessions provide a time for relaxation and creativity, but there was also space for patients to talk about how their week had been and to offer motivation and inspiration to each other.

Audit and evaluation of our services

Although we regularly evaluate individual services, finding a tool to evaluate FORCE support services as a whole has challenged us over decades. We have recently funded a pilot study which was carried out by Prof Ruth Endacott, University of Plymouth, Sarah Delfont, FORCE Oncology Support Specialist and Annie Kerr, FORCE Support and Information Nurse.

The primary aim of this pilot was to test the appropriateness of the Measure Yourself Concerns and Wellbeing (MYCaW) instrument for people who attend FORCE cancer support services.

The findings of this small pilot highlighted MYCaW's usefulness in illustrating the value of the work undertaken by staff and volunteers at FORCE. Whilst the concern and wellbeing scores showed significant improvement, the numbers involved were small and the project was designed as a pilot, so these results have been interpreted with caution.

In summary, the findings showed the best course of action may be to use MYCaW in two ways:

1. As an optional self-completion instrument that visitors to FORCE can use, and re-evaluate, themselves, perhaps encouraging them to take it away and look at it again in 6 months to see how far they have come. This would then not be accessible by staff at FORCE, for evaluation purposes
2. To use MYCaW for a sample of patients, say every few years, to see whether concerns and wellbeing are improved when people have visited FORCE.

To REACH more people needing support and advice

Following the success of the outreach programme, we aim to continue to deliver high quality services in FORCE@ locations. Although social distancing and other Covid relation restrictions have prevented our support services from taking place physically in our traditional locations of Honiton, Okehampton and Tiverton, we have continued to offer services to patients in these areas via virtual platforms. This enabled us to continue to help as many people as possible throughout the pandemic. The Outreach Chemotherapy service has been maintained, albeit in different locations, and FORCE volunteers have returned to support the nurses delivering these treatments. Again, social distancing requirements complicated the delivery of outreach chemotherapy, but the nurses have been able to continue working in Okehampton and have started to work in Ottery St Mary as the logistics for Tiverton and Honiton proved impossible to navigate. Ottery St Mary has proved to be an ideal location and treatments are now being delivered in the community 5 days a week.

We aim to ensure that support is extended to those suffering with all types of cancer. We are strengthening links with Cancer Nurse Specialists in the hospital and other local organisations, to increase awareness and signposting of FORCE services.

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As noted, the mix of face to face and virtual service delivery has provided a choice that is much appreciated by patients. We intend to continue to offer a blend of service delivery in order to maximise accessibility to our services.

Investing in local research

To date our strategy has been to invest in relevant research at the University of Exeter Medical School. As the two main FORCE funded projects reached a mature stage, the Trustees reviewed this objective during 2019/20 and decided that FORCE is better placed to support new, smaller research projects which often struggle to secure funding.

To do this, we aim to:

- Raise funds for local cancer research projects which meet our criteria.
- Ensure that research is a well-publicised part of our work.
- Evaluate proposals and review outcomes of locally funded research projects.

Since its inception, FORCE has funded an extremely productive programme of cancer research in Exeter. The results have been published internationally (three manuscripts in peer reviewed journals in the past year) and widely presented at conferences both at home and abroad. The team are extremely enthusiastic about the work that they are doing and are keen to pass on their passion to the next generation of researchers.

Over the last two decades, FORCE has committed to fund research projects being undertaken by a team at the University of Exeter Medical School. When the last three-year commitment expired at the end of September 2019, the Trustees agreed to fund a PhD student working on the mechanisms for the spread of ovarian cancer project for a further year. Due to the pandemic, the PhD student was unable to travel to the UK and the project was therefore deferred. The funding allocated to this project has been included in the new designated fund for innovation and research commenced in April 2021.

The reduction in the commitment to the University projects allowed the Trustees to consider supporting alternative requests and last year, the Trustees have agreed to fund £25k, over a two-year period, for a study, led by Dr Katherine Edey, to determine reference ranges for certain cancer markers in pregnant women. Women at risk of bowel and ovarian cancer can currently not be effectively monitored during pregnancy as "normal" levels of the markers for the diseases are affected by hormone changes during pregnancy. It is hoped that the research will help to identify a range of normal markers during pregnancy so that women can continue to be monitored during these months. Despite the challenges for the laboratory during the pandemic, this project continued with 413 women recruited into the tumour marker study, with half of those having markers measured during the first and second trimester. The markers have been analysed and the results have been assessed by the research team, together with the tissue banking team and Professor of Biochemistry. The findings of the study are being written up and will be published in due course.

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Supporting innovation

As part of the strategic review, the Trustees identified a more broadly defined aim to fund innovation in improving cancer services. In order to do this, we plan to:

- Fund “state of the art” equipment to improve cancer diagnosis, treatment, and care.
- Be flexible and support projects and education which promote innovation and improvement in patient care.
- Publicise the benefits of FORCE funded projects.

FORCE have had a long-term strategic aim to purchase state of the art equipment which will support and help initiate new treatments locally. As noted above, the community chemotherapy programme was disrupted due to the pandemic and difficulties in complying with social distancing requirements in the local hospitals in Tiverton, Honiton and Okehampton. Suitable space was available in Ottery St Mary and FORCE funded 4 chemotherapy infusion pumps costing £8k, to enable treatment to be delivered in this new location. Increasingly, requests for funding include training and consumables to enable therapies to complement mainstream treatments to be trialled for the benefit of cancer patients. In late 2019, FORCE contributed towards the cost of two Colorectal Nurse Specialists attending a European conference to present details of a virtual health and wellbeing clinic that they created for to improve accessibility for patients who could not attend in person. This happened pre-Covid and was a timely development with virtual clinics proving vital in 2020/21.

FORCE welcomes requests for funding from all departments offering cancer services. As projects are assessed, the aim is always to cover a broad spectrum of cancers.

Influence and collaboration

Working collaboratively with other organisations and sharing skills and knowledge is one of our core values and is another key element of ensuring appropriate services are delivered to our beneficiaries. This year, sharing experience of how other charities were navigating the challenges thrown up by the pandemic was more important than ever.

We continue to work closely with our main stakeholder, The Royal Devon & Exeter Hospital NHS Trust. During the year, it became apparent that the nature of the relationship needs to be formalised and negotiations are in progress to establish an appropriate and robust structure. See “Financial Review” and “Future Plans” sections below, for further information about these discussions.

We continue to build on partnerships with public, private, voluntary and community organisations, at local and National level, to deliver co-ordinated services to our beneficiaries. We have strong links with:

- Active Devon
- Brain Tumour Support
- Cancer Care
- Citizen's Advice Bureau
- Community hospitals
- Exeter Leukaemia Fund
- Exeter University Medical School

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- Hospiscare
- Look Good Feel Better
- Teenage Cancer Trust
- Westbank Community Centre

We seek to share our unique support model where appropriate and are open to collaborations with local and national organisations.

Developing a strong infrastructure

Sustainability

A robust organisational structure is essential to ensure a sustainable future for the services provided by the Charity. The strategic plan acknowledges the importance of continuing to develop a strong infrastructure focussing on income generation and governance to ensure that resources are used in the most effective way to support our beneficiaries. Robust systems and recent investment in IT infrastructure, proved invaluable when the pandemic struck and enabled the Charity to react overnight to a shift in working practices to secure service delivery and operational procedures. Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. The Governance Committee was established to co-ordinate the increasingly complex compliance requirements faced by the Charity. The respective responsibilities of the Board, this Committee and the Management team have been set out to ensure clarity of duties and avoid unnecessary duplication. In addition to legal and regulatory compliance, the Committee seeks to give assurance to the full Board regarding health and safety, information governance, risk management and monitoring the quality of our services. It also assists in development of strategic aims, monitoring progress towards these objectives and in recruitment / development of the Board.

In order to ensure the sustainability of our services we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. This has never been more apparent than during the pandemic, when our model of service delivery was adapted overnight to ensure that people affected by cancer were offered the best possible support in the most challenging of circumstances.

