

Force Cancer Charity
(a company limited by guarantee)

Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2020

Company registered number 07529991

Force Cancer Charity

Annual Report and Financial Statements

Year Ended 31 March 2020

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Force Cancer Charity

Chair and CEO's Report

Year Ended 31 March 2020

We were delighted to welcome Mr Nigel Acheson as our new Patron in the autumn. He has been a valued member of the FORCE Board of Trustees for six years and brings a wealth of knowledge and experience from his work as a surgeon in cancer medicine, a leader in NHS England and his current role as Deputy Chief Inspector of hospitals.

In June we celebrated the work of our volunteers with a summer party. It was a reminder to us all that giving is not just about making a donation it's about making a difference.

Commitment and continuity have been the bedrock of FORCE since its origins in 1987. To recognise long serving individuals who have made a significant contribution to the Charity the Trustees have introduced a new role this year. David Cattle and Mervyn Hayes have been enrolled as Honorary Vice Patrons celebrating their decades of service.

In January the Royal Devon and Exeter Hospital Cancer Services Team and FORCE won a national award for collaboration. The electronic holistic needs assessment (eHNA) was developed by the RD&E IT team supported by FORCE funding. The data from this project and input from our support services team has helped shape the Hospitals Health and Wellbeing programme for cancer patients.

Little did any of us know as we moved through the year developing new services and making plans, that at the end of the financial year we would all experience a life changing event.

COVID19 has brought another layer of anxiety and distress for many cancer patients and their families. We are immensely proud of the way the FORCE team tackled a simply daunting scene after closing our support centre in March. They have been flexible and adaptable, working tirelessly to do their very best for our beneficiaries. The speed at which everyone adjusted to working from home in a very different way is quite simply remarkable. FORCE support specialists, nurses, benefits advisor and physiotherapist have offered a life line for many people facing the most turbulent of times. Our impact has never been greater.

Behind the client facing work the rest of the organisation has been doing everything possible to raise funds, manage the financial impact and help out - sometimes in departments outside their usual area of work .

A huge amount has been achieved in a short space of time and as well as grappling with the difficulties we've encountered through the COVID crisis, there are opportunities on the horizon. Working in a different way has opened our eyes to new possibilities in terms of service delivery and improving our reach.

We understand the impact of this pandemic will be far reaching, but it is the spirit, adaptability and incredible dedication we've seen which gives us hope for the future.

Meriel and Anne

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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 2020.

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).

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. In order to work towards this Vision, the current strategic plan identifies the following key aims and activities:

- a) Ensure a range of **personalised support** is available for anyone affected by cancer in Devon.
- b) Encourage people living with cancer to **develop skills** to help manage their situation.
- c) **Reach more people** needing support and advice.
- d) **Support innovation** in improving cancer services.
- e) Invest in relevant **research** within the University of Exeter Medical School.
- f) Provide, where funds permit, **state of the art equipment** to improve cancer diagnosis, treatment and care.
- g) Develop a **strong infrastructure** focussing on income generation and governance 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 and purchases equipment for the improvement of patient care. The new 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.

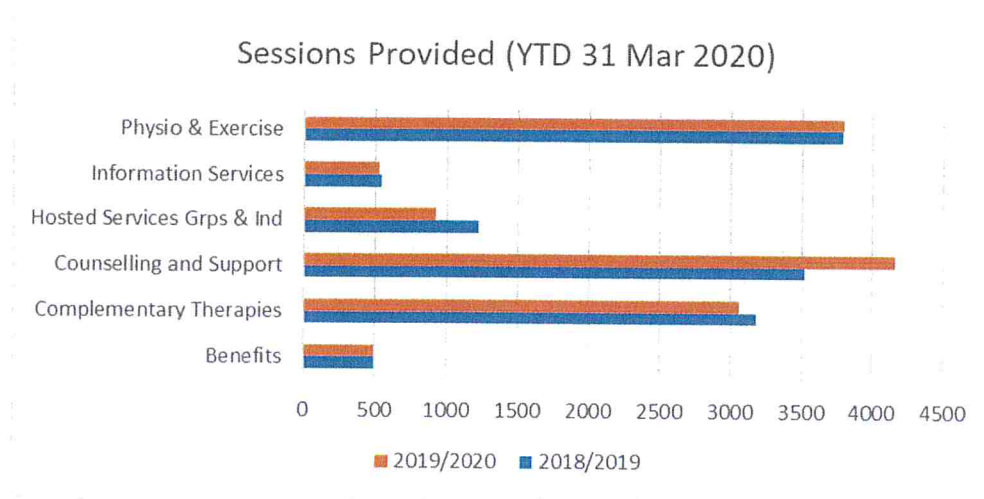
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ACHIEVEMENTS AND PERFORMANCE

Key achievements towards our objectives and the impact of the work of FORCE during the financial year are summarised below. As an overview, the following chart highlights the number of sessions provided during the year and compared with the previous year.



The total number of visits during 2019/20 was 21,845 which was around 1,400 more than the previous year. There were just under 1,900 new visitors registered during the year which is around 100 less than last year due primarily to the temporary closure of the centre for the last two weeks of the year. Whilst many services continued to be offered remotely during the COVID 19 pandemic, Complementary Therapies could not safely continue, and the slightly reduced numbers reflect this.

As improvements are made to the reporting of visitor statistics, there has been some reanalysis with group sessions now included within service type. This has mainly impacted the counselling services as the Oncology Support Specialists facilitate many of the group session. Taken together, there has been an additional 330 visits during 2019/20.

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:

- Continue to offer free face to face support services to cancer patients and their families in Devon.
- Support and develop staff.
- Recruit and train volunteers to help support our services.
- Build on partnerships with public, private, voluntary and community organisations to deliver coordinated services to our beneficiaries.
- Audit and review our services to ensure they meet the needs of our beneficiaries.

