ANNUAL REPORT

APRIL 2025 - MARCH 2026



Trustees' Report and Financial Statements

Year ended 31 March 2026

FORCE Cancer Charity

(a company limited by guarantee)

Charity registration no. 1140676 Company registration no. 7529991

cancer charity force®

Registered Charity No. 1140676





Trustees' report and financial statements

Year ended 31 March 2026

Company registered number 07529991

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Leading with purpose and looking ahead with confidence

A message from our Chair of Trustees & our Chief Executive

As we reflect on the past year, we are struck by the way FORCE continues with high-quality, compassionate support for those with cancer across Exeter, East, Mid and West Devon. Demand for our services has never been greater, with more people living longer with cancer and needing practical, emotional and physical support. Against a backdrop of financial pressures across the charity sector, FORCE has continued to develop sustainable income and strengthen its services while remaining true to its purpose.

Figures from Cancer Research UK indicate that more than 403,600 people in the UK are diagnosed with cancer each year - around 1,100 every day. Earlier diagnosis, an ageing population and advances in treatment mean more people are living with and beyond cancer, although many continue to experience gruelling treatments and side effects. In its 39-year history, FORCE has never been more needed.

To meet growing demand, we are developing new ways of supporting more people. In 2025-26 this has included; the introduction of counselling assessments and MYCaW (Measure Yourself Concerns and Wellbeing) to assess needs in a more timely way and capture feedback from counselling sessions, launching complementary therapies in Cullompton, launching onling booking for acupuncture, counselling and our Pre-loved wigs service, hosting the first parenting toolshed event in the southwest with Fruitfly Collective and hosting Shine Cancer Support sessions for people in their 20s, 30s and 40s. In addition to that we have two new peer-led support groups co-created with patients.

Our income generation team had another successful year, raising more than £1.3 million from a mix of legacy income, grant funding, fundraising activities such as the Great West Run, the Nello cycling event, many smaller community fundraisers, and our shop in Heavitree. We are deeply grateful to every individual, organisation and business that has supported FORCE this year.

The year also brought changes to our Board of Trustees. After more than 30 years working with FORCE, gynaecological oncologist John Renninson retired as a Trustee. We are delighted he has accepted the role of Vice Patron, continuing his longstanding commitment to the charity. Specialist nurse Sally Tapp also stepped down after five years as a Trustee. We thank both for their dedication and support.

We were pleased to welcome medical oncologist Dr Kate Scatchard, retired Assistant Chief Constable within Devon and Cornwall Police Jim Nye, and Lead Nurse for Enhanced Supportive Care Nicky Godfrey to the Board. Nicky has supported FORCE retreat days for many years, while Jim Nye has been a longstanding supporter of FORCE's fundraising efforts. Inspired by his mother's experience as an oncology patient, Jim has taken on remarkable challenges to raise funds, including rowing across the Atlantic and completing a 1,000km kayak expedition along Canada's Yukon River. Together they bring valuable experience, enthusiasm and a deep understanding of our work.

From July 2026, after nearly 15 years with FORCE, Jenny Forrest will step down as Trustee and Chair, handing over to Dr Sally Kidner. Sally is a retired GP who has served as a Trustee for around 10 years and is also one of our Role Specific Volunteers. We know she will provide excellent leadership for both the Board and charity. During Jenny's time with FORCE, the charity has continually adapted to changing needs while remaining focused on providing local services for local people. We have established community hubs in Ottery St Mary, Tiverton, Okehampton and (on a smaller scale) Cullompton, embraced online working during COVID, and developed new services including retreats and support groups for people living with non-curable cancer and their families.

As these accounts were being written we heard the sad news that our Vice Patron, David Cantle has passed away. David had been involved with FORCE since 1991 as a Trustee and then a Vice Patron from July 2020. He has been instrumental in representing FORCE across East Devon, especially in Honiton where he and his wife Jean put out and collected tins for us since 2016, attended many fundraising events and spread the word about our charity.

We must pay tribute to our incredible volunteers who continue to give up their time to support our patients and their families. We know it makes a huge difference to everyone who uses our services. With over 10,000 hours given in 2025-26 we are forever grateful to you all. We are also delighted to report that we have more role specific volunteers than ever before using their skills to support our services and teams (16 in total and a 60% uplift since 2024-25). Thanks must go to our staff team who go over and above despite mounting pressures in demand and complexity and continue to provide an outstanding service to all those who need us.

Looking ahead we are confident that FORCE is well-placed to continue to excel in supporting all those who need us. Over the coming year, we will gain greater financial sustainability by investing in our income generation team and seek funding for outreach services since our National Lottery Community Funding finished in September 2025. We will be focused on further partnership working and collaboration to improve patient and families support and experience. We will aim to improve staff wellbeing and reduce stressful workloads. We will strengthen our IT and data systems to improve our reach and services, strengthen our IT security, improve our data to inform decisions and improve administrative effiencies.

Going into our 40th year we will be reviewing what we offer to patients, families and professionals, listening to what is needed most so that we can prioritise our time, effort and resources to continue to deliver the best possible support, in a financially viable way.

While challenges remain, as we look ahead to celebrating our 40th anniversary, the charity has a clear plan to ensure FORCE will continue to provide local services for local people. Finally, we would both like to thank our staff and volunteers, whose dedication makes FORCE the caring, welcoming and compassionate place it is, with patients at the heart of everything we do.



Dr Jenny Forrest
OUTGOING CHAIR OF TRUSTEES



Kate Few-Singh
CEO OF FORCE

Trustees' annual report 2025-26

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 2026.

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).

Our purpose and strategy

How we're working towards a future where no one faces cancer alone

Since becoming a registered charity in 1987, FORCE Cancer Charity has grown into a vital part of cancer care across Exeter, East, Mid and West Devon. Our work is founded on a simple belief: everyone affected by cancer deserves the very best support and treatment, as close to home as possible.

What began as a small local charity has grown into an organisation providing free support and advice to thousands of people every year. Alongside our patient services, we fund investment in equipment that improves diagnosis and treatment, and support education and innovation to enhance cancer care across the region.

The generosity of our local community has shaped every stage of FORCE's development, from the opening of our Cancer Support Centre in Exeter in 2004 to its expansion in 2012 and the continued growth of our services today.

Our mission and strategic objectives set out our long-term commitment to ensuring that anyone affected by cancer can access compassionate, high-quality support throughout their cancer journey, while continuing to invest in improvements that benefit patients now and in the future.



What we stand for

Vision

Everyone facing cancer should have the personalised support and care they need.

Mission

To ensure the best possible support and care for people affected by cancer in Devon.

To contribute to research and innovation to improve treatments and quality of life.

Values

PROFESSIONALISM
Applying our expertise and experience to deliver safe, high-quality services.

COMPASSION
Putting clients and their well-being at the forefront of all that we do.

RESPONSIVENESS
Adapting our services to the needs of our clients and their families in a timely way.

EMPOWERMENT
Empowering our clients to achieve their personal ambitions.
Developing our staff and volunteers to support people through changes and challenges.

INNOVATION
Seeking new ways to support people.
Funding research into better treatments for cancer.

COLLABORATION
Working with others to share our knowledge and experience and to benefit from theirs, to expand the range and quality of services offered.

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



SUPPORTING PEOPLE THROUGH CANCER

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



DRIVING AMBITION

Funding research and innovation to improve cancer treatment and care



OUR PEOPLE

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



BUILDING A SUSTAINABLE ORGANISATION

Developing income generation, digital transformation, ensure strong financial management and governance

Our year at a glance

Highlights from the FORCE calendar for 2025–26

2025

APRIL

We gave the green light to **donate £25K** towards the Royal Devon & Exeter Hospital's **Light Beam appeal for their Surface Guided Radiotherapy Treatment**. SGRT makes treatment safer, more accurate and comfortable for around 1,800 patients every year.

FORCE took part in an **inclusion and accessibility project** with the University of Exeter, helping us establish community links to widen our communications, engagement and support.

MAY

We welcomed our new **Head of Income Generation, Rachael Bryett**. She brings a wealth of experience and knowledge of the fundraising landscape in Devon, including at Torbay and South Devon NHS Charity and Rowcroft Hospice.

Feedback from a **focus group for parents with non-curable cancer** was used to put together a better pack of information to signpost and support others.

The **Jurassic 10k** took place on 3rd May and raised a fantastic **£9.2k**.





25th May **The Great West Run**. 450 runners completed 10k or a half marathon on an extremely hot day! Their incredible efforts raised **£150k** and they were supported by **65 volunteers**.

JUNE

FORCE enjoyed meeting people at our stand at the **Respect Festival** in the centre of Exeter. It was a fantastic opportunity to reach out to communities across the city and tell them about our services.

28th June **The Nello** saw a spectacular **1200 riders** cycling 60 or 100 miles to raise an amazing **£100k**. 140 volunteers supported their efforts, along with our brilliant main sponsor and partner, The Bike Shed.





JULY

Our **Volunteer Thank You** event at Cadhay House near Ottery St Mary was our chance to show our appreciation to all our amazing regular volunteer teams. 60 people enjoyed the house and grounds, prosecco and a cream tea with the High Sheriff, Caroline Harlow in attendance.

SEPTEMBER

Former Royal Marine Paul Vice, who was severely injured in an explosion while serving in Afghanistan, **walked 250 miles** from Exeter to Manchester to raise money for FORCE. Paul, who has a prosthetic leg, raised over £8,000 with his incredible challenge.



Our year at a glance

OCTOBER

Complementary therapies were launched in our **new outreach location in Cullompton**, expanding our ability to offer these supportive treatments to people in the Mid Devon area.



DECEMBER

Jane and Gary from Exeter Friends of FORCE held their annual **Christmas Fayre** in Heavitree and raised £2,705.

NOVEMBER

Fruitfly Collective, a specialist charity helping parents who've been given a cancer diagnosis, held a **parenting toolshed workshop** in partnership with FORCE. Twenty-two parents attended to learn new solutions that will help navigate family life through this tough time. **Shine Cancer Support**, which works with people in their 20s, 30s and 40s with cancer, also ran some brilliant sessions for our younger patients.





One of our youngest fundraisers, 11-year-old Emily, rode her bike for 100km and raised £1105. Emily and her mum have been accessing care from FORCE.



A **new online booking system** was launched for **acupuncture, counselling and our Pre-loved Wig Service**, offering another convenient option to help people access sessions.