The development of diverse and sustainable income streams is a key element of our strategic vision. Despite the diversity of income sources, nothing could have prepared the Charity for the devastating impact of the pandemic. Virtually all traditional income streams were affected and required a dramatic change of focus to apply for emergency funding, rearrange virtual events where possible and encourage donations from loyal supporters. The agility and imagination of our Income Generation Team to adapt to rapidly changing circumstances, is reflected in income levels way ahead of expectations given the exceptional year we have faced. However, rebuilding sustainable sources of income but will require huge efforts over the months and years to come and this will remain a key priority.

Development of staff and volunteers

Our people are fundamental to the provision of high-quality services to support our beneficiaries. This exceptional year has proved what an inspirational team we have with everyone applying their skills and experience in new and imaginative ways to enable vital support to continue. Although training and peer support was primarily delivered virtually this year, we continued to assess training needs regularly to ensure that staff and volunteers are equipped with the skills needed to provide and develop our services. Peer support and supervision is provided for staff who themselves need support to enable them to cope with the emotional demands of their work.

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Our volunteers are a crucial part of the FORCE team and we aim to broaden how their fantastic skills and enthusiasm can be harnessed to enhance our service delivery. More information is provided in the "Our people" section below.

Embracing technology

One of the most positive implications of the pandemic is the effect on the pace of technological change. The ability of our teams to turn traditional concepts of how services should be delivered on their head, in response to the pandemic was truly inspiring. Building on the lessons learnt, we aim to use technology to continue to adapt our services and procedures in a flexible and innovative way to respond to local needs.

We are also using technology to improve our collection, analysis and interpretation of visitor data to inform the evolution of our services and improve impact reporting. The importance of accurate and timely information was reinforced during the pandemic as it enabled us to tailor our services and successfully apply for emergency funding which helped to mitigate income lost from traditional sources this year.

OUR PEOPLE

The achievements that FORCE has attained over the past 3 decades all result from the people involved in the work of the Charity. The dedication of staff, volunteers and supporters alike has created the FORCE "family", that is such a vital part of the ethos of the Charity. The Trustees recognise the wealth of experience and skills that each individual brings and are truly grateful for the contribution that everyone makes however big or small.

The FORCE team, to whom day to day operations have been delegated, have shown incredible fortitude and have supported each other during this most difficult of years. Our CEO, Meriel Fishwick, and the Operational Management Team have navigated through these uncharted waters and demonstrated great skill and resilience in order to protect the services that have never been needed more. FORCE now employs more than 30 members of staff and this core team is involved in providing our support and information services, raising money to fund this work through the Shop and Income Generation Teams, and administering the financial and governance requirements for what is an increasingly complex organisation. The Charity could not have come through this last twelve months without the unwavering dedication of this fantastic team and the Trustees would like to thank everyone for playing their part.

FORCE Volunteers

Traditionally, over 200 volunteers help FORCE deliver its services in the RD&E hospital, the support Centre FORCE@ locations and our award-winning shop. In addition, countless loyal volunteers help to raise vital funds in the community. Covid restrictions meant that many of our volunteers could not fulfil their traditional roles. It was so sad not to be able to see our volunteers in person for much of the last year, but we have done our utmost to keep in touch and provide updates on continuing FORCE services. Volunteers have always been central to our work and we are extremely fortunate to have many long serving volunteers who provide continuity and share their skills and experience and we are more grateful than ever to those returning to offer their time and support as we reopen our doors. A number of volunteers have retired during the past year and we would like to thank each and every one of them for the huge contribution that they have made to FORCE over the years, and in some cases decades! We are always seeking new volunteers to help us to provide a wide range of services and are developing role specific posts where volunteers may be able to apply specific skills.

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Trustees' Report

We are enormously grateful for the contribution made by our Trustees. The role carries considerable responsibility and our Trustees give freely of their time and expertise to ensure that FORCE is well run and continues to meet its objectives. This year in particular, has demanded more time and flexibility of the Trustees, which has been vital in guiding the management team through some of the most difficult decisions in the Charity's history.

FINANCIAL REVIEW

Review of Transactions and Financial Position

The 2020/21 financial year has been the most challenging we have ever faced and required a change of mindset and focus to manage circumstances that changed so dramatically in March 2020 and continued to develop throughout the year.

The pandemic hit at the end of a year that had seen legacy income drop back significantly resulting in a deficit of just under £400k reported for 2019/20. As a result, the Trustees had already started to plan to adapt our service delivery model to ensure a sustainable future in the event of legacy income remaining below anticipated levels. This exercise proved invaluable and not doubt helped the rapid response required to cope with the dramatic and immediate financial impact of COVID 19.

How our income was generated

Despite Covid related restrictions continuing throughout much of the year, it is testament to the exceptionally hard work of the Income Generation Team, that income for the year only fell by just under £70k to £1.24m. The management team worked together to secure significant emergency funding (totalling £208k) through complex grant applications. Together with several exceptional donations from donors where strong relationships had been built, this income compensated for those traditional sources which were decimated by Covid restrictions. The income generation and shop teams also managed to raise impressive amounts considering the devastating impact of restrictions on retail and events.

As described within our strategic objectives, having a robust income generation plan is key to the sustainability of the Charity. The Income Generation Team are constantly considering ways to develop new income streams whilst continuing to maintain existing sources to mitigate the risk of over reliance on a particular income type. Our main sources of income are voluntary donations/ legacies and "trading" activities including income from fundraising and our charity shop. We do not charge for our services and therefore income from "charitable activities" represents relatively small amounts received from our coffee bar in the Oncology department, the sale of wig products and scarves and a contribution for hosting university medical students. When considering the risks associated with different income streams, we had not factored in the possibility of a global pandemic and the immediate and devastating impact this this might have on most traditional sources of funding.

Donation and legacy income

Donation and legacy income (including grants and gift aid) increased from £520k to £829k. Grant income was £166k more than 2019/20 at £237k and included £150k from the National Lottery Coronavirus Community Fund. As noted above, a number of exceptional donations were received during the year which, together with the associated gift aid increased income by a further £162k. Legacy income fell once again this year, with only £264k received in the year and a further £45k accrued applying income recognition criteria.

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Trustees' Report

Other trading activities

Trading activities principally represent income generated through fundraising and our charity shop.

Income from fundraising activities was severely inhibited by Covid 19 restrictions and, at £244k, was only just over 50% of the amount raised in 2019/20. Traditional events, including the Nello, were cancelled but our supporters were incredible and rallied around to raise as much as possible through virtual events. We can't thank them enough for their ingenuity and resilience coming up with inventive ways to raise money in the most difficult of times.

The shop team have faced an incredibly challenging year with determination to raise as much as possible despite lockdown restrictions forcing the shop to close for 7 of the last 12 months. Total income raised was £129k which was 55% of the turnover of £234k for 2019/20. This includes Covid related retail grants of £36k. eBay sales increased from £2.5k to £12k as staff time was diverted to on-line selling during periods when the shop was forced to close. Retail gift aid of £4k was raised and claimed, representing approximately 16.4% of potentially gift aidable sales (2019/20: £8.6k, 15%). Details of cost savings achieved are described below but, with the majority of our costs being fixed, enforced closure and social distancing restrictions had a devastating impact on profitability from our shop and a deficit of £33k was reported for the year (2019/20; surplus of £35k).

How our funds were spent

Total expenditure for 2020/21 was £1.38m compared with £1.67m last year representing savings of £290k. These savings were made across the board due to the physical closure of the Centre and FORCE@ locations, salary savings due to a policy of not replacing any staff who left during the year, and cost reductions negotiated with suppliers. The overall deficit was mitigated by investment gains of £91k (losses of £32k for 2018/19).

Of the total expenditure, £0.99m or 72% was spent on charitable activities as described in the "Achievements and Performance" section above.

Unfortunately, FORCE was unable to take advantage of the Government's Coronavirus Job Retention Scheme and therefore received no furlough funding. This was because staff hold NHS contracts with the RD&E. Despite the fact that many of the staff were required to work to meet service demands, it is estimated that funding of £163k could have been claimed had the scheme been available. Negotiations with the RD&E are on-going as the hospital acknowledges the contribution that FORCE made to supporting its patients and staff during the pandemic and are considering appropriate financial support in recognition of their work. The accounts have not been adjusted for any potential support due to on-going discussions.

Overall, the financial statements report a deficit of £135k before investment gains (2019/20: deficit £360k).

