



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

FORCE Cancer Charity

(a company limited by guarantee)
Registered charity number 1140676

Trustees' Report and Financial Statements

Year ended 31 March 2025
Company registered number 07529991



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Chair's Report

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

Celebrating 20 years of personalised support

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

Expanding services to meet growing demand

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

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

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

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

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

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

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



Dr Jenny Forrest
Chair of Trustees of FORCE

CEO's Report

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

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

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

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

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

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

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

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

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

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

Innovating to better support our patients

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

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

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

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

Warmest wishes,



Kate Few-Singh
CEO of FORCE

Trustees' Report

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

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Objectives and activities

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

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

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

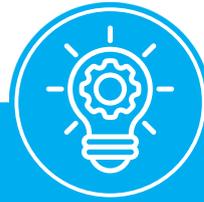


Throughout the year FORCE has continued to provide support and advice to local people affected by cancer through the fulfilment of our **STRATEGIC AMBITIONS**.



SUPPORT AND WELLBEING

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



INNOVATION

Fund research and innovation to improve cancer treatment and care.



PEOPLE

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



SUSTAINABILITY

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



Delivering our strategic ambitions



Support and wellbeing

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

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

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

Celebrating decades of offering support...

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

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

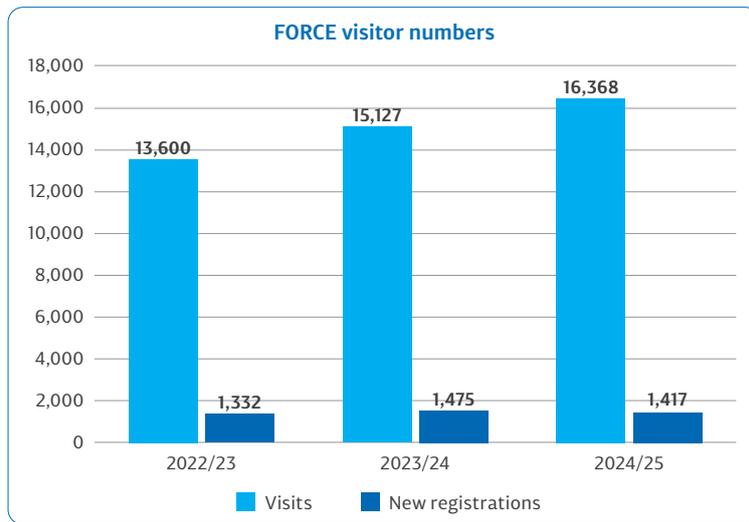
... continuing to listen and respond to what our patients and their families need...

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

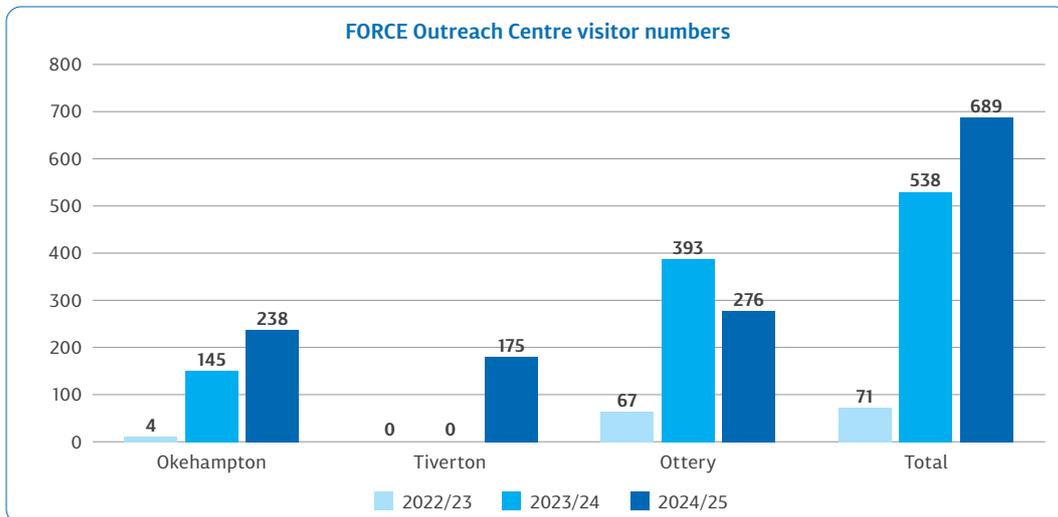
treatments such as immunotherapy offer hope to some. At the same time, unexpected side-effects, uncertainty around the progression of the treatments and other charities' reduction of services mean that cancer patients and their families need our support more than ever.