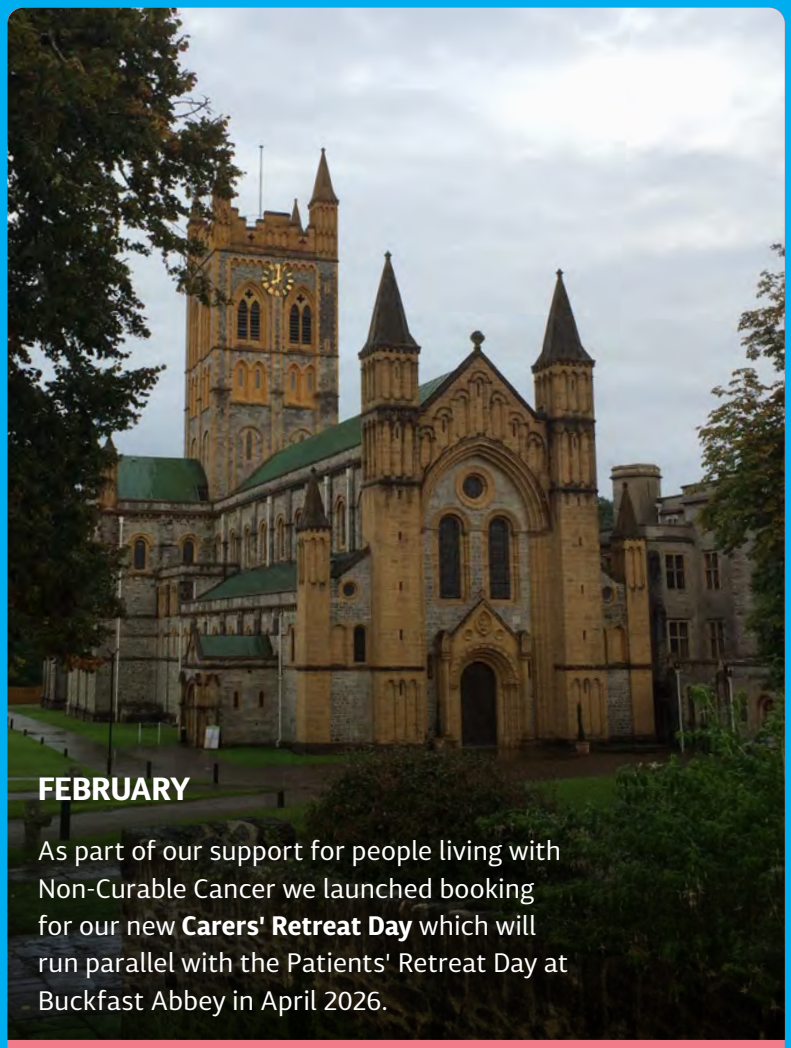
2026

JANUARY

Counselling assessments with our **Oncology Support Specialist (OSS) team of counsellors** began, giving people a pre-appointment phone call to assess their needs in a more timely and holistic way. The MyCaW (Measure Yourself Concerns and Wellbeing) system was introduced to help identify and prioritise client needs, and capture the impact of our counselling sessions

MARCH

Two new peer-led support groups started recruiting - one for **people living with non-curable cancer** and another for **parents with a non-curable diagnosis**. Co-created with patients, the groups bring together people with shared experiences, with FORCE providing the guidance and support to help them become self-sustaining.



FEBRUARY

As part of our support for people living with Non-Curable Cancer we launched booking for our new **Carers' Retreat Day** which will run parallel with the Patients' Retreat Day at Buckfast Abbey in April 2026.

Our new **three-year fundraising strategy** was agreed with the aim of ensuring a broad range of sustainable income streams to underpin FORCE's work into 2029.



MARCH

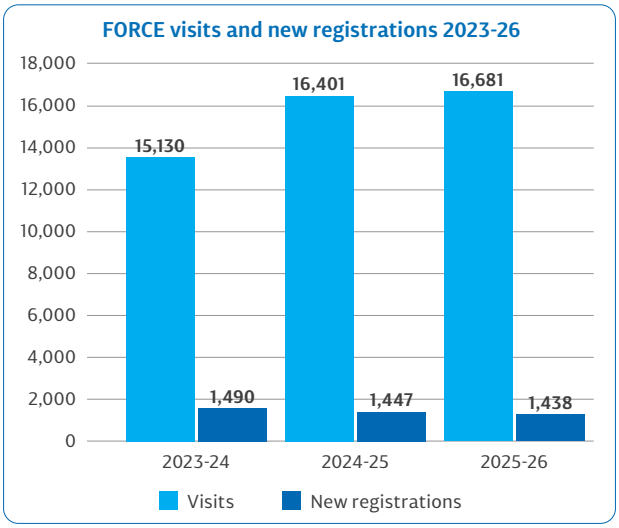
We launched two huge international events to celebrate our 40th anniversary in 2027: a chance to **walk along the Great Wall of China**, and a **London to Paris cycle ride**. We hope to welcome 30+ participants to each event.

STRATEGIC AMBITION 1

Supporting people through cancer

Delivering cancer care and support for everyone

Demand for support continues to grow as more people are living with and beyond a cancer diagnosis. Throughout 2025-26, FORCE continued to respond to this increasing need, expanding services and supporting more people across Exeter, East, Mid and West Devon.



16,681
VISITS TO OUR CENTRE in Exeter (**up 1.7%** from last year)

2,510
FREE COUNSELLING APPOINTMENTS with our Oncology Support Specialists (**up 5.8%** from last year)

1,310
COMPLEMENTARY THERAPY appointments (**up 4.2%** from last year)

662
PHYSIOTHERAPY appointments (**up 19%** from last year)

10,000+
hours of **VOLUNTEER TIME** from over **180** fantastic volunteers

714
individual **OUTREACH APPOINTMENTS** (**up 9.9%** on last year)

4
COMMUNITY LOCATIONS in Ottery St Mary, Tiverton, Cullompton and Okehampton

16
ROLE SPECIFIC VOLUNTEERS support our services and teams (up **60%** since last year)

The FORCE centre in Exeter

Throughout 2025-26, FORCE continued to develop its services by listening to patients, families, volunteers and NHS colleagues, helping ensure our services evolve alongside increasing demand and the growing complexity of cancer care.

We recognise that cancer affects far more than the individual receiving treatment. Partners, families and friends also face significant emotional and practical challenges and increasingly require support in their own right. During the year we continued to **strengthen services that support the whole network around the patient** while enhancing the care available to them throughout their cancer journey.

One of the most significant developments was the creation of the **FORCE Peer Support Hub**. Feedback from patients consistently tells us that meeting others with shared experiences is one of the most valuable forms of support. The Hub enables patients and carers to talk to others and provides guidance for those wishing to establish new peer-led groups. During the year we also developed **two new Peer-Led Support Groups** – one for people living with non-curable cancer and another for parents with a non-curable diagnosis. In addition we worked with specialists Fruitfly Collective to deliver the South West's first parenting workshop for families facing this diagnosis.

Our group programmes also evolved. We redeveloped the **Moving Forward After Cancer** programme and increased the length of our **Relaxation & Anxiety Management** course by **50%**, while monthly support groups for people living with non-curable cancer continued throughout the year.

Our **physiotherapy team** have delivered **662 appointments**, a **19%** increase on the previous year. We have continued to support patients via groups such as Isca weekly strength and balance group, an online Zoom class, yoga, pilates, breast cancer recovery programmes and 10 'Get active' gym programmes in the community led byFORCE funded, highly trained personal trainers

Complementary therapy provision at the Exeter centre also increased by around 4%, with 131 appointments delivered during the year.

To improve accessibility, we introduced an **online booking system for counselling, acupuncture and the Pre-Loved Wig Service**, while continuing to offer telephone booking for those who preferred it.

The FORCE Centre in Exeter remains the heart of the charity, welcoming **16,681 visits**, an increase of **1.7%** on the previous year. Our information team provided **867 individual appointments**, while more than **180 volunteers contributed over 10,000 hours** supporting patients, families and the wider organisation.

The year also brought significant challenges. Demand continued to increase, patients presented with increasingly complex needs, and financial pressures across the charitable sector remained considerable. Despite this, FORCE continued to develop its services, maintain its person-centred approach and strengthen its capacity to meet future demand.

> ***"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."***

Counselling and emotional support

Supporting the emotional wellbeing of people affected by cancer remains a core part of FORCE's work. Our counselling service provides a confidential space for patients and those close to them to explore the emotional impact of diagnosis, treatment, recovery and living with cancer.

The service is delivered by professionally trained Oncology Support Specialists (OSS), and six appointments are available free of charge to adult cancer patients, partners and family members. Appointments are offered face to face, by telephone or online for individuals, couples and families.

Demand for counselling continued to grow during 2025-26. The team delivered 2,510 counselling appointments, a 5.8% increase on the previous year.

"I was so well looked after by the lovely volunteers in the reception area as well as by the FORCE staff. I felt very lucky indeed having this cosy environment to go to during this most difficult period of my life."

A significant development during the year was the **introduction of pre-counselling telephone assessments, offered within three weeks of referral**. These enable the team to assess individual needs at an earlier stage, provide timely advice and signposting where appropriate, and ensure people are directed to the most suitable support. As counselling appointments begin at 9am, we're opening the centre half an hour earlier to accommodate this.

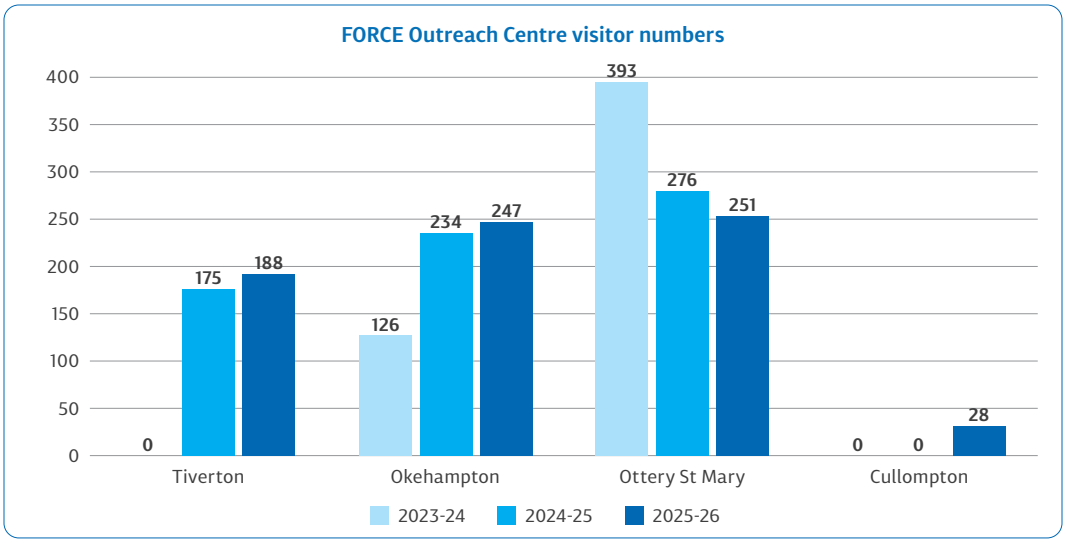
Alongside counselling, FORCE continued to offer **Relaxation & Anxiety Management and Mindfulness programmes**, recognising that people benefit from different forms of emotional support at different stages of their cancer journey. As demand continues to grow, ensuring timely access to high-quality psychological support remains an important priority for the charity.

"It is an amazing service, and the volunteers are lovely when they greet you on arrival. They make you feel welcome and relaxed and not awkward about reaching out for the support."



Delivering services across Devon

Improving access to support remains an important priority for FORCE. During 2025-26, we continued to deliver a range of services in community locations across the RDUH catchment area, helping reduce travel for patients and ensuring support is available closer to home where possible.



During the year, **714 individual outreach appointments - a 9.9% increase on last year – were delivered across our community locations**. Meanwhile our **four centres received a total of 16,681 visits – that's 1.7% more than last year**.