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Reserves policy

Target reserves

As part of our risk management processes, the Trustees have reviewed the key risks, updated the risk register, and assessed the potential financial impact. In common with most Charities, the overwhelming impact of a global pandemic on all our income streams, was not a risk that had previously been identified on the risk register. However, the crisis has emphasised the importance of holding reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar. The on-going impact of the pandemic has had a significant impact on the review of risk and reserves for 2021. The Trustees consider that reserves are most likely to be required due to circumstances where associated risks could not be completely mitigated, and the financial impact is likely to have a negative effect on liquidity. Because it is unlikely that all of the risks materialise and have a financial impact at one time, and it is difficult to estimate the potential cost of risks, it seems more appropriate to hold reserves within a range of values.

In addition to covering unforeseen/ emergency expenditure, the reserves will help to smooth peaks and troughs in income and offer funds to enable the Trustees to take advantage of opportunities that may arise to further serve our beneficiaries when circumstances allow. Given the inherent uncertainty in measuring likely financial impact of risks that may materialise and possible funding shortfalls, the Trustees consider it to be appropriate to hold reserves within a range of values. As of 31 March 2021, the Trustees have set a target range of reserves of between £1.2m and £1.4m.

Actual reserves

The Charity's total reserves at 31 March 2021 £1,609k (2020: £1,653k) (see Note 21 to the financial statements). Unrestricted funds were £1,452k compared with £1,460k at the end of last year. This includes designated funds of £270k (2020: £294k) (see Note 22), leaving total undesignated reserves of £1,183k (2020: £1,166k).

At 31 March 2021, our "free" reserves (unrestricted funds excluding fixed assets) were £1,037k which is approximately £163k below the minimum target range. Although a further deficit is anticipated in 2021/22 as the impact of the pandemic continues to affect income generation, the Trustees are reviewing activities with the aim of achieving a breakeven position in 2022/23 and thereafter to work to replenish free reserves in line with the target described in our reserves policy. Contingency plans are in place and are under constant review to ensure that the Charity remains sustainable as described in the "Future Plans" section below.

Force Cancer Charity

Year Ended 31 March 2021

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Investment Policy and Performance

During the current extended period of exceptionally low interest rates, the Trustees revised their Investment Policy in 2014 to consider alternative, low risk investments in addition to the cash deposits in order to protect against capital erosion due to the differential between inflation and interest rates. Following the receipt of a number of substantial legacies Brewin Dolphin were appointed as Investment Managers in July 2014 and a £300k investment was placed in a mixed portfolio. During 2017/18 the Trustees invested a further £100k in the portfolio following receipt of significant unanticipated legacy income. Due to continuing uncertainties raised by the pandemic, the Trustees decided to realise some of the gains and liquidate part of the portfolio to provide more flexibility should cash be required over the coming months. The value of the portfolio was reduced back to the initial amount invested of £300k.

During 2020/21 income fell from £16.1k to £11.7k due in part to the reduction in value of the portfolio in the final quarter. The value of the portfolio bounced back after losses suffered during as a result of the initial impact of the pandemic in March 2020. During 2020/21, the portfolio value increased significantly and peaked at £547k in December/ January. By the end of the financial year, the portfolio value had increased by a further £6k resulting in net realised/ unrealised gains on investments of £91k for the year (see Note 17 to the financial statements). The portfolio returns for 2020/21 (on a total return basis) was +22.97% (2019/20: -3.19%) compared with a benchmark (WMA Balanced Index) of +18.88% (2019/20: +6.9%).

The majority of our reserves continue to be held in cash deposits. The Trustees have continued to split our bank deposits between several institutions in order to take advantage of the Financial Services Compensation Scheme and spread any potential risk as far as is practicable. As noted above, the key aim of the Trustees is to minimise the risk to capital rather than seeking out the highest possible rate of interest.

This policy will be reviewed on an annual basis and more frequently should the level of funds available for investment fluctuate significantly. Fixed term deposits that have matured during the year have not been reinvested due to exceptionally low rates available and to potential cashflow issues anticipated over the coming months.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principal risks faced by the Charity. The potential impact of these key risks is assessed and appropriate steps to mitigate these risks are recorded. The Trustees are satisfied that our policies and procedures relating to the management of key operational and financial risks are appropriate and adequately mitigate exposure to major risks which have been identified.

The OMT regularly report on any incidents that occur which may expose the Charity to a specific risk. If a particular risk is identified, a risk report is prepared by the relevant member of the OMT at the time of any incident and this is reported to the OMT / Trustees at the next scheduled meeting unless more urgent action is required. In addition, the Trustees / OMT constantly review the overall risks faced by the charity.

In common with the majority of other Charities and businesses, our risk register did not include the potential impact of a Global pandemic! Covid 19 has had dramatic and far-reaching effects on the FORCE and the Charity Sector as a whole. As soon as the implications of the pandemic in the UK emerged in mid-March 2020, our risk

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management procedures went into overdrive and a rapid response to the lockdown was implemented. The Trustees and Management of FORCE reacted promptly and efficiently to the crisis and managed to enable remote working for staff and, most importantly, adapted our vital oncology support, information, benefits and physiotherapy advice services to ensure that these continued via phone calls / video conferencing. However, the pandemic will undoubtedly have longer-term implications for service delivery, income and reserves this continues to be one of the most significant risks ever faced by the charity.

The Trustees have carried out a full review of risk and the following represent the current principal risks that have been identified by the Trustees, together with an overview of how they are being managed:

- On-going impact of the pandemic - Thankfully, prudent management meant that we had reasonable reserves when the pandemic started and this provided breathing space to take time to assess the impact and make informed plans to ensure the sustainability of the Charity. The priority in 2020/21 was to access emergency funding to ensure that reserves can be "rationed" and used over the next 2 to 3 years. Thankfully, income held up much better than anticipated in the circumstances and only £44k reserves were used in the year. Although a further deficit is anticipated for 2021/22, the Trustees are monitoring the financial situation carefully and have plans in place to make further savings to ensure that the deficit is not excessive. For 2022/23 the Trustees aim to reach a break-even position and provide the foundation to rebuild a stable financial position once again.
- Income generation – Although FORCE have historically had a diverse range of income streams, virtually all traditional sources have been affected by the pandemic and may take time to recover, or may change forever:
 - Legacy income has declined over the past year, with relatively small future notifications in the pipeline.
 - The contribution from the shop has declined and it is not yet clear whether income will recover sufficiently to cover the increasing costs of running such a busy one-off retail outlet.
 - Our main fundraising event, the Nello cycle, has been cancelled in its traditional format for the second year in 2021. With prolonged Covid restrictions eating into the summer event season, the Income Generation Team are having to consider different fundraising strategies to rebuild income levels.
 - Donation income depends on our supporters having disposable income to give and this could be at risk as the furlough scheme comes to an end and the longer-term effects of the pandemic influence giving patterns.
 - Emergency grant funding available in 2020/21 is unlikely to recur. Although grant applications will be a focus for the Income Generation Team, there will be huge competition for funding.
 - Due to threats of reduced income from various sources, there is a risk that income will fail to cover costs, resulting in a deficit and corresponding reduction in reserves. The Income Generation Team work incredibly hard to secure sustainable income from a variety of sources to mitigate this risk as far as possible.
- Relationship with the Royal Devon and Exeter NHS Foundation Trust - this remains crucial to the ongoing success of the Charity. During the year, the Trustees and Management Team have continued to take steps to re-establish and maintain relationships with key staff and executives but there is a shift as those who were involved in establishing the Charity retire. The Future Plans section sets out discussions to formalise the relationship with the RD&E.

Force Cancer Charity

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- Staffing arrangements –
 - the difficulties in accessing the Coronavirus Job Retention Scheme raised queries about the contractual arrangements between the RD&E and FORCE. The risk associated with salaries being determined under Agenda for Change has been included in the risk register as costs are not under the Charity's control
 - During 2020, a query had been raised regarding VAT charges on salary costs. Professional advice has been obtained and clarification is currently being sought from HMRC. When HMRC's view is clarified, we will know whether there is any potential historic liability/ future cost. At that stage, we will be in a position to quantify any potential liability and consider where responsibility lies.

