

**ARC Cancer Support Centres**  
**Annual Report and Audited Financial Statements**  
**for the financial year ended 31 December 2024**

**Company Number: 505230**  
**Charity Number: CHY 10857**  
**Charities Regulatory Authority Number: 20028428**

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REFERENCE AND ADMINISTRATIVE INFORMATION

<b>Directors</b>	Robert O'Connor (Chairperson) (Appointed 1 November 2024) Orla McMahon (Chairperson) (Resigned 31 October 2024) Patrick Cafferky Ian Martin (Resigned 16 October 2024) Gerard Keating (Resigned 5 February 2025) Dermot Ryan Barbara Cosgrave Eimear Fay (Appointed 16 October 2024) Anthony Staines Ann Corcoran Liz Bayfield Damian Jennings (Resigned 27 May 2024) Karen Cadoo Enda Roche (Appointed 5 February 2025)
<b>Company Secretary</b>	Eimear Fay (Appointed 16 October 2024) Ian Martin (Resigned 16 October 2024)
<b>Charity Number</b>	CHY 10857
<b>Charities Regulatory Authority Number</b>	20028428
<b>Company Registration Number</b>	505230
<b>Registered Office and Principal Address</b>	65 Eccles Street Dublin 7 Ireland
<b>Auditors</b>	Xeinadin Audit Ireland Limited Chartered Accountants and Registered Auditors 74 Northumberland Road Ballsbridge Dublin 4 Ireland
<b>Principal Bankers</b>	AIB Bank plc 52 Upper Baggot Street Dublin 4
<b>Solicitors</b>	McKeever Rowan 5 Harbourmaster Place IFSC Dublin 1

## DIRECTORS REPORT

The directors are delighted to present their Annual Report, combining the Directors' Report and the audited financial statements for the year ended 31<sup>st</sup> December 2024.

We prepared the financial statements in accordance with the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The company is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Companies Act 2014 and although not obliged to comply with the Statement of Recommended Practice (SORP) applicable in the UK and Republic of Ireland FRS 102, the organisation has implemented its recommendations where relevant in these financial statements.

### i. Principal Risks and Uncertainties

ARC Cancer Support Centres (ARC) actively manages its principal risks which incorporate financial, fundraising, operational and service-related activities.

There are strong systems of internal controls and procedures surrounding these areas. The controls ensure compliance with legislation and regulations, provide for effective and efficient use of resources, including staff, volunteers, and contractors and safeguard the integrity of financial and personal information.

ARC continually reviews and improves all controls as part of normal operational activities and risk management. Principal risks are collated in the organisational risk register and reviewed quarterly by the Corporate Governance & Risk committee. We clearly identify and track actions for each risk identified, and these are tracked and reviewed at this committee also.

### The principal risks identified are:

#### **Finance & Audit**

##### **Risk of overdependence on fundraising and once off grant income**

Key stakeholders, funders, grant opportunities and fundraising activities are clearly identified and targeted with an ongoing diversification of our funding portfolio underway. Significant developments with HSE/NCCP funding have vastly improved prospects. These go some way to mitigate against the larger global economy risk.

#### **Fundraising and Communications**

##### **Reputational Risk**

Regular engagement is maintained with funders and major donors ensuring they are kept up to date with any changes and advances in ARC. We adhere to the fundraising guidelines and financial regulations for our sector. All stakeholders are vigilant of the need to report any possible publicity issues, and our team are able to respond swiftly. We have plans to develop a



full communications strategy in 2025 and to invest in a communications and marketing resource.

### **Leadership, Governance and Management**

#### **Non-compliance with statutory legislation and regulation**

Monitoring and reporting compliance results is part of the agenda for all board and executive management team meetings. We maintain a comprehensive compliance database which covers Human Resources, GDPR, Health, Safety and Quality, Cybersecurity, HSE/National Cancer Control Programme (NCCP), and Health Information and Quality (HIQA) standards as well as the Charities Institute Ireland Triple Lock standard and the Corporate Governance Code of the Charities Regulator.

### **Safe Care and Support**

#### **Safeguarding risks to clients**

We have thorough pre-employment checks, with Garda Vetting, mandatory Children First & Safeguarding Vulnerable Adults training, along with mandatory professional registration and external supervision for therapists. We have a suite of complaints, health and safety and conduct policies backing up the day-to-day activities of all involved in service delivery.