Visitor numbers for 2024/25

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

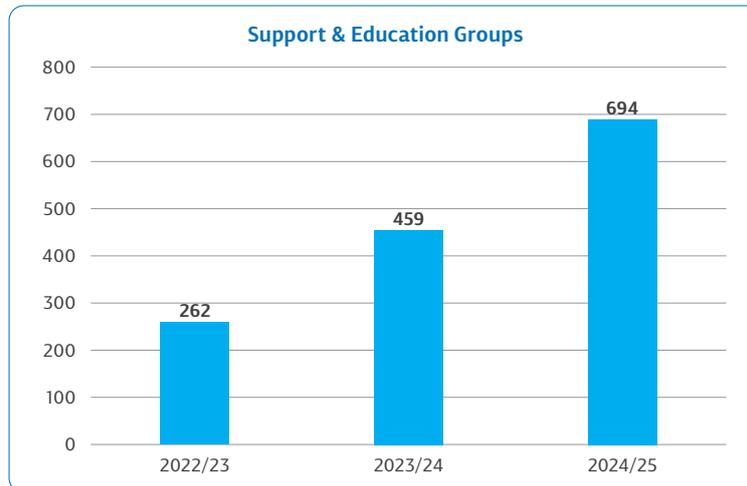


Visitor numbers for the outreach centres in Tiverton, Okehampton and Ottery St Mary reflect the opening of our new Tiverton outreach centre from May 2024, while the Ottery figures reflect a reduction in visitor numbers due to some staff absences in early 2025:



Key developments in the personalised support that we offer are:

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



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

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

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

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

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

Psychological and Emotional Support



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

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

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

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

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

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



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

Group programmes

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

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

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

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

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



Offering information and support

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



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

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

Supporting physical health and rehabilitation

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

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

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

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

Delivering individual and group complementary therapies

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

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

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

Financial support

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

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

Working with partners

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

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

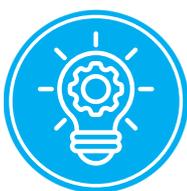
FORCE continues to invest in a strong interface with our main partner, the **Royal Devon University Healthcare NHS Foundation Trust (RDUH)**. Our Oncology Support Specialist Team has continued to provide reflective practice sessions to support nurses in the oncology, haematology and palliative care departments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

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

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

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

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



Innovation

Fund research and innovation to improve cancer treatment and care.