Alongside the chemotherapy service at Ottery St Mary Hospital - originally established with funding from FORCE and delivered by RDUH nurses with support from FORCE volunteers - we continued to provide counselling, complementary therapies, physiotherapy, exercise clinics and support groups in partnership with NHS colleagues.

During the year, **appointment-based services were reintroduced at Okehampton Hospital every Wednesday and Tiverton Hospital every Monday**, improving access for patients living in those areas. **Complementary therapies were also introduced in Cullompton** for the first time in October 2025, with **28 appointments** delivered by the end of March 2026.

FORCE Physiotherapy team delivered **662 physio appointments** in 2025-26, a **19%** increase on the previous year. As well as 121 appointments, we have delivered rehabilitation support to patients via groups such as Isca strength and balance group, an online Zoom class, yoga, pilates, a breast cancer recovery programme and our 'Get Active' gym programmes in Branstaple, Crediton, Cullompton, Exeter, Exminster, Exmouth, Honiton, Ottery, Seaton and Tiverton.

"Attending FORCE has helped me to be more confident in facing the challenges of living with cancer. Without the ongoing support it gives me, I would find it hard to navigate those challenges."



Retreat days provide specialist support for people living with non-curable cancer

Supporting people living with non-curable cancer remains a key priority for FORCE. During 2025-26, two retreat days were held at Buckfast Abbey as part of the charity's **Living with Non-Curable Cancer Programme**, bringing together 32 patients for dedicated days of support, reflection and connection.

Designed and delivered by FORCE's Oncology Support Specialists, alongside NHS colleagues and trained volunteers, the retreats provide a safe environment where participants can explore the emotional and practical realities of living with a non-curable diagnosis. Alongside facilitated discussions, the programme included **mindfulness, peer support and opportunities for quiet reflection**, enabling people to share experiences, discuss topics such as uncertainty, family relationships and hope, and develop practical strategies for coping.

Feedback demonstrated the significant value of this specialist support. Participants consistently reported feeling **less isolated, more confident and better equipped to manage the challenges of living with a non-curable cancer diagnosis**. Many highlighted the opportunity to meet others in similar circumstances as one of the most valuable aspects of the programme.

Adrian, who attended the first retreat, reflected: "All of a sudden I was talking to people who knew what I'd been through and what they were going through, and I could help them and they could help me."

Denise Sparkes, who sadly died in 2024 and was a passionate advocate for the retreats, described them as "a safe space" where "the honesty was such a breath of fresh air". She said the experience helped her realise, "I'm not in control of the cancer, but I can be in control of a lot of other things in my life."

STRATEGIC AMBITION 2
Driving innovation

Investing in new ideas

Innovation remains central to FORCE's approach to improving cancer care and support across Devon. During 2025-26, we continued to invest in new ideas, partnerships and technologies that will enhance patient experience, strengthen our services and improve outcomes for people affected by cancer.

One of the year's most significant achievements was the award of a **£25K grant towards RDUH's new Surface Guided Radiotherapy (SGRT) system**. Made possible through the generosity of FORCE supporters, the grant helped launch the Trust's wider Light Beam Radiotherapy Appeal, which has meant that the Trust are over halfway to achieving their target and been able to buy the first of three pieces of equipment.

The SGRT system represents a major advance in radiotherapy treatment and is expected to **benefit around 1,800 patients** each year. Using advanced cameras and surface mapping technology, it enables more accurate treatment delivery, automatically pauses treatment if a patient moves, reduces time spent on the treatment couch and, for many patients, removes the need for permanent treatment tattoos.

FORCE also continued its long-standing commitment to supporting the next generation of cancer researchers. During the year, a **£2k Dr Christopher Giles Rowland Bursary was awarded to University of Exeter neuroscience student Gemma Moon**, the eighth recipient of the bursary established in memory of FORCE's co-founder. The scheme helps young researchers develop their careers while contributing to future advances in cancer research.

Innovation also means continually improving the way FORCE delivers its own services. During the year we appointed a **new IT provider, which allowed us to strengthen cybersecurity, upgrade equipment and begin work to improve data collection and reporting,** while work began on succession planning and developing specialist skills across the Information and Oncology Support teams. This will enable the charity to better understand local need, evaluate the impact of its services and support evidence-based planning for the future.

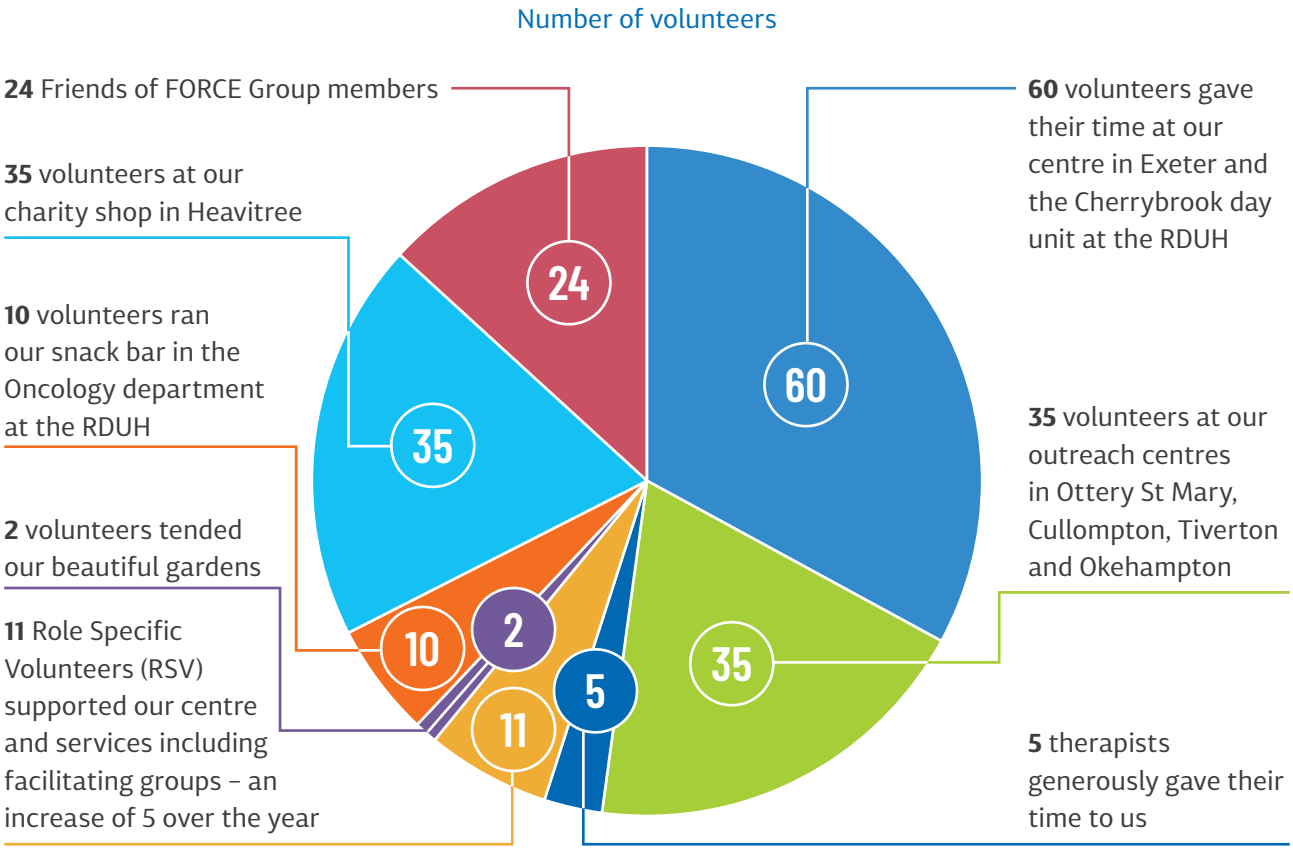
Listening to patients and communities also remains an important part of driving innovation. During the year FORCE participated in **community consultation events** at Exeter University to better understand the needs of Exeter's ethnically diverse community. They also promoted opportunities for patients to contribute to research studies and focus groups, including work exploring support for parents living with cancer and research into inequalities in bowel cancer referrals. By encouraging patients to share their experiences and shape future services, FORCE continues to support innovation not only within the charity but across the wider cancer care community.

"As well as the skills of my counsellor, the warm welcome by the volunteers at Ottery makes you feel relaxed and less anxious as soon as you walk through the door."

STRATEGIC AMBITION 3

Our people

The dedication, expertise and hard work of our people continues to be the foundation of everything FORCE achieves. Whether delivering specialist services, welcoming patients into the centre, raising funds in the community or providing strategic leadership, our staff, volunteers and Trustees all play an essential role in helping the charity meet increasing demand while maintaining the compassionate, person-centred support for which FORCE is known.



Over 180 FORCE volunteers at our heart

Volunteers continue to make an extraordinary contribution to every aspect of FORCE's work. **During the year, more than 180 volunteers (excluding Trustees and fundraising event volunteers) contributed over 10,000 hours supporting patients**, visitors, fundraising activities, the charity shop, administration, governance and community events.

Volunteers provide the warm welcome that many patients remember most, help create a calm and supportive environment within the centre, in our outreach centres, support fundraising across Devon, and bring valuable experience and skills to the charity through our Board of Trustees and local fundraising groups.

During 2025-26 we continued to strengthen volunteer recruitment, training and support, improve organisational systems and develop opportunities for people from a wider range of backgrounds to become involved with the charity.

We welcomed 24 new volunteers into regular roles through five induction programmes, alongside 11 new volunteers at the FORCE charity shop. We also introduced refresher induction sessions for longer-serving volunteers and began holding open information sessions to keep volunteers informed and give them greater opportunities to contribute to the charity's development.

Lauren Tallyn, our full-time Volunteer Services Assistant, appointed in September 2024, has **strengthened volunteer recruitment, training and day-to-day support**, while improvements such as a more user-friendly snack bar till system and encouraging volunteers to join the DBS Update Service have helped streamline volunteering and improve safeguarding.