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Free face to face services currently on offer include:

Psychological and emotional support

Our skilled team of 10 Oncology Support Specialists provide a range of individual or family support from diagnosis, throughout cancer treatment and beyond. They also offer clients bereavement support where needed. The team work alongside cancer nurse specialists to co-facilitate a range of site specific cancer support groups based in the Centre as well as education programmes and reflective practice for oncology staff.

After 16 years with FORCE, Sarah Delfont retired at the end of April, her influence and contribution have been extraordinary. Sarah was employed as one of the first three Oncology Support Specialists and went on to take up the lead role for the psycho-oncology team 3 years ago. Apart from shaping services and managing a growing team with new outreach commitments, Sarah has supported legions of people through the impact of their cancer diagnosis. Although Sarah continues to do some training for FORCE, her daily presence in the Centre is sorely missed. Emma Ellis took on the role of Psycho-oncology Services Manager and is relishing her new job. She brings a wealth of experience as a counsellor as well as having worked in a variety of roles at FORCE over the last 15 years.

Following a successful pilot programme, bereavement days have become part of the support offered to FORCE clients. The days are now held four times a year and provide a supportive environment where people can share experiences with others in a similar position. After Lisa's husband died, she attended a bereavement group and recalls 'FORCE was there for me, to keep me sane and able to parent, to help me get up in the morning and put one foot in front of the other'

FORCE@Services – reaching more people

FORCE has now invested nearly £900,000 in its FORCE@ outreach services in Okehampton, Tiverton and Honiton. These services, which started in Tiverton in early 2014, have helped thousands of Devon residents access chemotherapy treatment and support closer to home. The outreach chemotherapy has been especially important to the continuity of treatment during the pandemic.

Bernadette Haly was the first person to receive chemotherapy in Honiton when the service began 18 months ago. She still has regular treatment and appreciates the time saved by having treatment locally

'Having chemo in Exeter can take up the whole day. Sometimes you can go in at 10.00am and still be there at 6pm. Being able to have treatment just around the corner from where I live is brilliant. It makes the whole experience more bearable'

People in Okehampton and West Devon now have access to a new course to help them cope with anxiety after a cancer diagnosis. Located at FORCE@Okehampton, the programme provides a supportive environment in which people can learn relaxation skills, practice simple techniques and discover how to use these techniques in everyday life to help promote wellbeing. It is hoped this programme can also be introduced in Honiton and Tiverton.

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Year Ended 31 March 2020

Information Services

Three specialist nurses and an information advisor make up the Information Services Team at FORCE. The majority of support up to March 2020 was face to face and via telephone enquiries. The service supports people at any point during the cancer treatment pathway and the team have the expertise to sign post to other community organisations. The service also manages enquiries relating to benefits, mobility support and Macmillan grants as well as arranging practical support such as bra fitting sessions for breast cancer patients.

With extensive skills and experience the team contribute to the design and delivery of patient education programmes such as *Moving Forward* as well as working with the Exeter Medical School to provide placements for medical students at FORCE. Working with Clinical Nurse Specialist teams at the RD&E Hospital provides an important interface between clinical care and the additional professional support services offered by FORCE.

Since the Covid 19 pandemic, the service has continued to support patients and their families by telephone and e-mail, helping with the provision of 'virtual' support groups and workshops. Due to the high demand for emotional support during this time, the team have provided 'back-up' support calls to help the Psycho-Oncology Team. They have also been able to help patients understand the guidance around shielding and signpost people to services offered by their local community groups.

Complementary Therapies

Anne Clemo-Crosby retired in September after more than 20 years as FORCE Complementary Therapies Co-ordinator. From a handful of appointments on a Thursday afternoon in a Hospital side room, Anne has developed the service to 80 sessions a week covering Exeter and FORCE@ locations. Today we offer massage, aromatherapy, reflexology, Indian head massage, Reiki, Bowen technique, scar work, yoga and acupuncture. A former nurse, Anne has loved the contact with patients and seeing them relax and enjoy the benefits of complementary therapies. We wish Anne all the very best with her future plans. Sadly, we have had to pause this service during the pandemic but are looking at ways to restart complementary therapies as soon as we get the go ahead from the clinical teams we work alongside.

Developing support for people living with non-curative cancer

We often hear that new treatments can improve life expectancy but the reality of daily living with a secondary cancer diagnosis can be difficult and living with uncertainty can be particularly challenging. Our Information Manager, Annie Kerr and Oncology Support Specialist Emma Barker have been looking at what is important for people diagnosed with secondary cancer and the things which came up were quite complex; family tensions, guilt, the expense of being unwell, change of role in life and social isolation. With this in mind FORCE is planning to run two pilot groups during 2020/2021 and feedback from these groups will guide the development of a regular six-week programme to be launched next year. We are very grateful to The Adrian Swire Charitable Trust who have provided a grant to support this new initiative.

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Exercise and Oncology Physio support

FORCE Oncology Physio, Louise, is continually looking for new opportunities to encourage people to get active. The latest research shows that exercise should be considered standard practice for patients at any point in their cancer treatment.

Albert Folley is a great advertisement for the Get Active with FORCE programme. The 85-year-old had twice been diagnosed with cancer and after his second round of treatment his oncologist became concerned about his weight. Albert had a one to one assessment with Louise who referred him to a FORCE funded exercise specialist near his home. *'I would never have gone to a gym had it not been for that' he admits. 'Nick worked out a weight loss programme for me and at the end of eight weeks it worked so well because I lost the best part of a stone. His Doctor is happy he doesn't need to diet anymore, and Albert has kept up the exercise programme. 'Nick has been careful to ensure I don't overdo it and damage myself and I do rather rely on his support' Albert added. 'I'm totally committed to regular exercise and would recommend it to anyone'*

Relaxation and anxiety management

FORCE relaxation and anxiety management and mindfulness courses provide valuable life skills for people whose lives are affected by a cancer diagnosis. Several six-week courses run throughout the year where people learn and practice these skills and techniques in a supportive environment.