### **Use of Information**

#### **Risk of a Cyber Breach**

Encryption on all PCs and Laptops keeps hardware secure. Backups of core systems allow failsafe for data. Staff awareness and competence around threats has been a feature of the past year and has shown real improvement. All staff do cybersecurity awareness training and their awareness and alertness to cyber fraud is maintained through regular reminders and communication.

### **Workforce Management**

#### **Risk of high turnover and loss of key staff members**

We have succession safeguards in place for sudden key staff loss, with handover of responsibilities, projects or plans through our induction plans. Staff remuneration is reviewed regularly, particularly in light of cost-of-living increases in Ireland. We also espouse a warm, collaborative, compassionate working culture with some hybrid working available.

## **ii. Summary of ARC's Objectives and Principal Activities**

ARC's main objective, as set out in its constitution, is to benefit the community through the provision of counselling, support, and complementary therapies to people who are affected by cancer, including cancer patients, family members, friends, and carers.

ARC offers children (age 4+) and adults affected by cancer the support they need to enhance their coping skills and improve their quality of life during their cancer journey. Family members and carers are also supported.

Our services are confidential, professional, caring, and free of charge. Whether clients have been recently diagnosed, are in treatment, finished treatment, being cared for by, or caring for a loved one with the disease, ARC offers various therapies and services to help, support and resource

them through this challenging and difficult time. Our supports include survivorship programmes, complementary therapies, and counselling services.

Our services are provided in our three centres on Eccles Street, South Circular Road, and Herbert Avenue, and are also accessible remotely (online/phone).

### **iii. ARC's Mission and Values**

ARC's mission is to provide psychological, emotional, educational, and practical support to people with cancer and those who care for them, through a warm, welcoming, and client-centred approach and to ensure that everyone is aware of, and able to access, these services.

Our core values underpin our mission, guide our behaviour and our decision making, and unify the organisation. These core values are:

**Empathy** - We feel what the client sitting with us feels. We understand their experiences and emotions and offer unconditional compassion and empathy.

**Confidentiality** - Confidentiality is of utmost importance to us, as it establishes trust and creates a safe environment for clients to talk freely. We respect that all clients and members of ARC are entitled to privacy and have a strict Confidentiality Policy in place consistent with the Data Protection Act.

**Support** - Because of a cancer diagnosis, many people feel fear, panic, isolation, and sadness. ARC provides emotional support and a sensitive, understanding approach to help individuals accept and deal with their difficulties, their illness, or the cancer diagnosis of a loved one.

**Empowerment** - The cancer journey can be painful and difficult, but we aim to empower cancer survivors and their loved ones to take an active role in looking after their own physical, mental, and emotional well-being, to build confidence to face the challenges ahead, and to feel hopeful rather than helpless.

### **iv. Activities**

2024 was a year of change for ARC in all areas of services, fundraising, finance, governance, and operations. All are key to the sustainability and growth of ARC, and all are there to support our main goal; the provision of evidence-informed, person-centred supports to individuals and families affected by cancer. Our supports include counselling (adult, child, adolescent), complementary therapies, support groups, survivorship programmes, wellness classes, and information and support services—free of charge.

Service demand remained high in 2024, with sustained or increased engagement across counselling, drop-in visits, and information services. Detailed statistics are included under Strategic Objective 3.

### **v. Achievements and Performance**

In 2024, ARC launched its 2024 - 2026 Strategic Plan, outlining six key objectives to guide the organisation's development. Alongside this, the Transformation Project was initiated to future-



proof ARC by strengthening governance, infrastructure, compliance, and service quality. By mid-year, some of these initiatives were unified under one programme of change, forming the foundation for all progress reported in this section.

This unified programme was developed in response to a changing landscape - characterised by increasing service demand, evolving regulatory requirements, and funding pressures. To ensure ARC remains resilient, responsive, and relevant, we identified clear goals at the outset:

- Strengthen compliance with regulatory and quality standards
- Reduce organisational risk
- Improve consistency and measurability of service quality
- Enhance communication and accountability across all levels
- Build systems and structures to support long-term sustainability

Priority areas of focus included aligning internal operations to the new Strategic Plan, reviewing ARC's organisational structure, embedding HIQA's National Standards for Safer Better Healthcare, and ensuring robust compliance with both external codes and internal policies. The following section outlines ARC's performance and achievements in 2024, structured around our six strategic objectives. It highlights not only what was delivered but the positive difference these efforts are making for clients, staff, and the organisation's future.