Once the VAT issue is clarified, negotiations regarding the structure of the future relationship with the RD&E are planned. Options will need to be carefully assessed to ensure that the Charity can continue deliver services as effectively as possible within its financial means

FUTURE PLANS

In developing our 2019/20 -2022/23 strategic vision we focused on the need to be realistic about the potential challenges we faced at the time and our planning process identified a clear message that we should concentrate on continuing to provide existing, high quality services and ensure these are not put at risk by overstressing resources. This approach proved fortuitous as the Trustees were already focused on our essential service delivery and how best to adapt to meet the evolving needs of our beneficiaries.

Uncertainties created by the Coronavirus pandemic will continue to make planning incredibly challenging. Our focus is on ensuring the survival and long-term sustainability of the Charity and delivering core services. Much has been learnt over the last 18 months and a more flexible approach to how and where our services are delivered has opened up opportunities to improve access and reduce some of the environmental impact of travelling for appointments. As we continue to assess the longer-term impact of the virus, we expect to continue to offer a blend of face to face and virtual support.

It is recognised that demand is likely to soar in the coming months as cancer patients face the implications of altered treatment plans, late diagnosis and additional anxiety as a result of COVID 19. This is going to impact patients and therefore our services for many months to come and will rely more than ever on one of our key strengths which is the ability to be flexible and adapt services to meet current local needs.

Following the significant impact of Covid restrictions on our traditional income streams, our focus is on re-establishing existing and developing new funding sources as we adapt to the post pandemic environment. We will continue to seek efficiencies as we face the inevitable need to reduce our cost base where possible. Plans are underway to recruit role specific volunteers to work alongside our core support services team. This offers exciting opportunities to develop our support and education services in a way that is sustainable as well as providing roles for volunteers who want to use their skills and experience in a voluntary capacity. One key area where costs may be saved in future, is through these plans to maximise the use of our highly skilled volunteers.

Our FORCE@ cancer support projects came to an abrupt halt with the start of the pandemic. They have been such an important part of our service over the last 7 years and the outreach chemotherapy service (which has continued for the duration) has been invaluable. As part of our future planning, we will be reviewing how we redevelop our reach into the community, incorporating the blend of options people now have with regard to

Force Cancer Charity

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Trustees' Report

accessing our services. Funding will have to be secured before we can relaunch any face-to-face FORCE@ support services.

Additional uncertainties surround the negotiations to formalise the relationship with the RD&E. Both parties aim to regularise these longstanding arrangements to reflect the close nature of the partnership whilst maintaining the charity's independence and ability to adapt to support the needs of local people affected by cancer. As noted so eloquently in our CEO's report, the next 12 months will be critical as we reassess, regroup, realign and plot the Charity's future in a changed world. The introduction of an integrated care system in Devon has created a rapidly evolving environment, and there will be so much to consider as FORCE enters its next cycle of strategic planning. In the meantime, our focus remains clear; to continue to support our oncology teams, those receiving a cancer diagnosis and their families and those facing or experiencing loss.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Instrument

Following its incorporation on 15 February 2011, the Charity is registered as a charitable company limited by guarantee.

The constitution of the Charity is set out in its Memorandum and Articles of Association with the Registered Charity Number 07529991. The Charity is also registered with the Charity Commission under Registered Charity Number 1140676.

Recruitment and Appointment of Trustees

The Trustees are eligible, in committee, to appoint additional Trustees under the terms of the trust deed.

The Trustees are also responsible for the appointment of our Patron and Vice-Patrons.

Selection, Induction and Training of Trustees

The existing Trustees are responsible for the selection, recruitment and induction of new Trustees. The governing document requires that the Board has a minimum of 6 and maximum of 12 members.

The aims of the selection, recruitment and induction policy are as follows:

- To ensure that the selection and recruitment of Trustees is inclusive and transparent.
- To ensure that the Board of Trustees are aware of their duties and responsibilities.
- To ensure that the Trustees have the necessary skills to fulfil these duties and responsibilities.
- To ensure that Trustees are aware of the Charity's aims and purpose and are passionate about its work.

Selection

Once the need to recruit a new trustee is identified, the existing Board will review current structure and consider key skills that the new member would ideally contribute.

A periodic review of the skills of board members is carried out, particularly when there is a need to recruit. In addition to key skills, consideration will also be given to ensuring the diversity of the Board.

Following the identification of any key skills gaps, the Trustees will then discuss how best to attract potential candidates with the skills required.

Force Cancer Charity

Year Ended 31 March 2021

Trustees' Report

Recruitment

Depending on the nature of skills sought in a new trustee, appropriate recruitment procedures will be followed. A key priority for any prospective trustee will be an empathy and passion for the work of the Charity. It is not considered appropriate to put a timescale on the recruitment process, as it is vital that the right person is selected whose skills will complement and enhance the existing Board. Prospective candidates will initially be invited to meet informally with at least two representatives of the Governance Committee, to include a Trustee and the senior management team. The Trustee(s) / Executive Officer present at the initial meeting will report to the Governance Committee on the suitability of the prospective candidate.

Induction / Appointment process

If required, the initial visit will be followed by further discussions with members of the Board. Assuming that both parties are keen to continue, the prospective candidate(s) will be invited to attend the next Trustees' meeting.

The new trustee will be formally appointed at an appropriate Trustees' meeting and relevant documentation will be completed and then submitted/ filed as appropriate by the Company Secretary.

Any training requirements will be discussed, and suitable guidance / training courses identified.

Term of Office

Trustees/ Directors are appointed for a period of 5 years. Reappointment is based on a review of skill requirements and continued contribution to the Board. Reappointment beyond 2 terms is to be subject to particular scrutiny and disclosure explaining why this is in the best interest of the Charity will be made in the Trustees' Annual Report.

On-going training, support and evaluation

As part of the fulfilment of the Charity's Governance responsibilities, Trustees will be expected to undertake relevant training and share learning with the Board. Trustees will be supported in their role by the Chair / Vice-Chair throughout their term of office. As part of an annual review of the Board, there will be the opportunity for one-to-one sessions to ensure that Trustees can discuss their role and feel able to continue to contribute to the effective oversight of the Charity. Trustees will be asked to reconfirm their declaration of interest each year.

Organisational Structure and decision-making

FORCE is governed by a Board of Trustees. The Board meets at least 5 times a year including a day each year which is dedicated to planning / training. Certain responsibilities are delegated to the following committees:

Governance Committee (GC)

Recognising the increasing complexity of the growing charity, a new Governance Committee was established in early 2019. The committee currently comprises 5 Trustees and 3 members of the senior management team (CEO, CFO and Head of Income Generation).

Key areas of responsibility are:

- Development and monitoring of the strategic plan.
- Compliance with laws and regulations.
- Election and appointment of Trustees.
- Risk management.

Force Cancer Charity

Year Ended 31 March 2021

Trustees' Report

The GC meets four times a year and reports directly to the Trustees.

Finance and Income Generation Committee (FIGC)

This committee currently comprises 3 Trustees and 3 members of the senior management team (CEO, CFO and Head of Income Generation).

Key areas of responsibility are:

- Consideration and monitoring of income generation plans and performance.
- Oversight of financial operations including review of budgets and financial controls and procedures.
- Review of reserves levels.
- Monitoring of investments, cash and deposits in accordance with the Investment Policy.
- Routine liaison with the auditors.
- Advising the Board on appointment of Auditors / Investment Managers.
- Provide guidance on tax / IT issues and seek professional advice as required.
- Seeking assurance that adequate insurance cover is maintained.
- Senior management team salary review.

The FIGC meets four times a year and reports directly to the Trustees.

In addition, other sub-committees are occasionally formed in order to expedite specific projects.

Operational Management Team (OMT)

Responsibility for the operational management of the Charity lies with the Operational Management Team (OMT) led by the Chief Executive. The OMT meet monthly.

Pay policy for senior staff

The Trustees, in their role as directors of the charitable company, together with the OMT form the key management personnel of the Charity. The Trustees / Directors give their time freely to oversee the governance and management of the Charity and receive no remuneration. Any related party transactions or expenses paid to directors are disclosed in the notes to the financial statements.

As is the case for all employees of the Charity, the members of the OMT are paid in accordance with the NHS Agenda for Change Pay Award announced each year. A new three year pay structure was adopted by the NHS which came into effect on 1 April 2018. This new structure resulted in significant pay increases for certain staff as existing pay points were merged. The percentage increase varies depending on band / pay point. An additional 6.3% employers' pension contribution was also introduced from 1 April 2019, but the RD&E were able to access central government funding to compensate for the increased pay uplift to date and FORCE were invoiced for the net amount.