Benefits Advice

Financial pressures remain one of the top concerns for many people diagnosed with cancer and this has been particularly amplified by the pandemic. Since 2008 our service working in partnership with the CAB has enabled cancer patients and their families to claim more than £12 million. Each client using the FORCE benefits service gains an average of £6,125 in financial support.

Drama therapy for children

For the first time this year, FORCE has offered drama therapy to children. The group was run by specialist Amy Gunther and she explains 'A family member's severe illness stretches the emotional resources of the family. Children of different ages will cope with their parent having cancer in slightly different ways. Drama therapy enables individuals to make sense of their thoughts and feelings through creative techniques helping promote their emotional and social wellbeing.'

Feedback from the children:

'I enjoyed building dens, having biscuits and making friends

'I felt listened to in the group'

'The group felt safe and I could talk about my feelings'

'I could talk about my feelings but have fun too!'

Development of staff and volunteers

Our people are fundamental to the provision of high-quality services to support our beneficiaries. Training needs are assessed regularly to ensure that staff and volunteers are equipped with the skills needed to provide and develop our face to face 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. More information is provided in the "Our people" section below.

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Trustees' Report

Year Ended 31 March 2020

Building partnerships

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. We continue to work closely with our main stakeholder, The Royal Devon & Exeter Hospital NHS Trust and we also have strong links with:

- Citizen's Advice Bureau
- Community hospitals
- Look Good Feel Better
- Hospiscare
- Exeter Leukaemia Fund
- Active Devon
- Brain Tumour Support
- Teenage Cancer Trust
- Exeter University Medical School

Evaluating our services

Good progress has been made this year with the help of some dedicated 'quality and compliance' consultancy hours to improve the audit and evaluation of our services. Changes to how we record and use data have been implemented and service evaluation is now being rolled out as standard, helping us ensure that the needs of our beneficiaries are better understood and responded to.

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:

- Be flexible and support projects and education which promote innovation and improvement in patient care.
- Ensure our support extends to all types of cancer.

Increasingly, requests for funding include training and consumables to enable therapies to complement mainstream treatments to be trialled for the benefit of cancer patients. An example of this includes continued funding of breathing apparatus for tracheotomy patients for whom other funding is not available. This complements the existing contribution that FORCE has made to introduce a swimming programme for this group of patients.

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.

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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
- Ensure that research is well publicised
- Ensure clarity regarding the value of locally funded research.

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. The latest three-year commitment, costing £76k per annum, ran until the end of September 2019 and funded the costs of a PhD student and a post-doctoral fellow and a part time technician plus project consumables and conference travel costs associated with two projects. As this commitment came to an end, The Trustees agreed to fund a PhD student working on the mechanisms for the spread of ovarian cancer project for a further year. This additional funding allows project lead, Dr. Jacqueline Whatmore, to secure alternative funding streams to support the on-going project which has gained international recognition. Whilst it is sad to see this long-term relationship come to an end, the projects have reached a stage where alternative funding should be easier to obtain due to the well published and exciting results achieved to date. There is no doubt that FORCE will keep in touch with Jackie and her team and continue to take a keen interest in developments.

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 cannot currently 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. More than 250 expectant mothers have already signed up to the trial where tissue samples are collected during routine scans and pre-natal checks. FORCE funding pays for staff to collect and analyse samples from the anonymous donors, and it is hoped that this research has the potential to help or reassure a certain group of pregnant women.

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Equipment for cancer diagnosis, treatment and care

The particular focus of the strategic aim is to purchase state of the art equipment which will support and help initiate new treatments locally. Where funding is provided, we will work with the RD&E to publicise the benefits of FORCE funded projects.

Equipment costing a total of £24k (2018/19: £2.3k) was purchased for donation to the RD&E during the year. The funds distributed were to purchase the following:

- 10 chemotherapy infusion pumps to increase capacity for delivery of outreach chemo at FORCE@ locations.
- a Lymph Scanner (£3.6k) which enables early detection of lymphoedema (a build-up of lymph fluid which cancer patients can experience following certain surgical treatment) and monitor and evidence improvements in fluid build-up resulting from self-management techniques advised for patients.

Developing a strong infrastructure

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.

Good governance lies at the heart of all aspects of the organisation with the Trustees retaining overall responsibility. During 2018/19, a new 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.

The Governance Committee has helped to co-ordinate a review of key Trustee roles and the Trustee Recruitment and Induction Policy. This is proving invaluable as a number of Trustees reach retirement and new Trustees are recruited over the coming months.

During the year a new role of Vice-Patron was established to recognise individuals who have given long term commitment to the Charity. The role was established to harness the great experience, energy and passion that these individuals have for FORCE so that their wisdom and advice is not lost. It is with great pleasure that the Trustees announce that Mervyn Hayes and David Cantle were appointed as the first Vice-Patrons during the year.

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The development of diverse and sustainable income streams is a key element of our strategic vision. Fundraising remains a core focus for the team which manages in house events and helps to provide guidance and assistance to those wishing to raise funds on behalf of FORCE. Over the year there has been a heightened focus on diversifying into grant funding and various meetings and discussions were held around utilising third party individuals to support this work. With the outbreak of Covid 19 a halt was put on using external support, but the Head of Income Generation turned a percentage of her time to focus on funding opportunities from Trusts in conjunction with the CFO and CEO. The team also work with all of our supporters whether that be promoting legacy giving, overseeing our retail operations or building relationships with individual or corporate donors. Our diversified income streams help to reduce the reliance on any one source helping to secure the sustainability of the Charity.