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

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



Our people

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

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

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

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

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

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

FORCE Volunteers

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

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

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

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



Sustainability

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

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

Income Generation

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

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

Digital transformation

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

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

Financial management

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

Governance

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

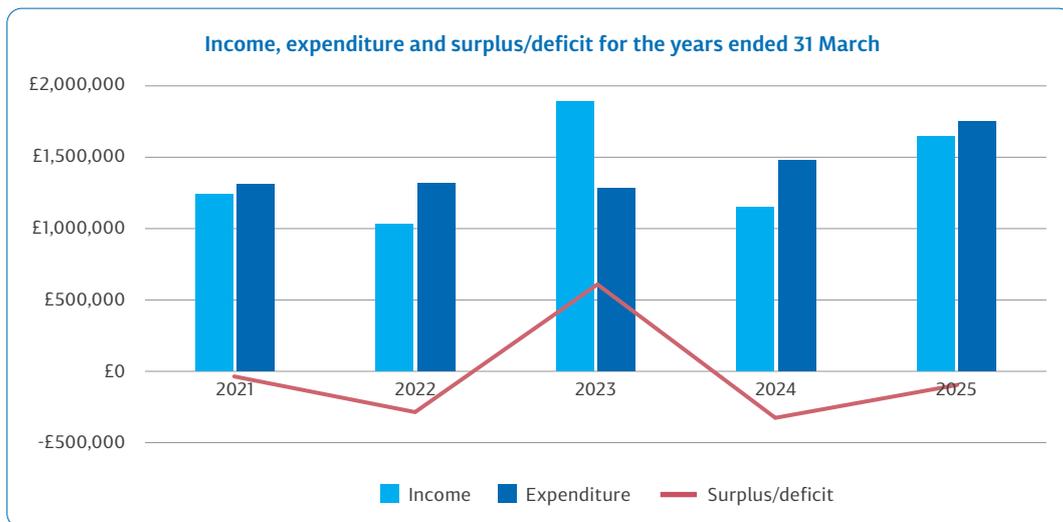
With many more people depending on our services, we aim to use our resources in the most effective and flexible way to support the needs of our beneficiaries. Our model of service delivery continues to be developed and reviewed with the expansion of the use of role specific volunteers (RSVs) and evolution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

Financial review

Review of Transactions and Financial Position

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

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

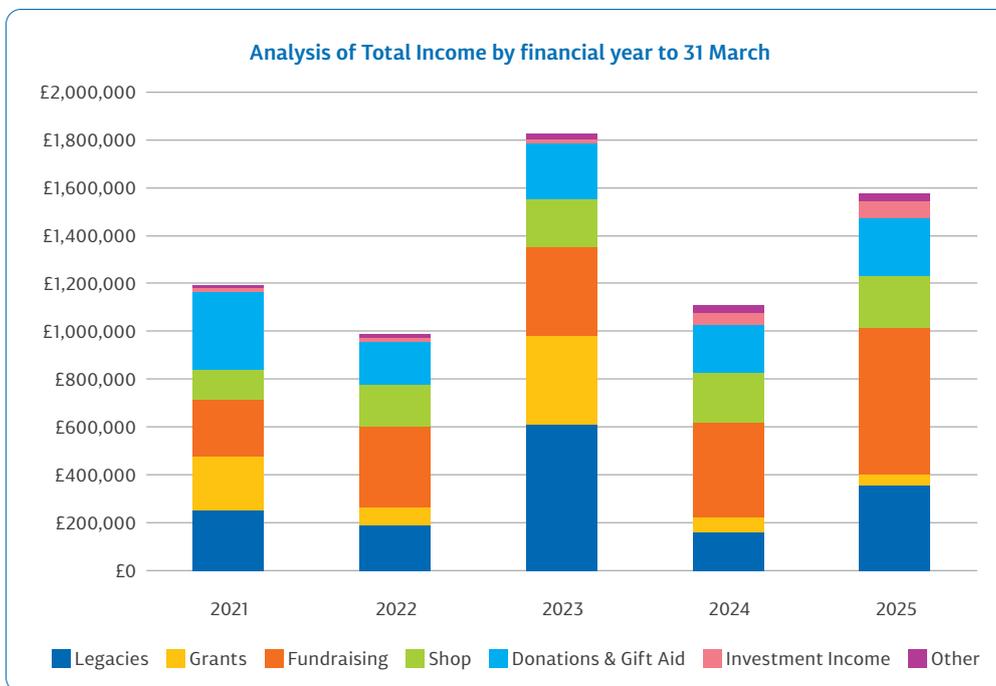


Key factors affecting this 5-year period can be summarised:

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

How our income was generated

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



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

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

Donation, grant and legacy income

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

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

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

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

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

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

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

Other trading activities

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

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

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

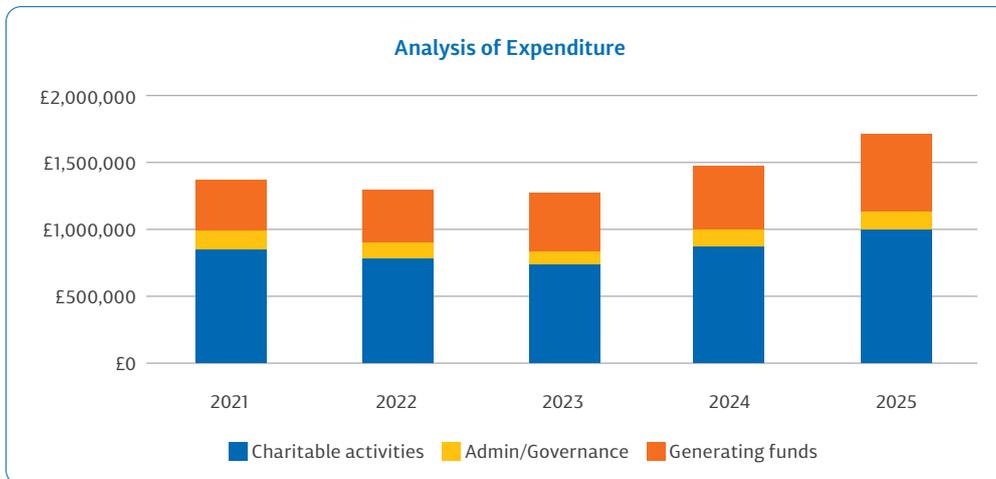
How our funds were spent

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

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

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

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



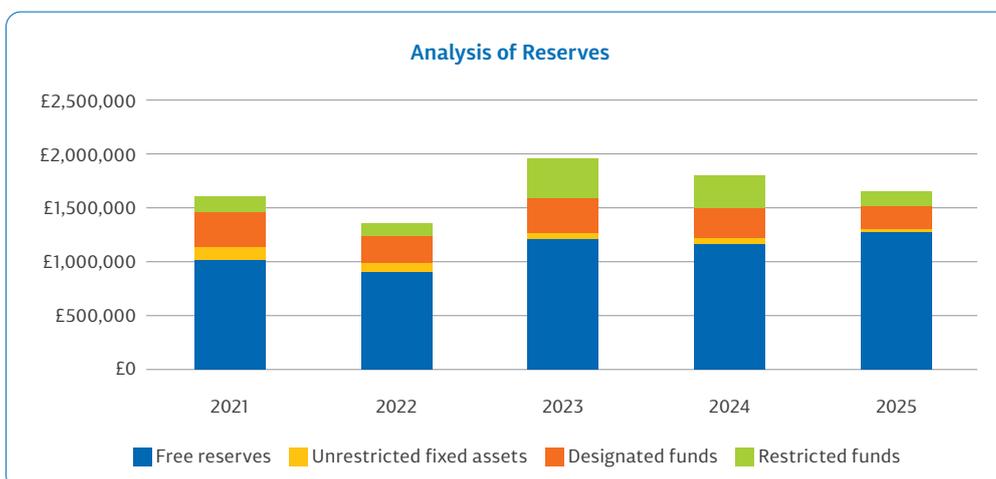
Reserves policy

Target reserves

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

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

Actual reserves



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

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

Investment Policy and Performance

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

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

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

Principal Risks and Uncertainties

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

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

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

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

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

Future plans

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

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

Structure, governance and management

Governing Instrument

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

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

Recruitment and Appointment of Trustees

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

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

Selection, Induction and Training of Trustees

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

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

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

Selection

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

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

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

Recruitment

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

Induction / Appointment process

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

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

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

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

Term of Office

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

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

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

Ongoing training, support and evaluation

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

Organisational Structure and decision-making

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

Governance & Strategy Committee (G&SC)