As noted above, the Finance Committee have delegated responsibility to monitor the level of pay for the senior management team. There are certain roles which are not directly comparable to other NHS job descriptions and the Finance Committee undertake periodic reviews to ensure that senior staff pay levels are in line with other charities of a similar size / complexity.

Force Cancer Charity

Year Ended 31 March 2021

Trustees' Report

Fundraising practices

FORCE has a fundraising department consisting of Head of Income Generation; Fundraising Development Officer, a Community Fundraising Coordinator, and a Fundraising Assistant. Our fundraising consists of hosting a handful of in-house events annually as well as encouraging and supporting a number of individuals, groups, clubs and societies organising events in aid of FORCE. We also use collection boxes in a number of establishments to raise funds. We do not do canvassing and have no arrangements with commercial fundraisers.

FORCE is registered with the Charity Commission and our charity number is 1140676. FORCE is also a member of the Fundraising Regulator and adheres to the Fundraising Code which the regulator administers. The Head of Income Generation has full Certification to the Institute of Fundraising – MinstF(Cert) and her membership number is 14798. Our Fundraising Development Officer is a member of the Institute of Fundraising – MinstF(Associate). The Charity is not aware of any instances of non-compliance with fundraising standards, or scheme for fundraising regulation, that it has subscribed to.

The Charity oversees a number of affiliated Friends of FORCE groups which raise funds in their local communities. These groups are supported by our Community Fundraising Coordinator who meets regularly with each committee and monitors their activities to ensure that they comply with best practice.

The Charity has a clear complaints procedure to ensure that any concerns regarding fundraising practices can be reported in the knowledge that they will be:

- listened to and investigated thoroughly.
- acknowledged speedily and recorded.
- dealt with in an appropriate and timely manner.
- kept anonymous (if requested).
- learned from.

The Charity has not received any complaints about its fundraising activities during the year to 31 March 2021.

The Charity adheres to the Fundraising Promise and does not participate in, or condone the use of any unreasonably intrusive, persistent or pressured fundraising activities.

Force Cancer Charity

Year Ended 31 March 2021

Trustees' Report

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Address:	Force Cancer Charity Corner House Barrack Road Exeter EX2 5DW Tel: 01392 402875
Registered Charity Number:	1140676
Registered Company Number:	07529991
Patron:	Mr Nigel Acheson
Vice-Patrons:	Mr David Cattle Mr Mervyn Hayes
Trustees:	Dr Anne Hong – Chair Mr Morley Sage – Vice Chair Mr Nigel Acheson (resigned 8/12/2020) Mrs Ruth Boobier Mr Frank Cook (appointed 14/7/20) Dr Jenny Forrest Dr Sally Kidner Mrs Louise Mayor Mr Felix Medland Mr John Renninson Mr Jeremy Roberts Mrs Sally Tapp (appointed 8/12/2020) Dr Christina Thirlwell
Chief Executive Officer:	Mrs Meriel Fishwick
Finance & Income Generation Committee:	Mr Morley Sage - Chair Dr Anne Hong Mr Felix Medland Mrs Meriel Fishwick – Chief Executive Officer Mrs Julia Pitts – Chief Finance Officer Mrs Sarah Daniels – Head of Income Generation

Force Cancer Charity

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Trustees' Report

Governance Committee:

Mr John Renninson – Chair
Dr Jenny Forrest
Dr Anne Hong
Mr Jeremy Roberts
Mr Morley Sage
Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mrs Sarah Daniels – Head of Income Generation

Operational Management Team:

Mrs Meriel Fishwick – Chief Executive Officer
Mrs Julia Pitts – Chief Finance Officer
Mrs Sarah Daniels – Head of Income Generation
Mrs Emma Ellis – Psycho-Oncology Services Manager
Mrs Annie Kerr – Information Manager (resigned 17/7/21)

Force Cancer Charity

Year Ended 31 March 2021

Trustees' Report

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Charity Trustees (who are also directors of Force Cancer Charity for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Charity Trustees to prepare financial statements for each year which 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 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; and
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

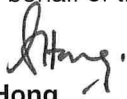
Statement as to disclosure to our auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the Charity's auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the Trustees on 28 SEPTEMBER 2021

Signed on behalf of the Trustees


Dr Anne Hong
CHAIR OF TRUSTEES

Force Cancer Charity

Year Ended 31 March 2021

Independent Auditor's Report to the Trustees of Force Cancer Charity

Opinion

We have audited the financial statements of Force Cancer Charity (the "Charity") for the year ended 31 March 2021 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

Force Cancer Charity

Year Ended 31 March 2021

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (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 the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 Trustees' remuneration specified by law are not made; or

we have not obtained all the information and explanations necessary for the purposes of our audit

Force Cancer Charity

Year Ended 31 March 2021

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 22, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the charity and the sector in which it operates. The key laws and regulations we identified were Charities Act, regulations in relation to data protection (GDPR), fundraising regulations and safeguarding.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, primarily the Companies Act 2006, relevant tax and pensions laws.

We discussed with management how compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the charity complies with laws and regulations and deals with reporting any issues if they arise.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following: -

- Enquiries of management and those charged with governance regarding their knowledge of any non-compliance with laws and regulations that could affect the financial statements;
- Reviewing legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance;
- Reviewing Trustees' meeting minutes;
- Reviewing the safeguarding policies in place;
- Confirming registration with the Fundraising Regulator.

Force Cancer Charity

Year Ended 31 March 2021

Independent Auditor's Report to the Trustees of Force Cancer Charity (continued)

As part of our enquiries we discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.

We evaluated the risk of fraud through management override including that arising from management incentives. The key risks we identified were management bias in accounting judgements and estimates. We also evaluated the risk of fraud through misappropriation of income or misapplication of grant funding.

In response to the identified risk, as part of our audit work:

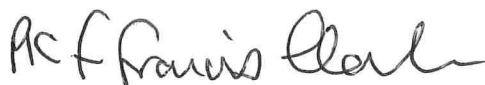
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making estimates.

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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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.

Use of our Report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephanie Henshaw
Senior Statutory Auditor
For and on behalf of
PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
EXETER
EX2 7XE

1/11/21

Force Cancer Charity

Year Ended 31 March 2021

Statement of Financial Activities (Including the Income and Expenditure Account)

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income:						
Donations and legacies	3	590,066	-	238,950	829,016	519,530
Other trading activities	4	385,910	-	140	386,050	731,678
Charitable activities	5	2,593	-	-	2,593	20,705
Investment income	6	21,443	-	-	21,443	30,321
Other income	7	3,251	-	-	3,251	7,085
Total income		1,003,263	-	239,090	1,242,353	1,309,319
Expenditure:						
Expenditure on raising funds	8	363,513	11,387	3,501	378,401	461,186
Expenditure on charitable activities	9	577,375	149,352	272,230	998,957	1,207,772
Total resources expended		940,888	160,739	275,731	1,377,358	1,668,958
Net gains/(losses) on investments	17	91,110	-	-	91,110	(31,691)
Net income/(expenditure)		153,485	(160,739)	(36,641)	(43,895)	(391,330)
Transfers between funds	22/23	(136,471)	136,471	-	-	-
Net movement in funds		17,014	(24,268)	(36,641)	(43,895)	(391,330)
Funds at 31 March 2020		1,165,797	293,955	192,970	1,652,722	2,044,052
Funds at 31 March 2021		1,182,811	269,687	156,329	1,608,827	1,652,722

Force Cancer Charity

Year Ended 31 March 2021

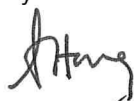
Balance Sheet

Company registered number 07529991

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	16	264,632	350,450
Investments	17	305,979	458,039
		<u>570,611</u>	<u>808,489</u>
Current assets			
Stocks		7,084	5,883
Debtors	18	93,995	44,957
Investments		170,000	480,259
Cash at bank and in hand		1,093,075	463,176
		<u>1,364,154</u>	<u>994,275</u>
Total current assets		1,364,154	994,275
Liabilities			
Creditors falling due within one year	19	(325,938)	(150,042)
		<u>1,038,216</u>	<u>844,233</u>
Net current assets		1,038,216	844,233
Net Assets		1,608,827	1,652,722
		<u><u>1,608,827</u></u>	<u><u>1,652,722</u></u>
The funds of the charity			
Unrestricted funds			
General funds - free reserves		1,037,180	997,679
General funds - fixed asset reserve		145,631	168,118
		<u>1,182,811</u>	<u>1,165,797</u>
Designated funds	22	269,687	293,955
		<u>1,452,498</u>	<u>1,459,752</u>
Restricted funds	23	156,329	192,970
		<u>1,608,827</u>	<u>1,652,722</u>
Total charity funds	21	1,608,827	1,652,722
		<u><u>1,608,827</u></u>	<u><u>1,652,722</u></u>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006).