#### vi. [Key achievements in 2024 included](#)

### [Strategic Objective 1](#)

#### **"ARC Positioning"**

#### **Continue to develop and position ARC as a service of repute and an influence on national policy**

ARC continues to ensure that we deliver all our services in a manner that is safe, supportive and of the highest quality. In 2024, we worked towards the HIQA National Standards for Safer Better Healthcare, which emphasise themes such as person-centred care, effective and safe care, leadership, governance, and the use of information and resources.

By aligning our services with HIQA's National Standards for Safer Better Healthcare, we embed a culture of safety, accountability, and person-centred care, ensuring that every client receives high-quality, evidence-based support within a transparent and continuously improving organisation.

After successful pilot by ARC and based on overwhelmingly positive impact on women's lives, ARC requested that the HSE NCCP include EMPOWER: Menopause and Cancer as one of its national survivorship programmes and NCCP agreed.

"EMPOWER: Menopause and Cancer" is a new psycho-social survivorship programme pioneered by ARC in Dublin. The non-pharmacological psycho-social programme, developed in conjunction with the Women's Health Gynaecological Oncology Group at University College Dublin (UCD) School of Medicine, and funded by the NCCP, is the first of its kind internationally. National training and delivery will commence in 2025, and the Empower Programme will be available locally to women across Ireland.

Continuing from lobbying efforts in 2023, ARC made significant progress in raising awareness of our services and the vital role we play in community-based cancer support in 2024. As part of a lobbying group, whose work was supported by the NCCP, ARC advocated for greater recognition and funding for community-based cancer support services across Ireland.

This work contributed to the Government's decision to allocate once off funding to the sector in 2024 and, later in the year, for more secure and sustainable funding to be provided for 2025 onwards. These were major milestones in acknowledging the essential work of organisations like ARC. Through these efforts, we not only strengthened our visibility among policymakers and healthcare stakeholders but also reinforced our commitment to ensuring that everyone affected by cancer in Ireland is aware of and can access the support they need.

ARC's continued success in fundraising is indicative of our positioning in the health sector as an organisation of repute.

## Strategic Objective 2

### "Awareness"

#### **Raise awareness of ARC for all stakeholders**

ARC renewed its focus on communications and stakeholder engagement. Planning for a broader communications strategy to improve ARCs visibility and raise awareness of our services began in Q3, including mapping referral sources and stakeholder engagement opportunities.

Regarding stakeholders, we met and worked many hospital and community organisations in 2024 including:

- HSE NCCP,
- HSE CHO9,
- St. James' Hospital,
- St. Vincent's Hospital,
- Mater Private Network,
- The Network of Community Cancer Support Centres,
- The Alliance of Community Cancer Support Centres and Services,
- City of Dublin Education Training Board
- The Wheel

Advocacy efforts including email campaigns to elected officials, presentations in Leinster House, meetings with Department officials and the Minister for Health, ensured ARC is raising awareness amongst a wide group of stakeholders about the essential role we play in the cancer care pathway for cancer patients and their families.

Our social media presence held steady through fundraising campaigns and community events.

In Q4, ARC launched a Direct Marketing campaign to increase engagement and inform stakeholders about opportunities to support our work. The campaign successfully raised awareness and enhanced outreach.