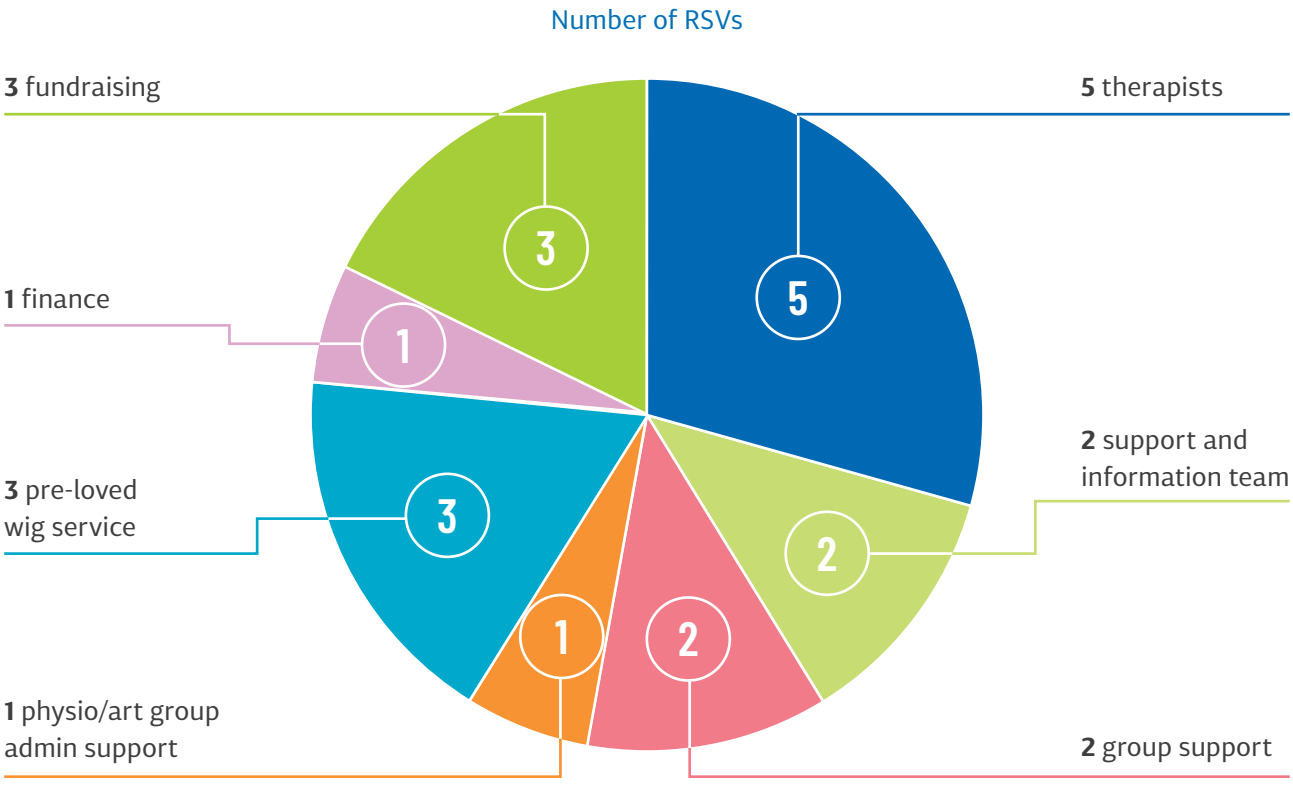
Broadening participation remains an important priority. FORCE continued to attend volunteer recruitment events, including the Exeter Cathedral Volunteer Fayre, worked with local schools to promote volunteering opportunities to parents, engaged with local men's groups, attended the Exeter City Football Club volunteering event, and supported Duke of Edinburgh Award participants to complete their volunteering through the charity shop. Throughout the year we also explored new volunteer roles to support the organisation while ensuring volunteers complement, rather than replace, paid staff.

The stability of our volunteer workforce reflects the strong commitment of those who give their time to FORCE. Events such as the annual Volunteers' Thank You Day at Cadhay House, attended by the High Sheriff of Devon, Caroline Harlow, provided an opportunity to recognise and celebrate the invaluable contribution volunteers make to all FORCE's work.

> ***"The entire FORCE staff are always so good at expressing your appreciation of us volunteers all the time. There is no doubt that FORCE is a truly special place."***

Role Specific Volunteers (RSVs)

Alongside our wider volunteer team, FORCE continues to benefit from a growing number of Role Specific Volunteers (RSVs) who bring specialist skills and regular commitment. They have defined roles within departments, helping to ease workload pressures and provide consistency for both staff and service users.



16 RSVs (including therapists) now give their time, an increase of 60% from 2024-25. This is where they have been making an impact:

Collectively, our RSVs contribute around **140 hours every month**, supporting a wide range of activities across the organisation. Many bring valuable professional expertise or personal experience, enabling them to suggest improvements that help streamline processes and strengthen the way we work.

Regular communication, ongoing support and tailored training ensure volunteers feel confident in their roles and are fully integrated into their teams.

RSVs also play an important part in delivering some of our specialist services. For example, volunteers supporting the Living With Non-Curable Cancer Programme receive dedicated training from clinical experts, enabling them to provide compassionate, informed support during group sessions and retreat days.

This is what we do

"I was leaving my shift one Friday morning when a woman approached me and saw that I was Mary through looking at my ID badge. She told me that her husband used to come to the centre on Friday mornings before his chemotherapy. He was very depressed about his health and prognosis and told his wife that he liked coming because 'nobody makes you talk if you don't want to.'

"I remembered him well. We were all happy to make him a coffee and leave him in peace. One morning, something changed – he looked up, there was a flicker of a smile. I made a light-hearted comment, and we ended up in a conversation. After that, we spoke every time he came in, both about his fears but normal everyday things too.

"Then he stopped coming. One day his wife was in front of me with a bottle of wine. She said, 'He passed away in January, and he often said how much he valued your chats. He also enjoyed finding out that you liked good red wine, as he did! I can't tell you what a difference it made that he was talking to someone other than me. You people really do an amazing job.'

"This could have been any of us volunteers – this is what we do, who we are and why what we do makes such a positive impact."

Mary Greener
FORCE VOLUNTEER



FORCE staff powering our mission

This year FORCE's team of staff have yet again shown their expertise and dedication to ensuring that everyone who comes through our doors receives the highest standard of care and support.

During 2025-26, our staff team experienced a period of significant change. We said goodbye to several long-serving colleagues whose work has helped shape FORCE over many years. We would like to thank **Jayne Lynds**, who left the Information Team in October 2025; **Emma Ellis**, who left in March 2026 after many years as an Onocology Support Specialist (OSS), having first joined FORCE as a volunteer when the centre opened in 2004 and going on to develop many of our programmes; and **Jayne Fahy**, one of our Support and Information Nurses, who retired in March 2026. Their combined experience, compassion and commitment have made a lasting contribution to the charity and to the thousands of people they have supported.

These departures, together with other changes across the organisation, prompted a review of team structures and responsibilities. Succession planning became a key priority during the year, creating opportunities for existing staff to develop their skills and take on new responsibilities while recruiting to strengthen the team for the future.

The year also provided an opportunity to celebrate a remarkable milestone. In May 2025, **Gerry Gillespie** marked **25 years** as an OSS with FORCE, having supported countless patients and families over a quarter of a century.


Jayne Lynds


Emma Ellis


Jayne Fahy


Gerry Gillespie



"I wanted to shout about FORCE from the rafters."

Amy Martin credits FORCE with helping her through some of the darkest days of her life. This year, she found the perfect way to say thank you – completing the Great West Run 10K and raising an incredible £1,520 to help other local people affected by cancer receive the same support she did.

In late 2023, Amy was diagnosed with breast cancer and spent two years having chemotherapy and radiotherapy, recovering from a mastectomy and then a DIEP reconstruction. FORCE became a pivotal part of her treatment, a place where she found practical help, emotional support and the space to begin rebuilding her life after cancer.

"Here's the thing about cancer treatment: the NHS gets you through it, but there's no quiet place to take in the shocking news you've just received. I don't know about other hospitals but there's no counselling offered as you watch your life fall apart, there's no routine physiotherapy after mastectomy or reconstruction on offer. Hospital staff are absolute superstars – they saved my life – but they're stretched beyond belief. FORCE quietly, consistently and brilliantly fills the gaps."

Many of Amy's chemotherapy sessions took place at FORCE's outreach centre in Ottery St Mary, where NHS nurses are supported by FORCE volunteers, Amy often found sanctuary at the FORCE centre in Exeter. One of the biggest turning points in Amy's recovery came through counselling.

"Paul helped me through some of the darkest moments and gave me practical ways to cope when everything felt overwhelming. FORCE also referred me for NHS physiotherapy when I could hardly move my left arm and then connected me with a specialist cancer rehabilitation programme at my local gym. They've helped build a whole network of professionals who understand the needs of people recovering from cancer. It's amazing."



Although Amy continues to manage fatigue caused by ongoing medication, she was determined to turn her experience into something positive.

"I wanted to shout about FORCE from the rafters. Every penny raised helps local people receive support that simply wouldn't exist without the charity."

STRATEGIC AMBITION 4
Building a sustainable organisation

Fundraising and financial resilience

Strong financial governance remains a cornerstone of the FORCE's operations. The Trustees delegate elements of financial oversight to the Finance and Income Generation Committee, while day-to-day financial management is led by the Chief Finance Officer. Together they ensure robust financial controls, prudent cost management, effective oversight of reserves and the provision of timely financial information to support strategic decision-making. The Finance Team has also continued to improve efficiency through the digitalisation of processes and enhanced financial reporting.

Maintaining **diverse and sustainable income streams** remains central to our strategic vision. In May 2025, Rachael Bryett joined FORCE as Head of Income Generation and has led to a new 3-year Income Generation Strategy, guiding the team through the next phase of development.

Work has continued to strengthen both existing and new income streams, alongside sensible cost control, helping to build long-term financial resilience.

Partnership working remains an important element of this approach. By continuing to work closely with NHS colleagues, funders, businesses and community partners, FORCE is improving patients' experience while ensuring services remain sustainable and responsive to future demand.

Governance, digital and organisational resilience

Strong governance remains fundamental to ensuring FORCE delivers safe, effective and sustainable services for local people affected by cancer. Overall responsibility for the charity rests with the Board of Trustees, with the Governance and Strategy Committee (G&SC) providing oversight of the charity's increasingly complex compliance responsibilities. These include safeguarding, health & safety, information governance, risk management, service quality and strategic planning, while also supporting Trustee recruitment, development and Board effectiveness.

Operational governance continues to be supported by the Governance Action Group (GAP), a staff-led forum that coordinates governance activity across the organisation. GAP reports to the Operational Management Team (OMT), which escalates matters to the Governance and Strategy Committee where appropriate, ensuring clear accountability and effective oversight.

Recognising the **growing complexity of governance requirements, the charity invested further in this area during 2025-26 by increasing the Governance Lead role from one day to three days per week**.

Alongside this, FORCE continued to strengthen the foundations that will support the charity's long-term sustainability. Work continued to **review and ensure services remain responsive to the changing needs of people affected by cancer** while helping shape the charity's future strategic direction. Financial sustainability also remained a key priority, with continued focus on developing both existing and new income streams alongside prudent cost control.

Digital transformation has become an increasingly important part of this work. Investment in technology, infrastructure and cyber security is essential to ensuring FORCE can continue to deliver high-quality services efficiently and securely. At the end of 2024-25, we appointed a **new IT partner to provide the specialist expertise needed to develop a comprehensive digital strategy**. Together, we have identified clear priorities and begun developing a digital roadmap to ensure our systems are fit for purpose and capable of meeting growing data, reporting and compliance requirements.

The first phase of this investment was completed during 2025-26 with the **replacement of ageing laptops and desktop computers across the organisation**. Looking ahead, we will continue to implement our digital strategy, investing in systems that streamline processes, improve efficiency and strengthen data collection, reporting and analysis. **Maintaining robust cyber security remains crucial** as we continue to protect the information, systems and services relied upon by our patients, supporters and staff.

Throughout the year, FORCE also continued to **strengthen partnerships with the RDUH** and a wide range of community organisations. These partnerships remain central to improving patients' experience and wellbeing and ensuring services are delivered in a coordinated, effective and sustainable way.