Approved by the Board of Trustees on ~~28 September 2021~~ and signed on its behalf by



Dr Anne Hong

Chair of Trustees

Force Cancer Charity

Year Ended 31 March 2021

Statement of Cash Flows

	Note	2021 £	2020 £
Cash provided by/(used in) operating activities	27	63,499	(256,169)
Cash flows from investing activities			
Dividends, interest and rents from investment		21,443	30,321
Purchase of property plant and equipment		(8,472)	(67,943)
Proceeds from sale of investments		300,163	106,107
Purchase of investments		(83,927)	(104,988)
Cash used in investing activities		229,207	(36,503)
Changes in cash and cash equivalents in the reporting period		292,706	(292,672)
Cash and cash equivalents at the beginning of the reporting period		979,580	1,272,252
Cash and cash equivalents at the end of the reporting period	28	1,272,286	979,580

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

1. General information

Force Cancer Charity is a company limited by guarantee and therefore has no share capital.

The Charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the Trustees report.

The functional currency of Force Cancer Charity is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates.

2. Accounting policies

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) 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 Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 – March 2018) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis. The Trustees have reviewed the financial position of the Charity in the light of the Covid 19 pandemic as described in the "Principal Risks and Uncertainties" and "Future Plans" section of their report. Despite unprecedented uncertainties, the Charity holds prudent levels of reserves which, together with emergency funding strategies, allow breathing space to review our activities, adapt our services and reduce costs in a proportionate manner over the coming months to ensure a sustainable future for the Charity. Detailed budgets and sensitivity analysis for 2021/22, support the application of the going concern concept in the preparation of these accounts.

b) Funds

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

Designated funds are unrestricted funds which the Trustees have decided to set aside for a specific purpose.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donor or which have been raised by the Charity for particular purposes. Expenditure which meets the criteria specified is charged to the fund. Fixed assets costing less than £5k, will be transferred to "unrestricted assets" as it is assumed that the conditions of funding have been met.

As noted in the reserves policy, the Trustees aim to maintain unrestricted funds within a target range based upon a review of the risks currently faced by the Charity.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

c) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resource.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised when the Charity becomes unconditionally entitled to receipts and when the amount of the grant can be reliably measured. This is generally when the income is received. Grants received for a specific purpose are recorded as restricted income.

For legacies, entitlement is the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been received from the executors that a distribution will be made, or when a distribution has been 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 Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met with a reasonable degree of certainty, then the legacy is treated as a contingent asset and disclosed if material.

Goods donated for resale are included as income when they are sold.

Registration income received for fundraising events due to take place after the end of the financial year are deferred and recognised during the period when the event takes place.

e) Pension costs

The Charity's employees are members of the NHS, defined contribution pension scheme and the Charity contributes to this scheme. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities (SOFA).

f) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and are stated at cost. For assets brought into use at the balance sheet date, depreciation is calculated to write off cost over their expected useful lives as follows:

Freehold land and buildings	2% on a straight line basis
Leasehold property	the shorter of 10 years or the period of the lease
Leasehold improvements	the shorter of 10 years or the period of the lease
Motor vehicles	20% on a straight line basis
Office and shop equipment	20% on a straight line basis

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

g) Investments

Fixed asset investments are recognised at market value at the balance sheet date and include cash held within the portfolio. Realised and unrealised gains / losses on investments are disclosed in the SOFA and in note 17 to the financial statements.

Current asset investments are cash on deposit with a maturity exceeding three months from the date of acquisition or opening of the account.

h) Stocks

Stock consists of purchased goods for resale. These stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. No value is attributed to the donated goods held prior to resale as it is considered impractical to reliably measure their fair value and the cost of valuing of these items would outweigh the benefit to the users of the financial statements.

i) Cash balances

Cash at bank and cash in hand represents amounts held to meet short-term cash commitments as they fall due. This includes cash and short term deposits with a maturity of three months or less from the date of acquisition or opening of the account.

j) Debtors

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

k) 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.

l) Operating leases

Rentals paid under operating leases are charged to the SOFA over the period in which the cost is incurred.

m) Grants payable

Grants payable are accounted for when the Charity is committed to making payment.

n) VAT

The Charity is registered for VAT and is able to recover input tax attributable to the relevant taxable supplies. In addition, a portion of input tax is recoverable on general expenditure on the basis of partial exemption calculations. Following the application of the partial exemption calculations, resulting irrecoverable VAT is charged as an administration cost or added to the amount capitalised for fixed asset expenditure (where the net cost of the fixed asset exceeds £5,000). Irrecoverable input VAT charged to the income and expenditure account for the year totalled £7,872, of which the amount directly attributable to non-business activities relating to patient support costs amounted to £623.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

o) Volunteers

Volunteers are vital to the success of the Charity. Without them we would not be able to provide the level of support that we do to anyone affected by cancer. Traditionally, more than 200 volunteers who give their time each week helping out in our Support Centre, at our Outreach locations, supporting our exercise programme, in our shop and at the RD&E oncology coffee bar. In total these volunteers generally give approximately 19,500 hours of their time each year which would equate to an additional 10 full time staff. In addition, we are fortunate to have numerous volunteers who help out at our events but whose time is not recorded and are therefore not included in these figures. Although we were unable to use our volunteers to support our activities, during the pandemic, we have been delighted to welcome so many volunteers back as restrictions were lifted.

Neither the value of the donated hours nor the equivalent cost of volunteers is included in the financial statements but their contribution is immense.

p) Financial instruments

FORCE only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The Charity currently holds:

- Other debtors and trade creditors
- Long term investments
- Short term investments

3. Donations and Legacies

	2021	2020
	£	£
Legacies	264,151	278,701
In memoriam	40,984	48,341
Donations	209,470	80,668
Gift Aid	77,196	40,613
Grants	237,215	71,207
	<u>829,016</u>	<u>519,530</u>

Included in the total of £829,016 (2020: £519,530) is restricted income of £238,950 (2020: £74,503) and designated income of £nil (2020: £nil). All other income is unrestricted.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

4. Other Trading Activities

	2021 £	2020 £
Collecting boxes	7,117	19,273
Fundraising Events	243,562	468,974
Sales of goods and services	6,368	9,757
Shop sales	129,003	233,674
	<u>386,050</u>	<u>731,678</u>

Included in the total of £386,050 (2020: £731,678) is restricted income of £140 (2020: £23,921) and designated income of £nil (2020: £nil). All other income is unrestricted.

5. Charitable activities

	2021 £	2020 £
Oncology coffee bar	213	15,552
Sale of support services stock	219	3,730
Other charitable activities	2,161	1,423
	<u>2,593</u>	<u>20,705</u>

All income is unrestricted.

6. Investment Income

	2021 £	2020 £
Interest received	3,091	7,614
Flat rent	6,675	6,466
Dividend income	11,677	16,241
	<u>21,443</u>	<u>30,321</u>

All income is unrestricted.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

7. Other Income

	2021 £	2020 £
Sundry	3,251	7,085
	<u>3,251</u>	<u>7,085</u>

All income is unrestricted.

8. Expenditure on generating funds

	2021 £	2020 £
Shop expenditure	161,844	199,317
Fundraising events	206,008	249,224
Goods for resale	4,233	6,693
Investment management costs	6,316	5,952
	<u>378,401</u>	<u>461,186</u>

Included in the total of £378,401 (2020: £461,186) is expenditure on restricted funds of £3,501 (2020: £1,007) and expenditure on designated funds of £11,387 (2020: £11,387). All other income is unrestricted.