### Strategic Objective 3

#### **"Right things / right places / right times"**

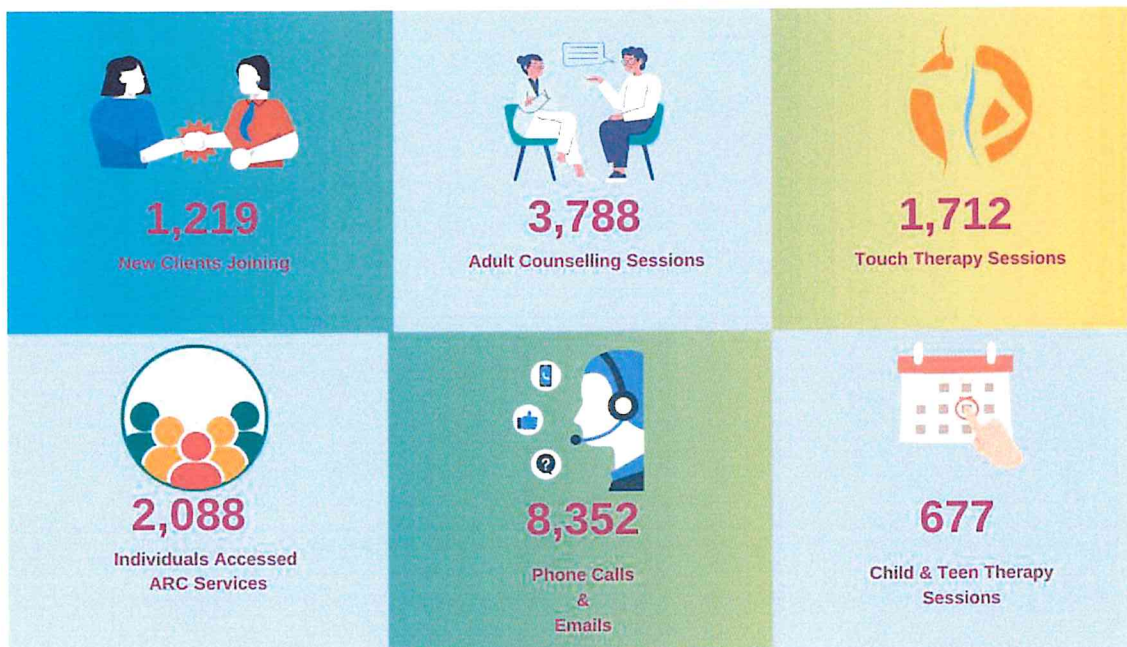
#### **Deliver appropriate care for our clients' psycho-oncology and psycho-social needs**

ARC's approach to care is grounded in a deep understanding of what people affected by cancer need and value. For over 30 years, we have continuously adapted our services based on client feedback, usage trends, and national best practice. Our programme delivery aligns closely with the NCCP's definition of core services for community-based cancer support, ensuring that our offering is both evidence-informed and relevant.

Our care begins the moment a person makes contact—whether by phone, email, or walking into one of our centres.

In 2024, ARC focused on sustaining and growing its client-centred support services while preparing for a return to more in-person offerings. Our efforts resulted in strong engagement across all service areas:

### **2024 - A Year in Numbers**



Notably, we had a 48% increase in drop-in visits by clients to our centres compared to 2023. Clients were met with trained volunteers who were there to listen and to support them. Between these visits and support phone calls, there were an average of 30 unscheduled client contacts per day, in addition to scheduled appointments and group sessions

We maintained steady delivery of core programmes and expanded specific offerings:



### Counselling & Therapeutic Support

- 3,788 adult counselling sessions delivered to nearly 1,000 adults — up 55 sessions from 2023
- 677 play, art, and teen counselling sessions for 91 children and adolescents
- 1,712 touch therapy sessions (massage, reflexology) for 411 clients, supporting 54 more people than in 2023