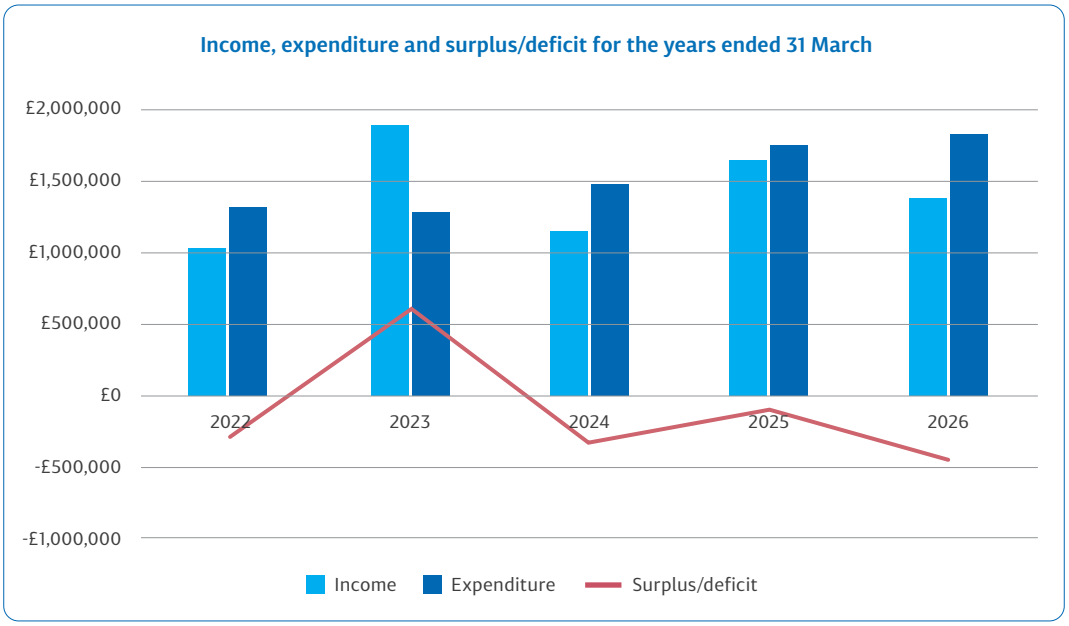


Financial review

Review of transactions and financial position

The financial environment remained challenging throughout 2025-26, with rising costs continuing to place pressure on the charity's finances. Despite ongoing efforts to increase income, the cost of delivering our services across the FORCE Centre and three outreach locations continued to outpace income growth, resulting in an underlying operating deficit.

This is reflected in the chart below, which summarises the income, expenditure, and resulting surpluses or deficits (excluding investment gains and losses) reported over the past five years.



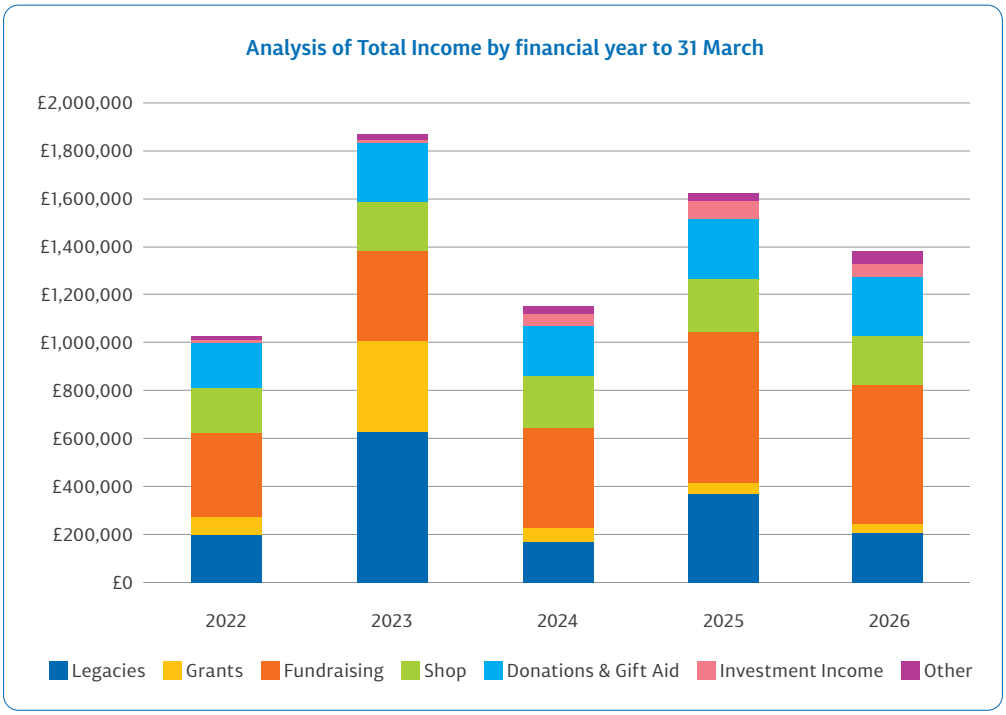
The charity reported a deficit of £412k for the year ended 31 March 2026, compared with a deficit of £97k in 2024-25. This reflects the combined impact of lower legacy income, softer fundraising performance and increasing service delivery costs. As a result, reserves reduced during the year.

Performance over the last five years has been influenced by fluctuations in legacy income, the impact of the Covid-19 pandemic and subsequent recovery of fundraising activity. A strong surplus in 2022-23 helped rebuild reserves and support the expansion of services, but challenging economic conditions and rising costs have continued to affect financial performance in more recent years.

How our income was generated

The charity's principal sources of income remain voluntary donations, legacies, grants, fundraising activities and the FORCE charity shop. As we do not charge for most of our services, income generated from charitable activities represents a relatively small proportion of total income.

The chart illustrates the organisation's key income streams over the past five years and highlights the significant effect that fluctuations in legacy and grant income have had on overall income levels. It also demonstrates the recovery in core income streams during the year ended 31 March 2026, particularly from legacies, donations and fundraising activities. Further information on income for the current year is provided below.



Developing sustainable income streams remains a key strategic priority. Post-pandemic recovery plans continue to be delivered, supported by successful partnerships such as the Great West Run and the appointment of a Head of Income Generation during 2025. Further details are outlined in **OUR PLANS FOR 2026-27** section below.

A year of extraordinary community support

The generosity of our supporters remained at the heart of FORCE during 2025-26, with more than **£1.3m raised to help ensure local people affected by cancer could continue to access our services free of charge**.

Donation, grant and legacy income

Total voluntary income, including donations, grants, legacies and Gift Aid, reduced from £656k to £485k, largely due to lower legacy income.

Legacy gifts continued to play a vital role, with £208k generously left to FORCE in Wills, representing 15% of the charity's income and helping secure the future of our services. However, this is an unpredictable income stream and was £160k less than in 2024-25. Promoting legacy giving and strengthening relationships with supporters who have pledged gifts in their Wills remain key priorities within our Income Generation Strategy.



Grant income remained broadly stable at £48k, including a generous £4k grant from the Hospital Saturday Fund. The new Head of Income Generation has taken grant and trust applications back in house and is aiming to grow this income stream through a targeted approach.

General donations and in-memory giving totalled £146k and Gift Aid income also remained strong at £83k. Our 200 regular givers contributed £30k.

Other trading activities

Income from fundraising activities and the charity shop totalled £790k, a reduction of £81k compared with the previous year, following exceptionally strong results in 2024-25.

Our charity shop sold more than 89,000 items, generating £205k of income despite some disruption caused by local roadworks. The shop reported an overall surplus and remains an important and sustainable source of unrestricted income.

Fundraising activity continued to benefit from the dedication of our supporters, community groups and Friends of FORCE volunteers. **Our flagship fundraising events** once again attracted tremendous support. 450 runners took part in the Great West Run, raising £144k with the support of 65 volunteers. The Nello welcomed 1,200 cyclists, raising more than £100k, supported by 140 volunteers and our principal partner, The Bike Shed, and our Santa Cycle saw 200 cyclists pedal to fundraising success of £6.5k.



A further 16 runners across events including the London Landmarks Half Marathon, Bath Half Marathon, Jurassic 10K and Fast Friday raised a magnificent £22k, while volunteers collected a further £2k at an Exeter Chiefs match bucket collection. The RDUH oncology team contributed a welcome £3.5k to FORCE's Cream Team for Cancer event and the Friends Mariners Away concert held by Crediton Friends of FORCE at the St Boniface Centre raised £2.3k.

Community support across Devon remained exceptional. The Great Devon Breakfast raised £12k through 25 breakfasts, while Friends of FORCE groups raised £12.3k, including £1.6k from the Kenton group's annual lunch. Crediton Mariners Away contributed £2.3k, Jane and Gary's Christmas Fayre in Heavitree raised £2.7k, and residents of Isabel Court in Exeter have now raised more than £3.5k over three years through bingo nights, raffles and social events.

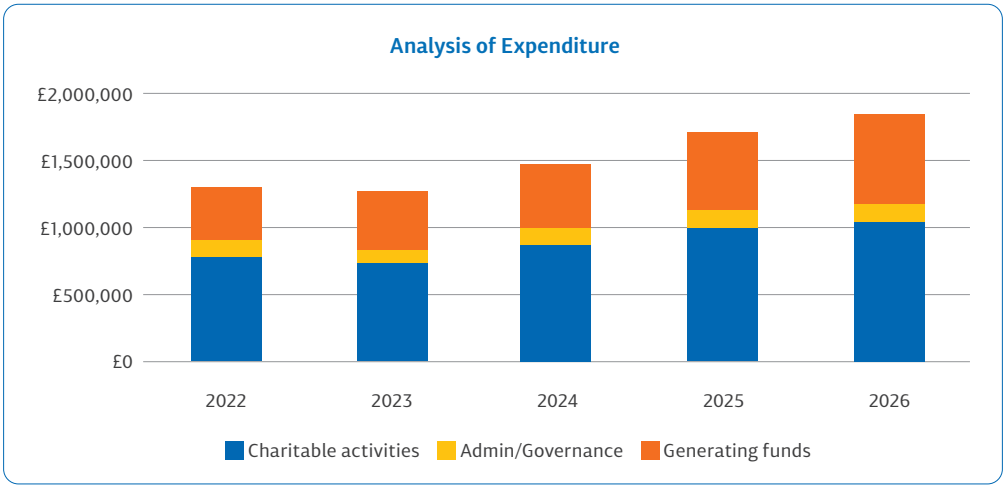


Our **collection boxes continued to make an important contribution**, raising £15.8k, thanks in no small part to the dedication of David and Jean Cantle, who have faithfully collected and serviced FORCE collection boxes for more than 38 years. We also celebrated the remarkable commitment of Lyndsey Trimmer from the Friends of FORCE Honiton group, who has supported the charity for 19 years and has raised almost £40k.

Finally, we would like to recognise one of our **youngest fundraisers**, 11-year-old Emily Stapleton, who cycled 100 kilometres and raised £1.1k, inspired by the support her mum has received from FORCE.

How our funds were spent

Total expenditure increased to £1.81m during 2025-26, reflecting rising pay costs, increased investment in IT infrastructure and the continuing growth in demand for services. Despite these pressures, expenditure remained below budget as careful cost controls were maintained throughout the year.



Approximately 67% of expenditure was directed towards charitable activities and service delivery, with the remaining costs supporting income generation and essential governance functions.

Overall, the charity reported a deficit of £412k, reflecting lower-than-expected legacy and fundraising income together with increased patient support expenditure.