Investment management costs include portfolio management expenses and repairs. Expenses incurred relate to repairs on a flat above the shop premises let to a residential tenant.

9. Expenditure on charitable activities

	Note	2021 £	2020 £
Patient support costs		607,928	685,833
Outreach costs		197,199	247,148
Equipment donated	10	7,600	24,296
Research and expenditure grants	11	3,958	53,146
Other grants payable		1,500	3,866
Support services stock sold		2,241	4,776
Extension depreciation		36,767	36,767
Database depreciation		10,027	10,027
Oncology coffee bar		9,402	18,184
Administrative support costs	12	103,438	108,849
Governance costs	13	18,897	14,880
		<u>998,957</u>	<u>1,207,772</u>

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

Included in the total of £998,957 (2020: £1,207,772) is expenditure on restricted funds of £272,230 (2020: £176,577) and expenditure on designated funds of £149,352 (2020: £172,090). All other expenditure is unrestricted.

10. Equipment donated

Equipment donated represents grants to purchase state of the art equipment to improve patient care, in accordance with the Charity's objectives. Equipment was purchased and donated as follows:

	Unrestricted Funds	Designated funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£	£
Royal Devon and Exeter Hospital:					
Other equipment	-	-	7,600	7,600	24,296

11. Research expenditure and grants

	Total 2021	Total 2020
	£	£
Research grant	3,958	53,146
	3,958	53,146

Included in the total of £3,958 (2020: £53,146) is expenditure on restricted funds of £nil (2020: £4,200) and expenditure of £1,500 (2020: £1,500) on designated funds. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2021	Total 2020
	£	£
Staff costs	87,625	90,980
Travel and motor	26	280
Printing, postage and stationery	1,124	2,899
Computer and website costs	5,876	5,567
Insurance	113	90
Bank charges and interest	1,407	1,353
Training and conferences	228	1,262
Depreciation	2,596	2,082
Irrecoverable VAT	1,450	1,729
Sundry	2,993	2,607
	103,438	108,849

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

Staff costs represents recharges made by RD&E NHS Trust for staff employed by them and work at the Charity. Included in the total of £103,438 (2020: £108,849) is expenditure on restricted funds of £2,083 (2020: £654). All other expenditure is unrestricted.

13. Governance costs

	2021	2020
	£	£
Audit and accountancy	10,670	5,325
Trustees' indemnity insurance	570	567
Seconded staff costs	7,619	8,975
Legal costs	-	-
Sundries	38	13
	<u>18,897</u>	<u>14,880</u>

All expenditure is unrestricted.

A reasonable proportion of staff costs has been allocated to governance for the first time in 2019/20.

14. Staff costs

	2021	2020
	£	£
Salaries and wages	748,232	782,592
Social security costs	63,810	65,468
Pension contributions	98,937	104,905
	<u>910,979</u>	<u>952,965</u>
	No.	No.
Average number of staff	32	34
Average number of FTE staff	22	24

There were no staff working at FORCE in receipt of emoluments exceeding £60,000 (2020: £NIL).

As noted in the Trustees' report, all staff working at FORCE are employed by the RD&E NHS Trust and costs are recharged by the RD&E. Staff are paid in accordance with the NHS Agenda for Change pay scales. National pay awards announced for the three years from April 2018 include a restructuring of existing pay points and has resulted in significantly higher cost increases than the 1% seen in recent years. The percentage increase depends on individuals' pay point but, for those at the top of their bands, will represent a 6.5% increase phased over the three years. Those at lower pay points within their bands could receive significantly higher percentage increases due to the restructuring. The impact of these increases are being reflected over the three years but was mitigated through Government contributions which reduced the costs to the RD&E in 2018/19 but are now fully recharged. In 2019/20, a 6.3% increase in employer's pension contributions was announced but this continued to be funded by central Government for 2020/21.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2020: £Nil) neither were they reimbursed expenses during the year (2020: £Nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2020: £Nil).

The key management personnel of the Charity are considered to be the members of the Operational Management Team (OMT). Their total employee benefits, including employer's NIC and pension contributions totalled £282,056 (2020: £280,098).

15. Corporation taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

16. Tangible fixed assets

	Freehold land & buildings £	Leasehold property (shop) £	Leasehold improvements (centre) £	Motor Vehicles £	Office & shop equipment £	Total £
Cost						
At 1 April 2020	123,693	111,892	435,388	51,116	202,139	924,228
Additions	3,545	-	-	-	4,927	8,472
Disposals	-	-	-	-	-	-
At 31 March 2021	127,238	111,892	435,388	51,116	207,066	932,700
Depreciation						
At 1 April 2020	46,480	57,071	325,620	25,742	118,865	573,778
Charge for year	2,827	11,109	42,587	6,798	30,969	94,290
Disposals	-	-	-	-	-	-
At 31 March 2021	49,307	68,180	368,207	32,540	149,834	668,068
Net book values						
At 31 March 2021	77,931	43,712	67,181	18,576	57,232	264,632
At 31 March 2020	77,213	54,821	109,768	25,374	83,274	350,450

As set out in Note 20, the Charity has a 25 year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of the original building, which was gifted to the Trust.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

17. Fixed Asset Investments

	2021	2020
	£	£
Market value at 1 April	458,039	478,252
Additions	83,927	104,988
Disposals	(300,163)	(106,255)
Gain/(loss) on investments	91,110	(31,691)
Movement in cash holdings	(26,934)	12,745
Market value at 31 March	305,979	458,039
Historical cost at 31 March	248,577	435,321

Listed investments:	2021	2020
	£	£
UK Bonds	70,647	109,109
UK Equities	50,877	98,405
Overseas Equities	123,322	116,900
Other	51,922	97,480
Cash	9,211	36,145
Market value at 31 March	305,979	458,039

18. Debtors

	2021	2020
	£	£
Other debtors	74,532	17,726
VAT refund	2,167	2,276
Prepayments	17,296	24,955
	93,995	44,957

19. Creditors

	2021	2020
	£	£
Trade creditors	237,560	85,197
Reimbursement of staff costs	49,842	12,187
Accruals	38,536	52,658
	325,938	150,042

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

20. Other Financial Commitments

At 31 March 2021 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2021		2020	
	Plant and machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	15,082	23,775	15,706	23,775
Within 2 to 5 years	25,307	86,663	42,236	93,413
In more than 5 years	-	156	-	17,181
	<u>40,389</u>	<u>110,594</u>	<u>57,942</u>	<u>134,369</u>

The Charity has a 25 year lease with the Royal Devon & Exeter NHS Foundation Trust in respect of The Corner House, Wonford Hospital, Exeter. The lease commenced on 13 July 2007 at an initial annual rent of £25 per annum.

£17,000 & £6,750 annual commitments are in respect of the leased element of the Charity's shop premises and shop storage premises in Heavitree Road, Exeter, respectively.

At the year-end there was a capital commitment of £nil (2020: £nil).

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2020	1,165,797	293,955	192,970	1,652,722
Surplus / (deficit) for the year after transfers	17,014	(24,268)	(36,641)	(43,895)
At 31 March 2021	<u>1,182,811</u>	<u>269,687</u>	<u>156,329</u>	<u>1,608,827</u>

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

22. Designated funds

	At 1.4.20	Incoming	Expenditure	Transfers	Balance 31.3.21
	£	£	£	£	£
Patient Support	-	-	-	-	-
FORCE@locations	3,724	-	(137,826)	136,471	2,369
Innovation	167,878	-	(1,500)	-	166,378
Centre Fixed Assets	13,501	-	(10,027)	-	3,474
Shop Renovations / Dilapidations	108,852	-	(11,386)	-	97,466
	293,955	-	(160,739)	136,471	269,687

2019 Designated funds <i>Comparative</i>	At 1.4.19	Incoming	Expenditure	Transfers	Balance 31.3.20
	£	£	£	£	£
Patient Support	-	-	(8,164)	8,164	-
FORCE@locations	131,015	-	(152,400)	25,109	3,724
Donated Equipment	257,061	-	-	(92,183)	164,878
Education and innovation	4,500	-	(1,500)	-	3,000
Centre Fixed Assets	23,528	-	(10,027)	-	13,501
Shop Renovations / Dilapidations	120,238	-	(11,386)	-	108,852
	536,342	-	(183,477)	(58,910)	293,955

Patient support

This fund represents amounts set aside for specific support services. In the past this included a three day a week physiotherapist post. The original funds designated for this purpose were fully utilised during the during 2018/19 and the Trustees agreed to transfer the required balance of 8k from general funds in 2019/20. Restricted funds have been used to fund this service during 2020/21 and further grant applications are being submitted to enable this invaluable service to continue.