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.

We are incredibly fortunate to have a dedicated team of staff to whom day-to-day operations have been delegated. Lead by Meriel Fishwick, our CEO and member of staff for 30 of the last 33 years, more than 30 people now work at FORCE. 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.

FORCE Volunteers

Over 200 volunteers help FORCE deliver its services in the RD&E hospital, the support Centre FORCE@ locations and our award-winning shop. In total, these volunteers give approximately 19,500 hours of their time each year which would equate to an additional 10 full time members of staff which would cost the charity a minimum of £200k. In addition, we have countless volunteers in the community who help raise vital funds. Volunteers are central to all our work and we are extremely fortunate to have many long serving volunteers who provide continuity and share their skills and experience. The temporary closure of our Centre and other facilities due to the Covid 19 pandemic meant that, with heavy hearts, we had to ask our Volunteers to stand down for the time being. We really miss everyone and are doing our utmost to keep in touch until it is safe for them to return. We can't wait for the day when the FORCE team can be together once again.

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.

Force Cancer Charity

Trustees' Report

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FINANCIAL REVIEW

Review of Transactions and Financial Position

Overall income fell from just under £1.67m in 2018/19 to just over £1.3m. Following two exceptional years where legacy income was circa £700k, the unpredictable nature of this revenue stream is highlighted with income of only £279k which was around £120k less than budget. Together with the depletion of the designated FORCE@ fund which, as anticipated ran out half-way through the year, the accounts report a deficit of £391k for the year.

During the year, the Trustees 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 with the dramatic and immediate impact of the Covid 19 pandemic when this hit in the middle of March. It is estimated that income fell by at least £20k in the last two weeks of the financial year and continued to have an even more significant impact into 2020/21.

How our income was generated

As noted, total income fell by £361k (to £1,309k) due primarily to a reduction in legacy income.

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 and the sale of wig products and scarves. These activities are run as a service for patients and do not aim to be profit generating.

Donation and legacy income

Donation and legacy income totalled £520k which is £344k less than last year (£864k). In addition to the decrease in legacy income, general and in mem donations reduced by £24k in total but this was mitigated by significantly increased grant income which rose by £40k. The reduction in our funds earmarked for FORCE@ work in the community provided an opportunity to access grant funding and applications were prioritised by the Income Generation Team.

Other trading activities

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

Income from fundraising activities was £31k less than budget and £8k less than 2018/19. Highlights included the 20th anniversary of The Nello, our main fundraising event, which was celebrated in June 2019 with a sell-out field and a record breaking £120k raised. Also, the biennial Classics Galore! took place in November and raised £23k bringing the total from the 6 events held over the last 10 years to more than £100k! A very fitting tribute to founder Dick Passmore who very sadly passed away earlier in the year.

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As always, we are eternally grateful to the hundreds of volunteers and supporters who have given so much time to organise and join in at the numerous events held during the year; be that FORCE events, Friends of FORCE events or those put on by other groups or individuals. Your dedication really is priceless – THANK YOU!

The shop team worked tirelessly once again this year with income slipping slightly from £249k to £234k primarily due to the enforced closure during the last few weeks of the year. With the majority of our costs being fixed, this had an immediate impact on profitability and the contribution fell to £35k (2019: £68k). Although eBay sales have been somewhat disappointing this year (£2.5k vs £5.5k), retail gift aid has picked up and £8,600 was claimed, representing approximately 15% of potentially gift aidable sales (2018/19: £5.8k, 10%).

How our funds were spent

Total expenditure for 2019/20 was £1.67m compared with £1.57m last year. The most significant reason for the increase was the impact of the 6.3% increase in NHS pension contributions recharged for the first time this year. The overall deficit was increased due to investment losses of £32k (gains of £18k for 2018/19).

Of the total expenditure, £1.2m or 72% was spent on charitable activities as described in the "Achievements and Performance" section above.

Overall, the financial statements report a deficit of £360k before unrealised investment losses.

Reserves policy

The Charity's unrestricted reserves at 31 March 2020 were £1,460k compared with £1,857k at the end of last year (see Note 21 to the financial statements). This includes designated funds of £294k (2019: £536k) (see Note 22), leaving total undesignated reserves of £1,166k (2019: £1,321k).

As part of our risk management processes, the Trustees perform a regular review of key risks, update the risk register and assess the potential financial impact. 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.

As a result of the review, the suggested target level of "free" reserves for 2019/20 was in the range of £1,200,000 - £1,400,000. In common with most other Charities, the overwhelming impact of a global pandemic on all income streams was not a risk that had been identified in our risk register. However, the current crisis has emphasised more than ever the need to hold reserves to help the organisation to weather unpredicted storms as well as potential challenges already on the radar.

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Year Ended 31 March 2020

At 31 March 2020, our "free" reserves (unrestricted funds excluding fixed assets) were £998k which is approximately £200k below the minimum target range as some free reserves were already used, as anticipated at this point last year, to cover reduced legacy income in the year. Although below the target level, in normal circumstances, this level of reserves would not necessarily be a cause for immediate concern. However, it is vital that we continue to generate income from our supporters and secure significant emergency funding in order to preserve sufficient free reserves to support post Covid recovery plans. 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 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.

During 2018/19, income of £16.1k was earned (2018/19 - £13.8k). The value of the portfolio increased significantly during the year and peaked at £522k in December. However, the impact of the Covid 19 pandemic was dramatic and in the last two weeks of the year the value of the portfolio dropped back to £458k resulting in net realised/ unrealised losses on investments of £32k for the year (see Note 17 to the financial statements). The portfolio return for 2019/20 (on a total return basis) was -3.19% (2018/19: +7.26%) compared with a benchmark (WMA Balanced Index) of -4.90% (2018/19: +6.76%).