Details of specific charitable activities are described in the **OUR PURPOSE AND STRATEGY** section above.



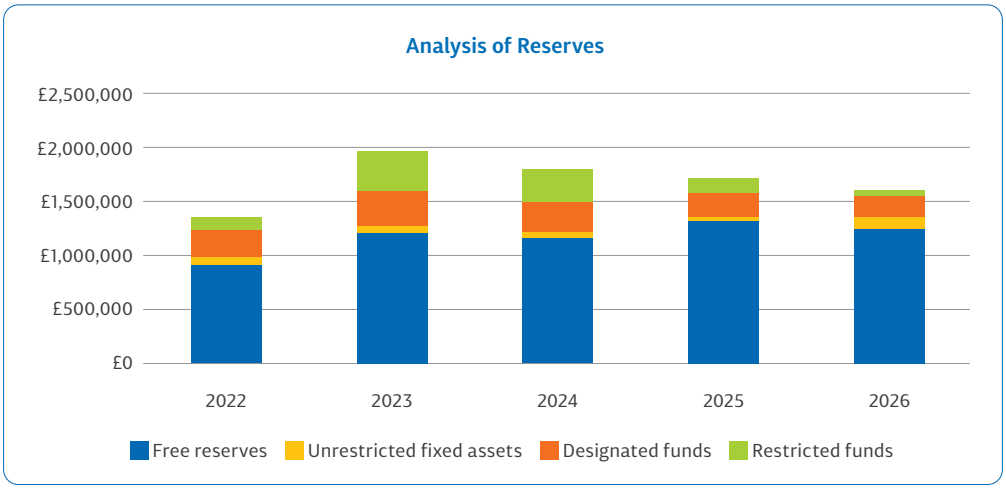
Reserves

Target reserves

The Trustees regularly review the charity's reserves as part of their risk management responsibilities. Reserves provide financial resilience, helping the charity manage unexpected events, fluctuations in income and opportunities to develop services for beneficiaries.

The Trustees consider a target level of free reserves of **£1.3m to £1.5m** to be appropriate.

Actual reserves



At 31 March 2026, total reserves stood at £1.297m (2025: £1.708m), with free reserves of £0.936m (2025: £1.282m).

Details of the analysis of reserves is shown in note 22 to the financial statements.

While reserves remain sufficient to support the charity in the short term, they are now below the Trustees' target range.

The Trustees continue to monitor the charity's financial position closely and are taking action to strengthen income generation, control costs and restore reserves over time. Contingency plans remain under regular review to ensure the charity can continue to meet growing demand for its services whilst maintaining long-term financial sustainability as described in **OUR PLANS FOR 2026-27** section below.

Our plans for 2026 – 27

Cancer care continues to evolve rapidly, with advances in screening, diagnosis and treatment meaning more people are surviving cancer or living with it for many years, while requiring ongoing physical, emotional and practical support. Macmillan Cancer Support reports that the number of people diagnosed with cancer in the UK increased by 19% between 2012 and 2022. More than 420,000 people are now diagnosed with cancer each year, while almost 3.5 million people are living with cancer. This figure is projected to reach around four million by 2030. An ageing and growing population, alongside improvements in diagnosis and treatment, are contributing to the increasing number of people living with cancer. This trend is creating new and increasingly complex demands on health services and charities such as FORCE.

The South West has a substantial and growing incidence of cancer, with around 50,000 people diagnosed each year. The region's older population is one factor contributing to the higher incidence of cancer, alongside other demographic and population factors, and as awareness of FORCE's services grows and referral pathways with the RDUH develop, demand for support is also expected to increase.

Our organisation

One of the key pieces of work during the coming year will be to begin developing FORCE's 2028–2030 Strategic Plan, which will define our future model of support and the organisation's core priorities. As the needs of people affected by cancer continue to evolve, it is essential that we continue to adapt our services, strengthen partnerships and ensure the charity remains sustainable for the future.

Key areas of focus will include **strengthening collaboration with the RDUH**, particularly exploring closer coordination with services such as their Living With and Beyond Cancer Team, while continuing to build relationships as NHS structures and staffing evolve. We will also continue to **review and develop our Role Specific Volunteer programme**, recognising the increasingly important contribution volunteers make across the organisation.

Learning and continuous improvement will remain central to our approach. We will build on the findings from our **MYCaW (Measure Yourself Concerns and Wellbeing) evaluation pilot**, develop the successful **administration team pilot** to improve efficiency and staff wellbeing, and continue to capture and learn from patient and service user feedback to shape future services.

Looking ahead, we will review our **model of care**, to ensure we prioritise and focus where we are needed most, enabling us to support more people while maintaining high-quality care. We will also progress **succession planning**, ensuring the organisation has the skills, knowledge and leadership needed for the future.

Alongside service development, maintaining the charity's long-term sustainability will remain a priority. This includes **growing sustainable income through new and existing fundraising opportunities**, carefully managing costs to move towards a balanced budget, securing sustainable funding for our outreach services, investing in IT to improve efficiency, security and data, strengthening governance alongside our Trustees, recruiting more volunteers, and developing partnerships that improve the experience and wellbeing of people affected by cancer. We will also explore new ways of reaching those who could benefit from FORCE's services but are not currently accessing them, working across the wider Devon cancer care network to improve awareness and access.

Delivering our strategy also depends on improved data collection, reporting and supporter engagement. A **new fundraising CRM system** has therefore been identified as a key investment. Initial investigations are planned during the second half of 2026-27, with implementation targeted for the start of the following financial year.

Our services

These are exciting years for FORCE as we continue to develop services that reflect the changing needs of people affected by cancer. Alongside our strategic planning, we will continue to expand and refine the support we offer, ensuring it remains accessible, responsive and centred around the experiences of our patients and their families.

A key priority will be **strengthening relationships within local communities** to better understand the barriers that prevent some people from accessing support and to work with partners to overcome them. We will also continue **expanding support for underserved groups**, including families, people living with non-curable cancer and those who have been bereaved by cancer.

Building on the success of our existing programmes, we will further **develop peer support opportunities**, bringing together people with shared experiences to reduce isolation and encourage mutual support. We also plan to introduce new wellbeing initiatives, including a **Living with Uncertainty** group, informal **Coffee and Chat** sessions for people who are newly diagnosed, and new **family support programmes** such as mindfulness sessions and peer support spaces.

Improving accessibility remains another important focus. We will continue to **expand online appointment booking** across more services while ensuring patients can still access support in the way that best suits their needs. Our Information Team will continue to develop a more holistic model of support, offering enhanced assessments, improved signposting, greater first-line mental health support, expanded group work and high-quality online information.

We are also committed to ensuring our services are inclusive and responsive to the diverse needs of everyone we support. This includes increasing our understanding of the needs of people living with physical and mental disabilities, neurodivergence and other additional needs, ensuring our services remain welcoming and accessible to all.

Finally, building on the success of our **Living with Non-Curable Cancer** programme, we will pilot a dedicated **retreat day for carers and those supporting someone with a non-curable cancer diagnosis**, recognising the vital role they play and the unique challenges they experience. This work reflects our ongoing commitment to developing services that respond to the whole cancer experience, not only for patients but also for the people closest to them.

Investment policy and performance

The charity's investments are managed by RBC Brewin Dolphin. During 2025-26, the portfolio generated income of £8.5k and increased in value by £18.8k, resulting in a total return of 7.32% (2025: +2.02%), reflecting a recovery in investment markets during the year.

The majority of the charity's reserves continue to be held in cash deposits to protect capital and maintain liquidity. Cash balances are managed through the Insignis deposit platform, enabling funds to be spread efficiently across multiple institutions, maximise interest returns and reduce counterparty risk. The increase in Financial Services Compensation Scheme (FSCS) protection limits during the year further strengthened this approach.

The Trustees review the charity's investment policy annually, or more frequently where circumstances require, to ensure it remains appropriate to the charity's financial position and risk profile.

Principal risks and uncertainties

The Trustees maintain oversight of the charity's principal risks through a comprehensive risk management framework, supported by the Governance and Strategy Committee (G&SC), Operational Management Team (OMT) and Governance Action Group (GAP). Risks are reviewed regularly, with mitigation plans monitored throughout the year to ensure the charity remains resilient and able to respond to changing circumstances.

The Trustees are satisfied that appropriate systems, controls and mitigation measures are in place to manage the charity's principal risks and uncertainties. Risk management remains embedded throughout the organisation and will continue to be a key focus as we deliver our strategic objectives.

The Trustees recognise that the operating environment remains challenging and continue to focus on the following principal risks:

Financial sustainability

The charity continues to face financial pressures arising from rising costs, increased demand for services and the challenging fundraising environment. Lower reserves and ongoing reliance on voluntary income increase the importance of achieving long-term financial sustainability.

To mitigate this risk, performance is closely monitored by the Finance and Income Generation Committee and Trustees. Actions include strengthening income generation, developing new fundraising opportunities, promoting legacy giving, maintaining prudent financial controls and undertaking regular financial forecasting and scenario planning.

Technology and information security

Reliable and secure technology is essential to the delivery of our services. Risks include ageing infrastructure, cyber threats, data loss and limitations within existing systems.

During the year, the charity continued to invest in its IT infrastructure and worked with its IT partner to develop a digital strategy that prioritises system resilience, cyber security and future technology requirements. Regular system updates, data backups, staff training and external specialist support help reduce exposure to cyber and operational risks.

Staff capacity and wellbeing

Rising demand for services, alongside recruitment challenges and financial constraints, can place additional pressure on staff and increase the risk of burnout.

Supporting staff wellbeing remains a priority. Managers work closely with teams to promote wellbeing, while ongoing reviews of service delivery and operating models seek to ensure resources are used effectively and sustainably.

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 Trustees are responsible for the recruitment, appointment and induction of new Board members. In accordance with the charity's governing document, the Board comprises between six and twelve Trustees.

Our recruitment process is designed to be transparent, inclusive and skills based. Regular reviews of the Board's composition help identify any gaps in skills, experience or diversity, ensuring that the Board remains well placed to support the charity's strategic objectives. Alongside professional expertise, a commitment to the charity's aims and values is a key consideration when appointing new Trustees.

Prospective Trustees meet with representatives of the Board and senior management team before being invited to attend a Board meeting. Following appointment, Trustees receive an induction programme, including opportunities to meet staff and gain an understanding of the charity's activities, governance arrangements and strategic priorities. Training and development needs are reviewed on an ongoing basis.

Trustees are appointed for an initial term of five years. Reappointment is subject to a review of the charity's needs and the individual's contribution to the Board. Any appointment beyond two terms receives particular scrutiny and is disclosed within the Trustees' Annual Report where appropriate.

During the year, the charity continued to refresh and strengthen the Board's mix of skills, experience and perspectives. John Renninson stepped down as a Trustee in February 2025, marking the departure of the last remaining original Trustee appointed when the charity was incorporated in 2011. As part of an agreed succession plan, Dr Sally Kidner was reappointed for a third term in April 2026 and was appointed to succeed Dr Jenny Forrest as Chair when she stepped down in July 2026.

Trustees are encouraged to undertake relevant training and share learning with the Board. The Chair and Vice-Chair provide ongoing support, and annual Board reviews include opportunities for individual discussions on performance, development and succession planning. Trustees are also required to review and reconfirm their declarations of interest annually.