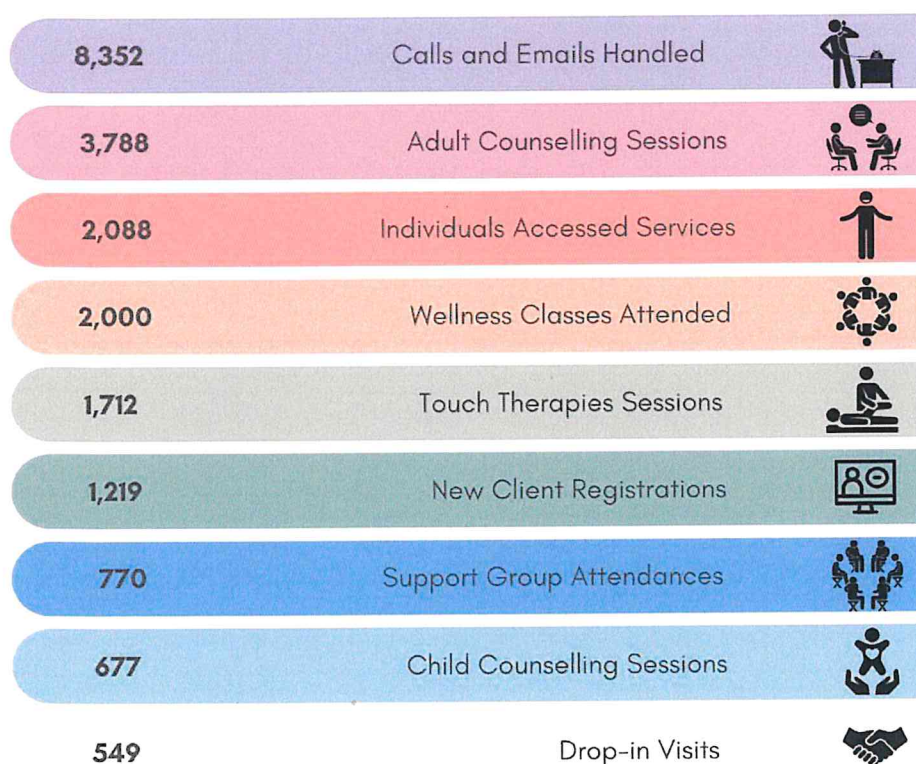
### Survivorship & Group Programmes

- 10 survivorship programmes delivered, up from 8 in 2023:
  - 4 CLIMB® programmes for 38 children and families
  - 3 Thrive & Survive programmes for 48 adults
  - 3 EMPOWER: Menopause and Cancer programmes for 47 women and families
- 8 monthly support groups, with a total of 770 attendances
- Over 40 sessions each of yoga, Pilates, and mindfulness — totalling more than 2,000 attendances
- 1 creative Embroidery course delivered, supported by the City of Dublin Education and Training Board

To support future demand and enhance service quality, we also:

- Recruited additional volunteers and therapists, in preparation for expanded in-person services from September 2024 onward

### **ARC Client Data 2024**



To ensure we are delivering appropriate care, we listen to our clients. In July 2024, we conducted a Client Satisfaction Survey, with over 525 respondents. The findings affirmed the impact of our services:

- 90% overall satisfaction
- 95% would recommend ARC to a friend or family member
- Strong positive feedback on counselling, complementary therapies, wellness classes, and the empathy and professionalism of our practitioners
- Clients reported feeling more relaxed, grounded, and empowered in their self-care

While feedback was overwhelmingly positive, clients also identified areas for growth—such as improving appointment availability and waiting lists, expanding service variety, and enhancing communication. These insights are being incorporated into our planning for 2025.

ARC's commitment to appropriate, person-centred care is not reactive—it is intentional, measured, and rooted in what our clients tell us they need. By combining service delivery data, national standards, and client experience, we ensure our support remains relevant, responsive, and impactful.

## Strategic Objective 4

### “Structures”

#### **Develop a new organisational structure focused on ARC's core strategic goals**

In tandem with the Transformation Project, ARC reviewed and restructured its organisational and governance systems to better support strategic delivery and long-term sustainability. This resulted in a restructured and more agile governance model, with the number of board committees reduced from seven to four. The revised structure enhances strategic oversight, reduces duplication, and better reflects ARC's size and scope. Updated Terms of Reference were developed and approved for the Board and all committees, providing clarity in roles, reporting lines, and accountability.

In parallel, ARC reviewed its internal structure and identified key gaps to support the delivery of this Strategic Plan. A new departmental structure was established, leading to the creation of five new roles across services, operations, and fundraising. This investment in people reflects our commitment to meeting growing demand and positioning ARC for future sustainability. We also placed a strong focus on workforce development and organisational resilience.

Key milestones included:

- Delivery of mandatory training, including Health & Safety and wellness supports
- Introduction of a cloud-based IT infrastructure, enhancing security, flexibility, and business continuity
- Migration of ARC's website to a more secure platform in line with GDPR and compliance standards
- Participation in a Microsoft Hackathon, which enabled us to identify and begin automating business processes through low-code Microsoft applications

Together, these developments represent a critical evolution in how ARC is structured, governed, and resourced. They ensure we are well-positioned to deliver on our strategic goals while responding to the changing needs of those we support.

## Strategic Objective 5

### “Do things right”

#### **Build a responsive organisation with robust governance, proactively managed in line with best practice**

Building on the changes introduced through the Transformation Project, ARC significantly advanced its governance and operational infrastructure in 2024. Working with external experts, we embedded HIQA's Safer Better Healthcare standards, progressed Quality Improvement Plans (QIPs), and implemented a modernised compliance framework. By year-end, 85% of QIPs were completed, internal risk was significantly reduced, and we integrated compliance obligations across 12 regulatory codes into a unified compliance database—a major advancement in oversight and efficiency.