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 since the year end have not been reinvested due to potential cashflow issues anticipated over the coming months.

Principal Risks and Uncertainties

The Trustees use a risk register to identify and manage the principle risks faced by the Charity. The potential impact of these key risks are 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 growing charity.

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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

- Managing a growing organisation – The Charity continues to grow and develop and managing the associated challenges arising are essential. Our strategic planning process identified a clear message that we should continue to provide existing, high quality services and ensure that these are not put at risk by over stretching our resources.
- Increasing complexity of compliance – The Trustees recognise the increasing burden of compliance and, in 2019, established the Governance Committee to ensure that sufficient time and resources are available to consider these issues.
- Stakeholder relations – The relationship with the Royal Devon and Exeter NHS Foundation Trusts remains crucial to the on-going success of the Charity. During the year, the Trustees have taken steps to re-establish and maintain relationships with key staff and executives. FORCE also continues to work closely with other local charities to consider areas of potential collaboration.
- Income generation – Although FORCE have a diverse range of income streams, there has been a significant increase in legacies received in the last few years. At the end of March 2019, anticipated income from this source has fallen to just over half of budget for 2019/20. Unless further legacies materialise, 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.
- Payroll costs – FORCE staff are NHS employees and therefore salaries are determined centrally and are therefore out of the control of the Charity. The new pay structure (introduced in April 2018 to cover 2018/9 to 2020/21) and the increase in employer's pension contributions (an additional 6.3% from April 2019) will continue to have a significant impact on costs over the coming years. Although some funding may be available to mitigate these costs initially, in the coming years the Charity will be required to meet these increasing costs.

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 FORCE and the Charity Sector as a whole. As soon as the implications of the pandemic in the UK emerged in mid-March 2020, risk management procedures ensured that 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 long-term impact of the pandemic on our services, income and reserves will be hugely significant and this now represents the most significant risk ever faced by the charity. Thankfully, prudent management means that we do have reserves to provide breathing space to take time to assess the impact and make informed plans to ensure the sustainability of the Charity. On the basis of revised budgets and sensitivity analysis, the Trustees are confident that, with emergency funding and the continued help of our strong and established supporter base, the Charity will be able to adapt its activities to meet the challenges of the Covid 19 crisis. As a result, the Trustees believe that the steps being taken to mitigate the risks and uncertainties raised by the pandemic, are sufficient to ensure the Charity's recovery and support the application of the going concern concept in the preparation of these accounts.

As planned, before the Covid 19 pandemic overtook events, our risk register will be reviewed and enhanced to relate even more closely to our reserve policy during the coming year.

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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 overstretching 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.

The Covid 19 pandemic is likely to have a dramatic impact on any future plans and our focus is on ensuring the survival and long-term sustainability of the Charity. A rapid response was required to enable the most essential services to be provided remotely during the pandemic. As we continue to assess the impact of the virus, we are seeking to enhance our remote service delivery and look at efficiencies as we face the inevitable need to reduce our cost base where possible. Much has been learnt over the last few 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. We know from conversations with clients there will continue to be a demand for face to face support, but video calls will also become part of our way of working.

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.

As we prepare for a significant reduction in the majority of our income streams, our focus is on securing emergency and recovery funding and adapting our business model to encourage virtual events and develop on-line retail. As noted above, our risk register and reserves policy will undergo a detailed review as soon as possible to ensure that lessons are learnt from this crisis and reflected in updated policies as appropriate.

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

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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.

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

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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 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

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.

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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 staff working at the Charity, the members of the OMT are employed by the RD&E NHS Trust and 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 in 2019/20 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.

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.

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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 2020.

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

Trustees' Report

Year Ended 31 March 2020

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 (appointed 15 November 2019)
Vice-Patrons:	Mr David Cantle (appointed 11 February 2020) Mr Mervyn Hayes (appointed 11 February 2020)
Trustees:	Dr Anne Hong – Chair Mr Felix Medland – Vice Chair (until 24 September 2019) Mr Morley Sage – Vice Chair (from 24 September 2019) Mr Nigel Acheson Mrs Ruth Boobier Mr David Cantle (retired 14 July 2020) Mr Frank Cook (appointed 14 July 2020) Mrs Joan Cooper (retired 15 November 2019) Dr Jenny Forrest Dr Sally Kidner Mrs Louise Mayor Mr John Renninson Mr Jeremy Roberts Dr Christina Thirlwell (appointed 11 February 2020)
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

Trustees' Report

Year Ended 31 March 2020

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

Force Cancer Charity

Trustees' Report

Year Ended 31 March 2020

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.

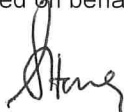
Statement as to disclosure to our auditors

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 July 2020.

Signed on behalf of the Trustees



Dr Anne Hong
CHAIR OF TRUSTEES

Force Cancer Charity

Year Ended 31 March 2020

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 2020 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 2020 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Force Cancer Charity

Year Ended 31 March 2020

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

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

Force Cancer Charity

Year Ended 31 March 2020

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.