Organisational structure and decision-making

FORCE is governed by a Board of Trustees, which meets at least five times each year, including an annual strategy and development session. The Board is responsible for the overall direction, governance and oversight of the charity and delegates specific responsibilities to two committees:

Governance & Strategy Committee (G&SC)

The Governance & Strategy Committee supports the Board by overseeing strategic planning, regulatory compliance, trustee recruitment and risk management. The Committee comprises four Trustees together with the Chief Executive Officer, Chief Finance Officer and Support Services Manager, meeting at least four times a year and reporting directly to the Board.

Finance and Income Generation Committee (FIGC)

The Finance & Income Generation Committee oversees the charity's financial management, income generation activities, reserves, investments and financial controls. It also provides oversight of insurance arrangements, auditor relationships and senior management remuneration. The Committee comprises three Trustees, the Chief Executive Officer, Chief Finance Officer and Head of Income Generation, and meets at least three times a year, reporting directly to the Board.

The Board may establish additional working groups or sub-committees to support specific projects or areas of activity when required.

Operational Management Team (OMT)

Day-to-day management of the charity is delegated to the Operational Management Team, led by the Chief Executive Officer. The OMT also comprises the Chief Finance Officer, Support Services Manager, Head of Income Generation and Volunteer Manager, and meets regularly throughout the year to oversee operational performance and delivery of the charity's strategic objectives.

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 2025-26 pay award was not announced until 22 May 2025 and represented a 3.6% pay-rise for all staff. The pay rise was backdated to 1 April 2025 and paid to staff in August 2025.

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 2026. 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 in-house events and encouraging and supporting individuals, companies, community groups, clubs and societies to organise events in aid of FORCE. During 2025-26, we started to actively promote participation in third party challenge events. 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.

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

Grant and Trust applications are now prepared and submitted in house and are managed by the Head of Income Generation.

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:	Mrs Ruth Boobier Mr David Cantle (died 04/08/2026) Mr Mervyn Hayes Dr Anne Hong (appointed 23/09/2025) Mr Felix Medland Mr John Renninson (appointed 22/09/2026) Mr Morley Sage
Trustees:	Dr Jenny Forrest – Chair – (resigned 20/07/2026) Dr Sally Kidner – (appointed as Chair from 20/07/2026) Mrs Glynis Atherton - Vice- Chair Mr Nigel Acheson Mr Frank Cook Mrs Amy Hancock Dr Anne Hong - (resigned 03/06/2025) Mrs Nicky Godfrey - (appointed 19/05/2026) Mrs Louise Mayor Dr Rosie Mew Mr James Nye - (appointed 03/06/2025) Mr John Renninson - (resigned 23/02/2026) Dr Kate Scatchard (Gotto) - (appointed 19/05/2026) Mrs Sally Tapp - (resigned 19/05/2026) Mr Marcus Worthington
Chief Executive Officer:	Mrs Kate Few-Singh

Finance & Income Generation Committee:	Mr Marcus Worthington – Chair Dr Anne Hong – (resigned 03/06/2025) Dr Jenny Forrest – (resigned 20/07/2026) Dr Sally Kidner – (appointed 20/07/2026) Mr James Nye - (appointed 21/07/2025) Mrs Kate Few-Singh - Chief Executive Officer Mrs Julia Pitts - Chief Finance Officer Mrs Rachael Bryett - Head of Income Generation
Governance & Strategy Committee:	Mrs Glynis Atherton - Chair Mr Frank Cook Dr Amy Hancock – (appointed 02/09/2025) Mrs Sally Kidner – (resigned 20/07/2026) Dr Rosie Mew Mrs Kate Few-Singh - Chief Executive Officer Mrs Julia Pitts - Chief Finance Officer Mr Alex Moseley – Support Services Manager
Operational Management Team:	Mrs Kate Few-Singh - Chief Executive Officer Mrs Julia Pitts - Chief Finance Officer Mr Alex Moseley - Support Services Manager Mrs Heather Taylor - Volunteer Services Manager Ms Rachael Bryett – Head of Income Generation
Advisors:	
Principal Bankers	Lloyds Bank PLC, 234 High Street, Exeter, EX4 3NL
Independent Auditors	PKF Francis Clark, Centenary House, Peninsula Park, Rydon Lane, Exeter, EX2 7XE
Investment Managers	RBC Brewin Dolphin, Vantage Point, Woodwater Park, Pynes Hill, Exeter, EX2 5FD

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.

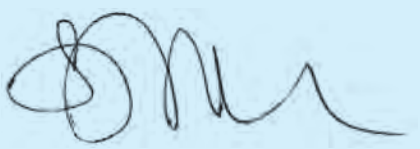
Statement as to disclosure to our auditors

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 22 September 2026

Signed on behalf of the Trustees



Dr Sally Kidner
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 2026 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 2026 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 33, 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:

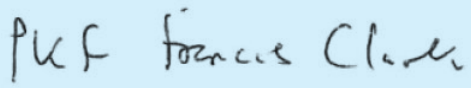
- Confirmed on a sample basis that expenditure was properly authorised and made in accordance with the terms of the relevant fund;
- Used data analytics to test journal entries throughout the year, for appropriateness;
- Reviewed estimates and judgements made in the accounts for any indication of bias 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: 24 September 2026

Statement of financial activities

(Including the income and expenditure account)

Year ended 31 March 2026

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2026 £	Total 2025 £
Income						
Donations and legacies	3					
Legacies		208,382	-	-	**208,382**	367,703
Grants		32,800	-	14,800	**47,600**	49,575
Donations		228,280	-	500	**228,780**	238,355
Other trading activities	4	783,901	-	5,807	**789,708**	871,165
Charitable activities	5	39,364	-	-	**39,364**	24,496
Investment income	6	63,389	-	-	**63,389**	67,625
Other income	7	3,488	-	-	**3,488**	3,716
Total income		**1,359,604**	**-**	**21,107**	**1,380,711**	1,622,635
Expenditure						
Expenditure on raising funds	8	584,598	548	1,081	**586,227**	561,183
Expenditure on charitable activities	9	1,028,541	101,491	94,876	**1,224,908**	1,157,424
Total resources expended		**1,613,139**	**102,039**	**95,957**	**1,811,135**	1,718,607
Net gains/(losses) on investments	17	18,820	-	-	**18,820**	**(834)**
Net income/(expenditure)		**(234,715)**	**(102,039)**	**(74,850)**	**(411,604)**	**(96,806)**
Transfers between funds 25-26		(98,291)	99,491	(1,200)	**-**	-
Net movement in funds		**(333,006)**	**(2,548)**	**(76,050)**	**(411,604)**	**(96,806)**
Funds at 31 March 2025		1,362,129	200,390	145,724	1,708,243	1,805,049
Funds at 31 March 2026		**1,029,123**	**197,842**	**69,674**	**1,296,639**	1,708,243

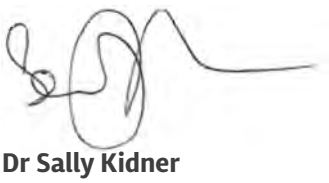
Balance sheet

Year ended 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Tangible assets	16	**125,669**	106,862
Investments	17	**352,869**	328,750
		478,538	435,612
Current assets			
Stocks		**3,482**	3,067
Debtors	18	**77,565**	246,371
Investments		**424,830**	514,510
Cash at bank and in hand		**616,894**	794,797
Total current assets		**1,122,771**	1,558,745
Liabilities			
Creditors falling due within one year	19	**(304,670)**	(286,114)
Net current assets		**818,101**	1,272,631
Net Assets		**1,296,639**	1,708,243
The funds of the charity			
Unrestricted funds			
General funds - free reserves		**935,939**	1,282,470
General funds - fixed asset reserve		**93,184**	79,659
		1,029,123	1,362,129
Designated funds	22	**197,842**	200,390
		1,226,965	1,562,519
Restricted funds	23	**69,674**	145,724
Total charity funds	21	**1,296,639**	1,708,243

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 22 September 2026 and signed on its behalf by



Dr Sally Kidner
CHAIR OF TRUSTEES

Statement of cash flows

Year ended 31 March 2026

	Note	2026 £	2025 £
Cash provided by/(used in) operating activities	27	**(288,316)**	(180,037)
Cash flows from investing activities			
Dividends, interest and rents from investment		**63,389**	67,625
Purchase of property, plant and equipment		**(37,357)**	(18,192)
Proceeds from sale of investments		**51,251**	53,259
Purchase of investments		**(51,530)**	(63,149)
Cash used in investing activities		**25,753**	39,543
Changes in cash and cash equivalents in the reporting period		**(262,563)**	(140,494)
Cash and cash equivalents at the beginning of the reporting period		**1,315,191**	1,455,685
Cash and cash equivalents at the end of the reporting period	28	**1,052,628**	1,315,191

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 'Our plans for 2026-27' 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 2026-27, together with forecasts for 2027-28, 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 £27,830 (2025: £20,882), of which the amount directly attributable to non-business activities relating to patient support costs amounted to £793 (2025: £1,110). In 2024-25, the exempt VAT de minimis threshold was exceeded for the first time and there is therefore an additional £7,561 (2025: £8,176) 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 160 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.

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

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

p) Financial instruments

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

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

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

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

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

q) Summary of significant judgements

In preparing these financial statements management and the trustees have considered the circumstances surrounding the certainty of receipt of two legacies. 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, these legacies have been disclosed as a contingent asset as shown in note 29.

3. Donations and legacies

	2026 £	2025 £
Legacies	**208,382**	367,703
Grants	**47,600**	49,575
Donations:		
General donations	**113,142**	98,682
In memoriam	**33,051**	52,335
Gift Aid	**82,587**	87,338
	484,762	655,633

Included in the total of £484,762 (2025: £655,633) is restricted income of £15,300 (2025: £24,675) and designated income of £nil (2025: £nil). All other income is unrestricted.

Legacy income includes £nil (2025: £124,000) which has yet to be received but meets the criteria to be recognised in the current year.

4. Other trading activities

	2026 £	2025 £
Collecting boxes	**15,767**	14,569
Fundraising activities	**562,623**	635,720
Sales of goods and services	**6,480**	5,943
Shop sales	**204,838**	214,933
	789,708	871,165

Included in the total of £789,708 (2025: £871,165) is restricted income of £5,807 (2025: £19,313) and designated income of £nil (2025: £nil). All other income is unrestricted.

5. Charitable activities

	2026 £	2025 £
Oncology coffee bar	**13,536**	8,449
Sale of support services stock	**4,949**	3,056
Other charitable activities	**20,879**	12,991
	39,364	24,496

All income is unrestricted.

6. Investment income

	2026 £	2025 £
Interest received	**49,376**	52,488
Flat rent	**5,600**	8,130
Dividend income	**8,413**	7,007
	63,389	67,625

All income is unrestricted.

7. Other income

	2026 £	2025 £
Sundry	**3,488**	3,716
	3,488	3,716

All income is unrestricted.

8. Expenditure on raising funds

	2026 £	2025 £
Shop expenditure	**186,782**	199,962
Income generation	**387,642**	350,677
Goods for resale	**5,290**	5,270
Investment management costs	**6,513**	5,274
	586,227	561,183

Included in the total of £586,227 (2025: £561,183) is expenditure on restricted funds of £1,081 (2025: £1,079) and expenditure on designated funds of £548 (2025: £11,386). All other expenditure is unrestricted.