FORCE@locations

The FORCE@ outreach service was made possible through designation of funds received from a number of exceptional legacies. The original designated funds were depleted by the end of 2019, but the Trustees have agreed to transfer costs from the general fund to maintain this vital service. The balance of £2.4k represents the net book value of the FORCE@ chemotherapy van which is depreciated over 5 years. Part of the cost of the services has been funded through restricted grants and other income during 2020/21. Covid has had a significant impact on our ability to provide support services in the community and grant applications and other income sources are actively sought to ensure that we can re-establish this provision to run alongside the Outreach Chemo that has continued throughout the pandemic.

Innovation

During the year the Trustees decided to combine and broaden the existing donated equipment/ education designated funds. This fund now encompasses all elements of grant funding provided by FORCE to support improvements in care and treatment for cancer patient through donated equipment, research, education programmes for health care professionals and other innovative projects.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

22. Designated funds (continued)

During 2020/21 there was minimal spending as we focused on maintaining core support services during the pandemic. The £1,500 represents the commitment to provide an annual Bursary for a University of Exeter medical student with an interest in oncology which was established as a lasting legacy to the late Dr Chris Rowland. The current three-year commitment runs until mid-2022.

Centre Fixed Assets

This represents funds are set aside for specific significant capital expenditure. The fund currently represents the expenditure on the new database which was implemented during 2016/17 and equates to the balance of the cost of the development less annual depreciation charged at 20% per annum. This asset will be fully depreciated during 2021/22.

Shop Renovations/ Dilapidations

The major renovations at the shop were completed towards the end of 2015. The designated fund represents the balance of the cost of the renovations less the annual depreciation charged on these renovations which is spread over the term of the lease. In addition to the renovation fund, there is a further general dilapidations fund of £30k to meet the cost of reparations that may be required when the lease comes to an end which go beyond the routine annual maintenance budget, provided to facilitate regular repairs and upkeep.

23. Restricted funds

	At 1.4.20	Income	Expenditure	Transfers	Balances 31.3.21
	£	£	£	£	£
Extension to Centre	75,138	-	(36,767)	-	38,371
Patient Support	14,369	205,272	(168,234)	(20,877)	30,530
Force @locations	8,726	33,260	(59,290)	20,677	3,373
Donated Equipment	84,521	-	(7,600)	1,000	77,921
Centre Fixed Assets	10,216	558	(3,840)	(800)	6,134
	<u>192,970</u>	<u>239,090</u>	<u>(275,731)</u>	<u>-</u>	<u>156,329</u>

2019 Restricted funds <i>Comparative</i>	At 1.4.19	Income	Expenditure	Transfers	Balances 31.3.20
	£	£	£	£	£
Extension to Centre	111,905	-	(36,767)	-	75,138
Patient Support	1,220	25,575	(12,426)	-	14,369
Force @locations	38,504	64,721	(94,499)	-	8,726
Donated Equipment	16,102	1,500	(25,264)	92,183	84,521
Research	-	4,200	(4,200)	-	-
Centre Fixed Assets	19,502	2,428	(4,428)	(7,286)	10,216
	<u>187,233</u>	<u>98,424</u>	<u>(177,584)</u>	<u>84,897</u>	<u>192,970</u>

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

23. Restricted funds (continued)

Extension to Centre

This restricted fund represents the net book value of the extension to the support Centre which was completed in October 2012.

National Lottery Coronavirus Community Support Fund

During the year, a successful application was submitted to the NL CCSF and a grant of just under £150k was received to help to secure our support services during the pandemic. The grant covered the cost of 50% of our support services team for a period of 6 months together with a contribution toward the benefits service and the digitalisation of our services. This grant was fully spent during the financial year and is included within the Patient Support restricted fund heading.

Patient Support

This fund represents amounts received for various patient support services. During the year, grant income totalling £55.5k was received towards support groups (£19.5k), art therapy (£2.6k), exercise rehabilitation (£10k), benefits advice (£3k), website development (£11k) and refurbishment of the garden/ Centre entrance (£1.2k). Further restricted, Covid related grants totalling £9k were received (in addition to the NL CCSF described separately). The closing Patient Support fund of £30.5k comprises amounts to be spent on art and other support groups being piloted to help those at different stages of cancer treatment and those coping with bereavement.

FORCE@ Locations

Grant applications were a key focus for 2020/21 as designated funds for our outreach services had been fully utilised and in response to the Covid crisis. Restricted income for the year includes £25k for outreach chemotherapy, £3k for the physio service (which continued to be provided as an outreach service where Covid restrictions permitted) and a £4k Covid related grant for counselling in rural communities. The closing balance on the restricted fund represents the net book value of fixed assets for which contributions have been received for specific use in the FORCE@ locations.

Donated equipment

During the year, a total of £7.6k was spent on infusion pumps to deliver chemotherapy in Ottery St Mary which was established as a new outreach location during the pandemic.

Centre Fixed Assets

This fund represents the net book value of assets for our own use for which donations were received to cover the initial cost.

Historically, a policy of recording fixed assets purchased from restricted income as “restricted assets” until they have been fully depreciated was applied. However, due to increasing complexity in administering this policy, it was decided that only assets with a net cost of £5,000 or more, will be recorded in this way. Fixed assets costing less than £5k, will be transferred to “unrestricted assets” as it is assumed that the conditions of funding have been met.

During the year grants totalling £0.6k towards the cost of the broadband upgrade was recognised and matched against expenditure. Other expenditure was the depreciation of the FORCE trailer at £2k and £1.3k towards refurbishment of the library and quiet rooms. The closing balance of £6k represents the net book value of the trailer along with funds to be spent on finalising the refurbishment at the Centre.

Force Cancer Charity

Year Ended 31 March 2021

Notes to the financial statements

24. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£		£	£
Tangible fixed assets	145,631	73,309	45,692	264,632
Fixed asset investments	305,979	-	-	305,979
Cash at bank and in hand	956,060	196,378	110,637	1,263,075
Other net current assets	(224,859)	-	-	(224,859)
	1,182,811	269,687	156,329	1,608,827

2020 net assets between funds
Comparative

	Unrestricted funds	Designated funds	Restricted funds	Total
	£		£	£
Tangible fixed assets	168,118	96,078	86,254	350,450
Fixed asset investments	458,039	-	-	458,039
Cash at bank and in hand	638,842	197,877	106,716	943,435
Other net current assets	(99,202)	-	-	(99,202)
	1,165,797	293,955	192,970	1,652,722

25. Related Party Transactions

There have been no related party transactions in the period requiring disclosure.

Force Cancer Charity

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Notes to the financial statements

26. Financial instruments

	2021	2020
	£	£
Financial assets measured at fair value through income and expenditure	<u>305,979</u>	<u>458,039</u>

27. Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period	(43,895)	(391,330)
Adjustments for:		
Depreciation charge	94,290	87,123
(Gains)/losses on investments	(91,110)	31,691
Dividends, interest and rents from investment	(21,443)	(30,321)
(Increase) in stock	(1,201)	212
(Increase) in debtors	(49,038)	(12,958)
Increase in creditors	175,896	59,414
Net cash provided by/(used in) operating activities	<u>63,499</u>	<u>(256,169)</u>

28. Analysis of cash and cash equivalents

	2021	2020
	£	£
Cash in hand	1,093,075	463,176
Fixed asset investments	9,211	36,145
Current asset investments	170,000	480,259
Total Cash and Cash equivalents	<u>1,272,286</u>	<u>979,580</u>

29. Contingent liability

As noted in the Trustees' Report, during the year an issue was raised regarding the VAT charges on salary costs. Professional advice has been obtained and clarification is currently being sought from HMRC. When HMRC's view is clarified, we will know whether there is any potential historic liability. At that stage, we will be in a position to quantify any potential liability and consider where responsibility lies.