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

28/1/20

Force Cancer Charity

Statement of Financial Activities (Including the Income and Expenditure Account)

Year Ended 31 March 2020

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income:						
Donations and legacies	3	445,027	-	74,503	519,530	863,594
Other trading activities	4	711,487	-	23,921	735,408	760,012
Charitable activities	5	16,975	-	-	16,975	16,568
Investment income	6	30,321	-	-	30,321	26,389
Other income	7	7,085	-	-	7,085	3,131
Total income		1,210,895	-	98,424	1,309,319	1,669,694
Expenditure:						
Expenditure on raising funds	8	448,792	11,387	1,007	461,186	432,271
Expenditure on charitable activities	9	859,105	172,090	176,577	1,207,772	1,137,427
Total resources expended		1,307,897	183,477	177,584	1,668,958	1,569,698
Net gains/(losses) on investments	17	(31,691)	-	-	(31,691)	18,457
Net income/(expenditure)		(128,693)	(183,477)	(79,160)	(391,330)	118,453
Transfers between funds	22/23	(25,987)	(58,910)	84,897	-	-
Net movement in funds		(154,680)	(242,387)	5,737	(391,330)	118,453
Funds at 31 March 2019		1,320,477	536,342	187,233	2,044,052	1,925,599
Funds at 31 March 2020		1,165,797	293,955	192,970	1,652,722	2,044,052

Force Cancer Charity

Balance Sheet

Company registered number 07529991

Year Ended 31 March 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	16	350,450	369,630
Investments	17	458,039	478,252
		<u>808,489</u>	<u>847,882</u>
Current assets			
Stocks		5,883	6,055
Debtors	18	44,957	31,999
Investments		480,259	478,725
Cash at bank and in hand		463,176	770,019
		<u>994,275</u>	<u>1,286,798</u>
Total current assets			
		994,275	1,286,798
Liabilities			
Creditors falling due within one year	19	(150,042)	(90,628)
		<u>844,233</u>	<u>1,196,170</u>
Net current assets			
		844,233	1,196,170
Net Assets		<u>1,652,722</u>	<u>2,044,052</u>
The funds of the charity			
Unrestricted funds			
General funds - free reserves		997,679	1,196,753
General funds - fixed asset reserve		168,118	123,724
		<u>1,165,797</u>	<u>1,320,477</u>
Designated funds	22	293,955	536,342
		<u>1,459,752</u>	<u>1,856,819</u>
Restricted funds	23	192,970	187,233
		<u>1,652,722</u>	<u>2,044,052</u>
Total charity funds	21		
		1,652,722	2,044,052

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 July 2020 and signed on its behalf by

Dr Anne Hong

Chair of Trustees

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

	Note	2020 £	2019 £
Cash provided by/(used in) operating activities	27	<u>(256,169)</u>	<u>92,932</u>
Cash flows from investing activities			
Dividends, interest and rents from investment		30,321	26,389
Purchase of property plant and equipment		(67,943)	(26,241)
Proceeds from sale of investments		106,107	59,147
Purchase of investments		<u>(104,988)</u>	<u>(116,085)</u>
Cash used in investing activities		<u>(36,503)</u>	<u>56,790</u>
Changes in cash and cash equivalents in the reporting period		<u>(292,672)</u>	<u>36,142</u>
Cash and cash equivalents at the beginning of the reporting period		<u>1,272,252</u>	<u>1,236,110</u>
Cash and cash equivalents at the end of the reporting period	28	<u>979,580</u>	<u>1,272,252</u>

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

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), 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 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. Details budgets and sensitivity analysis for 2020/21, 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

Notes to the financial statements

Year Ended 31 March 2020

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

Notes to the financial statements

Year Ended 31 March 2020

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 £9,494, of which the amount attributable to non-business activities relating to patient support costs amounted to £851.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

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. We have 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 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. 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

	2020	2019
	£	£
Legacies	278,701	636,837
In memoriam	48,341	58,915
Donations	80,668	94,332
Gift Aid	40,613	41,860
Grants	71,207	31,650
	<u>519,530</u>	<u>863,594</u>

Included in the total of £519,530 (2019: £863,594) is restricted income of £74,503 (2019: £43,727) and designated income of £nil (2019: £nil). All other income is unrestricted.

4. Other Trading Activities

	2020	2019
	£	£
Collecting boxes	19,273	19,229
Fundraising Events	468,974	476,812
Sales of goods and services	13,487	15,145
Shop sales	233,674	248,826
	<u>735,408</u>	<u>760,012</u>

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

Included in the total of £735,408 (2019: £760,012) is restricted income of £23,921 (2019: £1,138) and designated income of £nil (2019: £nil). All other income is unrestricted.

5. Charitable activities

	2020 £	2019 £
Oncology coffee bar	15,552	16,568
Other charitable activities	1,423	-
	<u>16,975</u>	<u>16,568</u>

All income is unrestricted.

6. Investment Income

	2020 £	2019 £
Interest received	7,614	6,191
Flat rent	6,466	6,360
Dividend income	16,241	13,838
	<u>30,321</u>	<u>26,389</u>

All income is unrestricted.

7. Other Income

	2020 £	2019 £
Sundry	7,085	3,131
	<u>7,085</u>	<u>3,131</u>

All income is unrestricted.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

8. Expenditure on generating funds

	2020 £	2019 £
Shop expenditure	199,317	180,966
Fundraising events	249,224	237,964
Goods for resale	6,693	7,699
Investment management costs	5,952	5,642
	<u>461,186</u>	<u>432,271</u>

Included in the total of £461,186 (2019: £432,271) is expenditure on restricted funds of £1,007 (2019: £367) and expenditure on designated funds of £11,387 (2019: £11,385). 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	2020 £	2019 £
Patient support costs		690,609	675,099
Outreach costs		247,148	186,139
Equipment donated	10	24,296	166
Research and expenditure grants	11	53,146	76,000
Other grants payable		3,866	1,500
Extension depreciation		36,767	36,767
Database depreciation		10,027	10,027
Oncology coffee bar		18,184	15,443
Administrative support costs	12	108,849	129,982
Governance costs	13	14,880	6,304
		<u>1,207,772</u>	<u>1,137,427</u>