Key organisational systems were also modernised. We launched Phase 1 of a CRM optimisation project, targeting client and donor data integrity, GDPR compliance, and user experience. This included enhanced governance of digital platforms, a transition to cloud-based IT infrastructure,



implementation of a secure VOIP phone system, and preparation for a new website migration to ensure strong regulatory and user standards.

In parallel, we progressed a wide range of structural and process improvements:

- A fundraising structure was mapped to support both short- and long-term income strategies.
- A third-party Data Protection Officer was appointed, leading a comprehensive GDPR compliance programme that achieved the highest available rating.
- Key organisational processes and policies were mapped, standardised, and aligned with best practice to build consistency and accountability.
- We engaged specialist guidance to meet HSE compliance requirements and establish a quality and safety framework that reflects national expectations.
- We implemented targeted business improvement projects, including applications developed through a Microsoft Hackathon, which will support future in-house innovation.
- A suite of Key Performance Indicators (KPIs) was developed, and we launched ARC's inaugural Balanced Scorecard - a significant milestone that will enable us to track progress across strategic, operational, and service domains.

Collectively, these achievements represent a significant uplift in ARC's governance maturity. The systems, tools and structures introduced in 2024 not only ensure compliance but lay the groundwork for a more agile, accountable, and future-ready organisation.

## Strategic Objective 6

### **"Resource"**

#### **Develop a strong funding strategy to ensure ARC's sustainability**

ARC continues to develop and maintain a strong and diverse range of income streams to ensure continuity and sustainability. We welcomed fundraising income through organised events, the generosity of the public and corporate benefactors, and grant aid to fund our activities. In 2024, some notable activities were:

- The successful launch of a new ARC-led fundraising event, the ARC Golf Classic, tapping into a new corporate network of 30+ participating companies and extending our reach in the corporate community. The fundraising team worked hard and achieved their target.
- NCCP funding increased significantly as a result of the campaign ARC participated in with the Alliance of Community Cancer Support Centres and Services. This also deepened relationships with the HSE.
- We agreed and implemented a short-term funding plan to ensure service needs and operational plans were met with initial emphasis on Individual Giving and building a strong corporate base.

#### **vii. Key challenges**

- Implementing the Transformation project, a large-scale project, in conjunction with implementing Strategic Objectives and maintaining normal operating activities and ensuring a high-quality service for our clients led to capacity strain and pressure on internal resources. Going into 2025 we need to be cognisant of the need to manage change and avoid change fatigue setting in.

- Staffing gaps and recruitment difficulties attracting contractors impacted service level continuity and our marketing and communication efforts. These challenges are expected to continue into 2025, and plans and projects will need to be flexible enough to adapt to this.
- ARC is facing a significant deficit for 2025 based on current projections and the team are working hard to bridge some of that funding gap. While we are hopeful for an improvement in core funding we need to keep investing in our fundraising and expand the reach of our brand.
- Allied to the above we need to be aware of our reserves and the impact of a deficit in this area. Reserves, although they look strong, are only adequate enough to meet the needs of our reserves policy to maintain contingency funds, equal to at least six and up to twelve months of normal activity.

#### viii. Fundraising Activity and Performance

2024 was a very successful year for the fundraising team at ARC with close to a million raised again resulting in our target being achieved. The charity sector can at times seem like a crowded space, but with tenacity, good ideas, professional execution and ambition, the team ensured a strong result to secure our continued operations. We would highlight a few particular elements for mention:

- The inaugural golf classic in the K-Club was successful. With a committee on hand to assist and with celebrity involvement to highlight the event and our mission, this was a particularly important event, raising funds, raising awareness and showcasing ARC's national relevance. We acknowledge and are grateful for the pro bono use of the Palmer North golf course at The K Club to enable this to happen.
- The Late Late Toy Show Appeal and The Community Foundation of Ireland granted us €40,000 in 2024 to continue to work on our Children's Counselling Programmes which we started due to their incredible support and recognition of the importance of this programme. Through this funding we have been enabled to expand our services to children over the last number of years.
- Recognising an area of growth, ARC proactively engaged a grant-writing consultancy in an effort to further tap into sources of funds intended to help causes like ours. We hope to see this initiative bear fruit in 2025 with some early wins such as the continued support of The Hospital Saturday Fund and GSK.
- In the Corporate sector, our charity has seen a growing profile and support with key foundations laid in 2024 boosting the number of corporate charity partnerships in the pipeline. This includes support from The Institute of Directors, Carne Group and



Bonkers.ie amongst others, along with significant partnership and help from our stalwart supporter, Kingspan.