Costs of income generation include expenditure associated with generating:

- Income from in-house fundraising events – direct costs of organising, delivering and hosting events delivered by FORCE staff/ volunteers.
- Income raised by Friends of FORCE groups – costs of supporting our groups to raise funds on behalf of FORCE in local communities.
- Income raised by individuals, community groups and corporate fundraisers – costs helping supporters to participate in external events or take part in their own fundraising activities. The cost of administering income received (through all sources, including on-line platforms) is included within admin costs.
- Voluntary income – costs of seeking and developing relationships with supporters to raise income through donations, in 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 – e.g. 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	2026 £	2025 £
Patient support costs		**918,848**	825,383
Outreach costs		**124,598**	144,433
Innovation grants payable	10	**27,000**	32,472
Research and expenditure grants	11	**-**	3,000
Support services stock sold		**2,616**	2,990
Oncology coffee bar		**15,914**	12,359
Administrative support costs	12	**108,528**	111,949
Governance costs	13	**27,404**	24,838
		1,224,908	1,157,424

Included in the total of £1,224,908 (2025: £1,157,424) is expenditure on restricted funds of £94,876 (2025: £196,212) and expenditure on designated funds of £101,491 (2025: £98,944). 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 2026 £	Total 2025 £
Donated equipment	-	-	25,000	**25,000**	30,472
Education	-	2,000	-	**2,000**	2,000
	0	**2,000**	**25,000**	**27,000**	32,472

Included in the total of £27,000 (2025: £32,472) is expenditure on restricted funds of £25,000 (2025: £30,472) and expenditure of £2,000 (2025: £2,000) on designated funds. All other expenditure is unrestricted.

11. Research expenditure and grants

	2026 £	2025 £
Research grant	-	3,000
	-	3,000

Included in the total of £nil (2025: £3,000) is expenditure on restricted funds of £nil (2025: £nil) and expenditure of £nil (2025: £3,000) on designated funds. All other expenditure is unrestricted.

12. Administrative support costs

	Total 2026 £	Total 2025 £
Seconded staff costs	**85,101**	92,478
Travel and motor	**346**	99
Printing, postage and stationery	**1,766**	2,369
Computer and website costs	**10,388**	6,263
Insurance	**-**	168
Bank charges and interest	**2,226**	1,920
Training and conferences	**431**	1,336
Depreciation	**1,544**	1,652
Irrecoverable VAT	**3,895**	2,319
Loss on disposal of fixed assets	**-**	-
Sundry	**2,831**	3,345
	108,528	111,949

Staff costs represent recharges made by RDUH NHS Trust for staff employed by them and work at the charity. Included in the total of £108,528 (2025: £111,949) is expenditure on restricted funds of £129 (2025: £161). All other expenditure is unrestricted.

13. Governance costs

	2026 £	2025 £
Audit and accountancy	**8,941**	9,353
Trustees' indemnity insurance	**1,088**	859
Seconded staff costs	**16,962**	14,122
Legal costs	**25**	-
Sundries	**388**	504
	27,404	24,838

All expenditure is unrestricted.

14. Staff costs

	2026 £	2025 £
Salaries and wages	**1,009,433**	956,982
Social security costs	**119,391**	92,221
Pension contributions	**134,282**	132,221
	1,263,106	1,181,424
	No.	**No.**
Average number of staff	**30**	33
Average number of FTE staff	**22**	24

There were three members staff working at FORCE in receipt of emoluments (gross salary plus employer's social security contributions) exceeding £60,000 (2025: three).

	2026 No.	2025 No.
£60,000 - £69,999	**1**	3
£70,000 - £79,999	**2**	-

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 2025-26 pay award was not announced until May 2025 but included a 3.6% pay rise which was backdated to 1 April 2025.

The Charity Trustees were not paid and did not receive any other benefits from employment with the charity (2026: £nil) neither were they reimbursed expenses during the year (2025: £nil). No Charity Trustee received payment for professional or other services supplied to the charity (2025: £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 £347,121 (2025: £349,729).

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 2025	127,238	111,892	457,089	51,116	218,876	**966,211**
Additions	-	-	2,738	-	34,619	**37,357**
Disposals	-	(1,798)	-	(15,774)	(26,511)	**(44,083)**
At 31 March 2026	**127,238**	**110,094**	**459,827**	**35,342**	**226,984**	**959,485**
Depreciation						
At 1 April 2025	61,326	111,892	430,987	51,116	204,028	**859,349**
Charge for year	2,473	-	7,625	-	8,453	**18,551**
Disposals	-	(1,798)	-	(15,774)	(26,512)	**(44,084)**
At 31 March 2026	**63,799**	**110,094**	**438,612**	**35,342**	**185,969**	**833,816**
Net book values						
At 31 March 2026	**63,439**	**-**	**21,215**	**-**	**41,015**	**125,669**
At 31 March 2025	65,912	-	26,102	-	14,848	106,862

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

	2026 £	2025 £
Market value at 1 April	**328,750**	325,523
Additions	**51,530**	63,149
Disposals	**(51,251)**	(53,259)
Gain/(loss) on investments	**18,820**	(834)
Movement in cash holdings	**5,020**	(5,829)
Market value at 31 March	**352,869**	328,750

Linked investments:	2026 £	2025 £
UK Bonds	**34,779**	29,580
Overseas Bonds	**54,433**	54,801
UK Equities	**43,668**	42,363
Overseas Equities	**132,414**	136,595
Other	**76,148**	59,197
Cash	**11,427**	6,214
Market value at 31 March	**352,869**	328,750

18. Debtors

	2026 £	2025 £
Other debtors	**41,811**	219,093
VAT refund	**1,373**	-
Prepayments	**34,381**	27,278
	77,565	246,371

19. Creditors

	2026 £	2025 £
Trade creditors	**139,003**	143,431
Other creditors	**130,583**	105,750
VAT liability	**-**	2,713
Accruals	**35,084**	34,220
	304,670	286,114

20. Other financial commitments

At 31 March 2026 the charity had annual commitments under non-cancellable operating leases as set out below:

	2026		2025	
	Plant & machinery £	Land & buildings £	Plant & machinery £	Land & buildings £
Operating leases which expire:				
In less than 1 year	**37,121**	**4,275**	37,121	17,025
Within 2 to 5 years	**37,392**	**100**	74,514	100
In more than 5 years	**-**	**31**	-	56
	74,513	**4,406**	111,635	17,181

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 2025	1,362,129	200,390	145,724	**1,708,243**
Surplus / (deficit) for the year after transfers	(333,006)	(2,548)	(76,050)	**(411,604)**
At 31 March 2026	**1,029,123**	**197,842**	**69,674**	**1,296,639**

22. Designated funds

	At 01.04.25 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.26 £
Patient support	-	-	-	-	**-**
FORCE@locations	-	-	(99,491)	99,491	-
Innovation	128,876	-	(2,000)	-	**126,876**
Shop renovations / dilapidations	65,269	-	(548)	-	**64,721**
Centre fixed assets	6,245	-	-	-	**6,245**
	200,390	**-**	**(102,039)**	**99,491**	**197,842**

2025 Designated funds *Comparative*	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

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 in 2022, these services were re-established in Ottery St Mary, Okehampton and Tiverton. The NLCF grant provided funding until September 2025 so since that date the full cost of outreach services has been transferred from general, unrestricted funds.

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 2025-26 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.

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 01.04.25 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.26 £
Improvements to the Centre	12,407	-	(1,295)	-	**11,112**
Patient Support	23,672	19,222	(15,591)	-	**27,303**
National Lottery	53,386	-	(53,386)	-	**-**
FORCE@ locations	-	685	(685)	-	**-**
Innovation	45,950	-	(25,000)	-	**20,950**
Centre fixed assets	10,309	1,200	-	(1,200)	**10,309**
	145,724	**21,107**	**(95,957)**	**(1,200)**	**69,674**

2025 Restricted funds	At 01.04.24 £	Incoming £	Expenditure £	Transfers £	Balance 31.03.25 £
Extension to 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

Improvements to the Centre

This fund relates to the remaining net book value of the cost of improvement to the support service team office spaces funded through a number of grants. 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 £13.6k was received towards funding the Living with Non-Curable Cancer programme (LWNCC). Other fundraising income totalling £5k was raised towards LWNCC and a £0.5k donation towards training for complementary therapist.

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 form October 2023 to September 2026. The grant was received in 6-monthly instalments. During 2025-26, the final instalment of £47.5k was received and the remaining funds of £53k were fully spent during the last 6 months of the project period.

During the year, the two projects being funded by the NLCF continued to operate successfully. Outreach services have been fully functional in all three locations; Ottery St Mary, Okehampton and Tiverton. 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. Unfortunately, an application to extend funding from the NLCF was unsuccessful but the Income Generation strategy includes plans to explore alternative funding opportunities to ensure that these projects can continue to flourish in the future.

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, £25k funding was provided to pump prime the RDUH Light Beam appeal which raised a total of £650,000 for radiotherapy equipment during 2025-26.

Centre fixed assets

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

During the year a grant of £1.2k was received to purchase a sofa for the library so couples can sit together while receiving support from our Information Team. There is £10k remaining from grants towards improving Support Services team office space. Some work was completed in 2024-25 and further work will be completed when plans are prioritised.

24. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	93,186	21,371	11,112	**125,669**
Fixed asset investments	352,869	-	-	**352,869**
Current asset investments	81,047	-	-	**81,047**
Cash at bank and in hand	806,691	176,471	58,562	**1,041,724**
Other net current assets/(liabilities)	(304,670)	-	-	**(304,670)**
	1,029,123	**197,842**	**69,674**	**1,296,639**

2025 net assets between funds Comparative	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/(liabilities)	(53,608)	-	16,932	(36,676)
	1,362,129	200,390	145,724	1,708,243

25. Related party transactions

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

26. Financial instruments

	2026 £	2025 £
Financial assets measured at fair value through income and expenditure	-	-

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

	2026 £	2025 £
Net income/(expenditure) for the reporting period	**(411,604)**	(96,806)
Adjustments for:		
Depreciation charge	**18,551**	33,161
(Gains)/losses on investments	**(18,820)**	834
Loss on disposal of fixed assets	**-**	41
Dividends, interest and rents from investment	**(63,389)**	(67,625)
Decrease/ (Increase) in stock	**(415)**	2,093
Decrease/ (Increase) in debtors	**168,805**	(53,427)
(Decrease)/ Increase in creditors	**18,556**	1,692
Net cash provided by/ (used in) operating activities	**(288,316)**	(180,037)

28. Analysis of cash and cash equivalents

	2026 £	2025 £
Cash in hand	**616,894**	979,797
Fixed asset investments	**10,904**	5,884
Current asset investments	**424,830**	329,510
Total Cash and Cash equivalents	**1,052,628**	1,315,191

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 £34k (2025: £234k).





FORCE Cancer Support Centre
Corner House, Barrack Road, Exeter EX2 5DW
Tel: 01392 406151
Email: support@forcecancercharity.co.uk
www.forcecancercharity.co.uk

FORCEcancercharity
charityforcecancer
@forcecancer

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