Included in the total of £1,207,772 (2019: £1,137,427) is expenditure on restricted funds of £176,577 (2019: £57,630) and expenditure on designated funds of £172,090 (2019: £206,035). All other expenditure is unrestricted.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

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 2020 £	Total 2019 £
Royal Devon and Exeter Hospital:					
Other equipment	-	-	24,296	24,296	166

11. Research expenditure and grants

	Total 2020 £	Total 2019 £
Research grant	53,146	76,000
	<u>53,146</u>	<u>76,000</u>

Included in the total of £53,146 (2019: £76,000) is expenditure on restricted funds of £4,200. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2020 £	Total 2019 £
Staff costs	90,980	102,493
Travel and motor	280	300
Printing, postage and stationery	2,899	2,535
Computer and website costs	5,567	4,401
Insurance	90	950
Bank charges and interest	1,353	1,286
Training and conferences	1,262	1,917
Depreciation	2,082	1,753
Irrecoverable VAT	1,729	8,076
Sundry	2,607	6,271
	<u>108,849</u>	<u>129,982</u>

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 £108,849 (2019: £129,982) is expenditure on restricted funds of £564 (2019: £183). All other expenditure is unrestricted.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

13. Governance costs

	2020	2019
	£	£
Audit and accountancy	5,325	5,555
Trustees' indemnity insurance	567	566
Seconded staff costs	8,975	-
Legal costs	-	170
Company administration	13	13
	<u>14,880</u>	<u>6,304</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

	2020	2019
	£	£
Salaries and wages	782,592	699,894
Social security costs	65,468	62,290
Pension contributions	104,905	101,128
	<u>952,965</u>	<u>863,312</u>
	No.	No.
Average number of staff	34	34
Average number of FTE staff	24	24

There were no staff working at FORCE in receipt of emoluments exceeding £60,000 (2019: None).

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 funded by central Government for 2019/20.

The Charity Trustees were not paid and did not receive any other benefits from employment with the Charity (2019: £Nil) neither were they reimbursed expenses during the year (2019: £Nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2019: £Nil).

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

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 £280,098 (2019: £293,455).

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 2019	123,693	111,892	435,388	52,216	186,234	909,423
Additions	-	-	-	18,215	49,728	67,943
Disposals	-	-	-	(19,315)	(33,823)	(53,138)
At 31 March 2020	123,693	111,892	435,388	51,116	202,139	924,228
Depreciation						
At 1 April 2019	44,184	45,961	283,033	40,146	126,469	539,793
Charge for year	2,296	11,110	42,587	4,911	26,219	87,123
Disposals	-	-	-	(19,315)	(33,823)	(53,138)
At 31 March 2020	46,480	57,071	325,620	25,742	118,865	573,778
Net book values						
At 31 March 2020	77,213	54,821	109,768	25,374	83,274	350,450
At 31 March 2019	79,509	65,931	152,355	12,070	59,765	369,630

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

Notes to the financial statements

Year Ended 31 March 2020

17. Fixed Asset Investments

	2020	2019
	£	£
Market value at 1 April	478,252	450,303
Additions	104,988	116,085
Disposals	(106,255)	(59,147)
Gain/(loss) on investments	(31,691)	18,457
Movement in cash holdings	12,745	(47,446)
Market value at 31 March	458,039	478,252
Historical cost at 31 March	435,321	410,734
Listed investments:	2020	2019
	£	£
UK Bonds	109,109	122,099
UK Equities	98,405	136,611
Overseas Equities	116,900	108,759
Other	97,480	87,275
Cash	36,145	23,508
Market value at 31 March	458,039	478,252

18. Debtors

	2020	2019
	£	£
Other debtors	17,726	11,902
VAT refund	2,276	1,612
Prepayments	24,955	18,485
	44,957	31,999

19. Creditors

	2020	2019
	£	£
Trade creditors	85,197	17,693
Reimbursement of staff costs	12,187	2,899
Accruals	52,658	70,036
	150,042	90,628

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

20. Other Financial Commitments

At 31 March 2019 the Charity had annual commitments under non-cancellable operating leases as set out below:

	2020		2019	
	Plant and machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	15,706	23,775	4,377	21,525
Within 2 to 5 years	42,236	93,413	6,886	68,100
In more than 5 years	-	17,181	-	34,206
	<u>57,942</u>	<u>134,369</u>	<u>11,263</u>	<u>123,831</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 (2019: £nil).

21. Movement on Funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
At 1 April 2019	1,320,477	536,342	187,233	2,044,052
Surplus / (deficit) for the year after transfers	154,680	(242,387)	5,737	(391,330)
At 31 March 2020	<u>1,165,797</u>	<u>293,955</u>	<u>192,970</u>	<u>1,652,722</u>

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

22. Designated funds

	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

2019 Designated funds Comparative	At 1.4.18 £	Incoming £	Expenditure £	Transfers £	Balance 31.3.19 £
Patient Support	6,724	-	(27,437)	20,713	-
Outreach	300,255	-	(169,240)	-	131,015
Donated Equipment	254,892	-	2,169	-	257,061
Education and innovation	1,500	-	(1,500)	4,500	4,500
Centre Fixed Assets	33,555	-	(10,027)	-	23,528
Shop Renovations / Dilapidations	131,623	-	(11,385)	-	120,238
	728,549	-	(217,420)	25,213	536,342

Patient support

This fund represents amounts set aside for 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 order to maintain this valuable service. Grant applications have been submitted to raise money to secure the physiotherapy and exercise programmes into the future.