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

Key areas of responsibility are:

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

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

Finance and Income Generation Committee (FIGC)

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

Key areas of responsibility are:

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

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

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

Operational Management Team (OMT)

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

Pay policy for senior staff

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

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

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

Fundraising practices

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

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

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

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

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

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

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

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

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



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

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Text **FORCE** to
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GIVE A GIFT
force

cancer charity
force
Registered Charity No. 104676

cancer charity
force
Registered Charity No. 104676
to support anyone
cancer - face to face

Reference and administrative details

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

Governance & Strategy
Committee:

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

Operational Management Team:

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

Trustees' responsibilities in relation to the financial statements

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

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the 'going concern' basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

Statement as to disclosure to our auditors

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

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

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

Signed on behalf of the Trustees



Dr Jennifer Forrest
CHAIR OF TRUSTEES

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

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 34, the Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

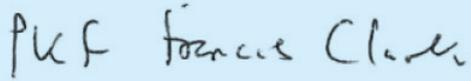
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias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

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

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

Use of our Report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



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

Date: 23 September 2025

Statement of financial activities

(Including the Income and Expenditure Account)

Year ended 31 March 2025

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

Balance sheet

Year ended 31 March 2025

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

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

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



Dr Jennifer Forrest
CHAIR OF TRUSTEES

Statement of cash flows

Year ended 31 March 2025

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

Notes to the financial statements

1. General information

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

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

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

2. Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with 'Accounting and Reporting by Charities: Statement of Recommended Practice' applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102 – October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

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

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

b) Funds

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

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

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

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

c) Resources expended

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

d) Incoming resources

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

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

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

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

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

e) Pension costs

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

f) Tangible fixed assets and depreciation

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

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

g) Investments

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

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

h) Stocks

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

i) Cash balances

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

j) Debtors

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

k) Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

l) Operating leases

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

m) Grants payable

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

n) VAT

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

o) Volunteers

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

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

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

p) Financial instruments

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

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

Recognition and measurement

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

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

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

q) Summary of significant judgements

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

3. Donations and Legacies

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

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

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

4. Other Trading Activities

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

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

5. Charitable activities

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

All income is unrestricted.

6. Investment Income

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

All income is unrestricted.

7. Other Income

	2025 £	2024 £
Sundry	3,716	3,430
	<u>3,716</u>	<u>3,430</u>

All income is unrestricted.

8. Expenditure on raising funds

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

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

Costs of Income Generation include expenditure associated with generating:

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

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

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

9. Expenditure on charitable activities

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

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

10. Innovation grants payable

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

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

11. Research expenditure and grants

	2025 £	2024 £
Research grant	3,000	4,465
	3,000	4,465

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

12. Administrative support costs

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

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

13. Governance costs

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

All expenditure is unrestricted.

14. Staff costs

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

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

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

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

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

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

14a. Exceptional salary credit

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

15. Corporation taxation

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

16. Tangible fixed assets

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

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

17. Fixed Asset Investments

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

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

18. Debtors

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

19. Creditors

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

20. Other Financial Commitments

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

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

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

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

21. Movement on Funds

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

22. Designated funds

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

2024 Designated funds Comparative

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

Patient support

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

FORCE@locations

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

Innovation

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

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

22. Designated funds (continued)

Shop Renovations/ Dilapidations

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

Centre Fixed Assets

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

23. Restricted funds

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

2024 Restricted funds

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

Improvements to the Centre

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

Patient Support

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

National Lottery Community Fund

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

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

FORCE@ Locations

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

Innovation

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

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

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

Centre Fixed Assets

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

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

24. Analysis of net assets between funds

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

2024 net assets between funds Comparative

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

25. Related Party Transactions

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

26. Financial instruments

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

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

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

28. Analysis of cash and cash equivalents

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

29. Contingent assets

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





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