- Grassroots Tennis4Cancer events raised €60,000 for ARC and NCBRI, through multiple coffee mornings and tennis events up and down the country. This combination of income generation and public engagement provided valuable dual impact. A Committee is being formed to grow this in 2025 and it looks set to go from strength to strength.
- Our Paris 2 Nice charity cycle event raised in the region of €80,000 with so many dedicated cyclists putting in serious work through training, performance and sponsorship. This event continues to grow and will go from strength to strength with a great interest in cyclists who wish to take part in aid of ARC.
- Perhaps given the very personal effects our mission can have on people, our Individual Giving continues to be a very important source of support for us. This year, for the first time, we launched a Christmas Appeal exceeded our expectations and our target. A teenager kindly allowed us to share her story to give the campaign a strong identity. She was a teenager when she got cancer and used our play therapy services.
- Over €230,000 worth of products and services were donated, in kind, to support our fundraising and governance. These goods and services, at reduced or no cost, (such as goody bags from Boots for our Fashion Show) saved us considerable expense and facilitated significant fundraising at our events, as well as helping with administrative support. We are very grateful to every individual and organisation who supported us in this way. Huge thanks also to the many people who donated their valuable time to support us at our fundraising events, without whom, it would simply not be possible to do what we do.

## ix. Financial Review

### Income and Expenditure 2024

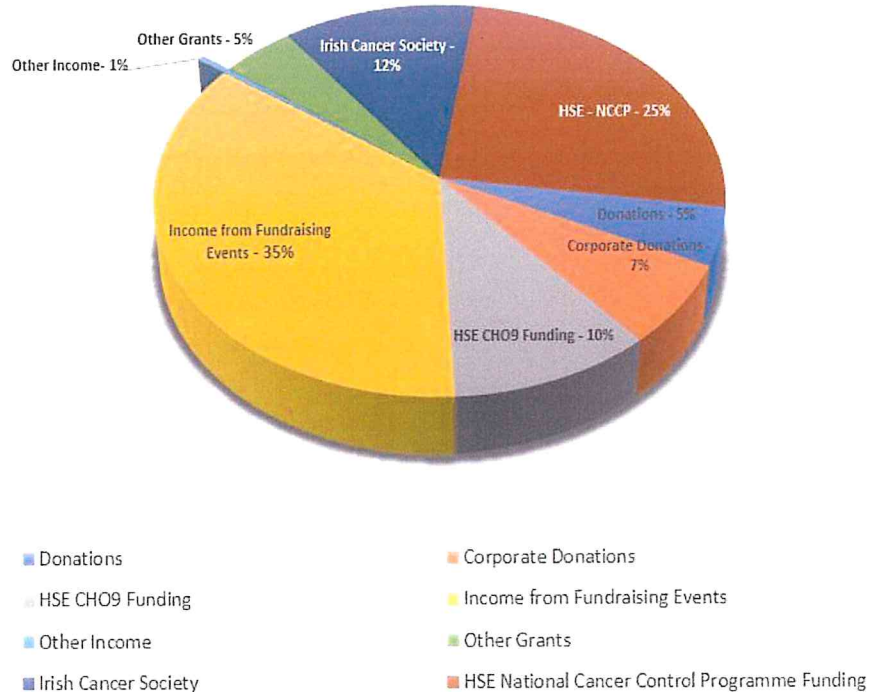
#### Income

In 2024, income was €1,842,307 against expenditure of €1,812,979 for the same period, resulting in a surplus of €29,328 for the year. This compares to a deficit of €14,898 in 2023.

#### Income 2024

ARC was once again very grateful to receive funding from the HSE Northern Area of €185,531, contributing to the ongoing costs in our Eccles Street Centre. We also received funding from the NCCP in the amount of €458,530, a significant increase thanks to the efforts of senior management, the Working Group for the Alliance of Community Cancer Support Centres and Services, and the wider network.

These Grants from the State represented 35% of ARC's income for 2024, an increase from the equivalent 19% in 2023, and offered much improved assistance in managing the overall cost of our services.