FORCE@locations

All three FORCE@ locations have been operating successfully with the outreach chemotherapy proving to be a much-needed service. Existing designated funds were depleted in December and the Trustees agreed to transfer costs from the general fund to maintain this vital service. The balance of £3.7k represents the net book value of the FORCE@ chemotherapy van which is depreciated over 5 years. Grant funding applications are being submitted and other income streams continue to be developed to ensure that this hugely valuable service can be sustained as part of our core activities in the future.

Donated equipment

The donated equipment fund includes the general equipment fund and the Electronic Holistic Needs Assessment Fund (eHNA). The £50k eHNA fund was set up in 2013/14 and to date £38k has been spent. During the year £92k was transferred from the designated to the restricted fund for donated equipment to reflect the wishes of the donors which were advised retrospectively.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

22. Designated funds (continued)

Education and Innovation

In 2014/15 a new Bursary for a University of Exeter medical student with an interest in oncology was set up as a lasting legacy to the late Dr Chris Rowland. During the year, the Trustees approved a further three years funding from 1 April 2019 and a transfer of £4,500 was made from unrestricted funds to ring fence these funds. The balance of £3k represents the remaining fund for the next two years.

Centre Fixed Assets

Certain funds are set aside for significant anticipated capital expenditure. The fund currently represents the expenditure on the new database which was implemented during 2016/17. The fund represents the balance of the cost of the development less annual depreciation charged at 20% per annum.

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 1.4.19	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
	187,233	98,424	(177,584)	84,897	192,970

2019 Restricted funds *Comparative*

	At 1.4.18	Income	Expenditure	Transfers	Balances 31.3.19
	£	£	£	£	£
Extension to Centre	148,672	-	(36,767)	-	111,905
Patient Support	3,732	150	(162)	(2,500)	1,220
Force @locations	41,130	14,867	(17,493)	-	38,504
Donated Equipment	10,446	7,398	(1,742)	-	16,102
Centre Fixed Assets	3,600	22,450	(1,833)	(4,715)	19,502
	207,580	44,865	(57,997)	(7,215)	187,233

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

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.

Patient support

This fund represents amounts received for various patient support services. During the year, grant income totalling £25.5k was received towards support groups (£14k), art therapy (£3.5k), exercise rehabilitation (£7k) and benefits advice (£1k). Of the total grants received, £2k was as a result of the Covid 19 crisis. The closing Patient Support fund of £14.3k comprises amounts to be spent on children and family services, art rehabilitation and support groups.

FORCE@locations

The closing balance on the restricted fund represents unspent grants / fundraising and the net book value of a number of fixed assets for which contributions have been received for specific use in the FORCE@ locations.

During the year, various grant, fundraising and donation income was received toward the costs of running services in the three FORCE@ locations. Included in the total income for FORCE@ services, was £56k to support the outreach chemotherapy services received from The Classics Galore! concert (£22.2k), Okehampton United Charities (£21k) and a generous donation of (£12.5k).

Expenditure from this fund related to the cost of nurses to deliver chemotherapy, the cost of the FORCE@ family service (funded through a grant from the Garfield Weston Foundation in 2016/17), contributions to general FORCE@ staff in specific locations, the exercise rehabilitation service and the depreciation of certain fixed assets bought with restricted income.

Key funds remaining are a proportion of the net book value of the two FORCE@ vans (both partly funded by the Exeter Chiefs Foundation), the balance of the grant for FORCE@ family services and funds for the chemotherapy service.

Given that the funds designated for the FORCE@ service depleted in December, it is vital that further funding is secured to enable FORCE to continue to provide community-based support. The Income Generation Team are actively exploring funding opportunities to raise the additional income required.

Donated equipment

During the year, a total of £1.5k was received from grants to purchase equipment for the RD&E. A transfer of £92k was received from the designated donated equipment fund (see above) of which £24k was used to purchase a lymph scanner and 10 infusion pumps for the delivery of outreach chemotherapy treatments.

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

23. Restricted funds (continued)

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 £2.4k were received towards the cost of technology and broadband upgrades. Other expenditure was the depreciation of the FORCE trailer at £2k. The closing balance of £10.2k represents the net book value of the trailer along with funds to be spent on finalising the refurbishment of the quiet rooms and the library funded by The Norman Family Trust.

24. Analysis of net assets between funds

	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)
	<u>1,165,797</u>	<u>293,955</u>	<u>192,970</u>	<u>1,652,722</u>
2019 net assets between funds				
<i>Comparative</i>				
	Unrestricted funds £	Designated funds	Restricted funds £	Total £
Tangible fixed assets	123,724	119,084	126,822	369,630
Fixed asset investments	478,252	-	-	478,252
Cash at bank and in hand	771,075	417,258	60,411	1,248,744
Other net current assets	(52,574)	-	-	(52,574)
	<u>1,320,477</u>	<u>536,342</u>	<u>187,233</u>	<u>2,044,052</u>

25. Related Party Transactions

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

Force Cancer Charity

Notes to the financial statements

Year Ended 31 March 2020

26. Financial instruments

	2020 £	2019 £
Financial assets measured at fair value through income and expenditure	458,039	478,252
Financial assets measured at amortised cost	17,726	11,902
Financial liabilities measured at amortised cost	85,197	17,693

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

	2020 £	2019 £
Net income/(expenditure) for the reporting period	(391,330)	118,453
Adjustments for:		
Depreciation charge	87,123	85,596
(Gains)/losses on investments	31,691	(18,457)
Dividends, interest and rents from investment	(30,321)	(26,389)
(Increase) in stock	212	(2,953)
Decrease in debtors	(12,958)	8,077
(Decrease) in creditors	59,414	(71,395)
Net cash provided by/(used in) operating activities	(256,169)	92,932

28. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	463,176	770,019
Fixed asset investments	36,145	23,508
Current asset investments	480,259	478,725
Total Cash and Cash equivalents	979,580	1,272,252