This increased funding from the HSE, funding that had been announced in 2023, was very welcome. A further development in 2024 sees this funding set to increase further in 2025 and, more significantly, continue year on year, which allows organisations like ARC to plan with more certainty for the future will continue to drive forward with this evolving relationship and create an appropriate and steady stream of recurring core funding for the future.

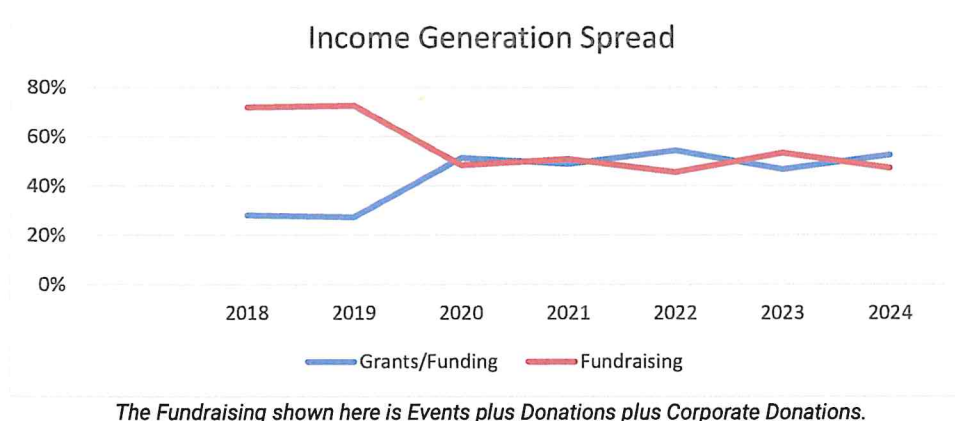
The Irish Cancer Society (ICS) funded counselling operations to the sum of €225,148 in 2024. Funding in this area is dependent on the public's generosity and the success of the ICS's own fundraising efforts.

Statutory income plus other grant funding received equates to 52% of overall income. This is a solidly improving level of funding, and we are hopeful that it will increase further in 2025.

Non-statutory income such as donations, fundraising events, legacies, and other income in 2024 accounts for the remaining 48%. The fundraising team worked tirelessly, amidst the challenges of changes in staffing, systems and structures, to achieve these great results.

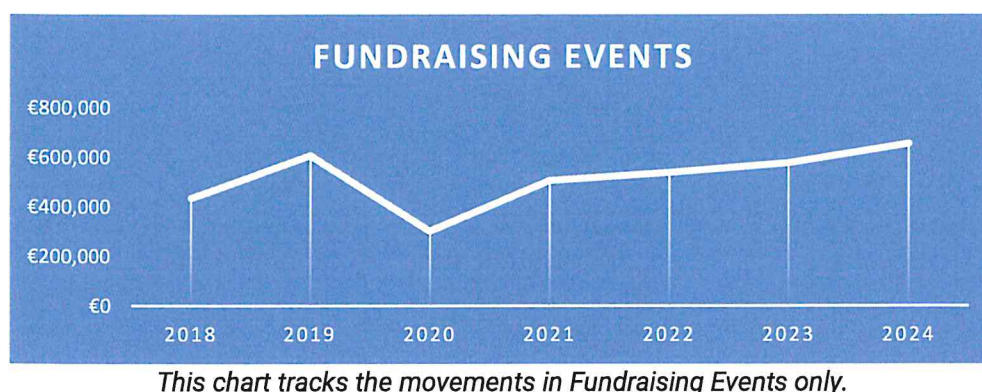
ARC received €209,589 in donations, corporate donations, legacies, and other income (11% of income), a reduction of 7% on 2023, but which is still more than double the €91,711 from 2022. Income from ARC-managed fundraising events and campaigns was €655,336 accounting for 35% of income.

With the ever-changing funding environment, the trend between Fundraising and Grants/Core Funding shows how the gap between them has continued to fluctuate since 2018. The gap remains small, and the increase core funding may increase further as the next year evolves.



Since the COVID period, when the gap between core funding and fundraising temporarily narrowed, core funding has continued to strengthen. In 2024, it surpassed fundraising income for the first time without the support of pandemic-related funds. With recent investments and restructuring underway, we expect fundraising income to grow significantly in the coming years.

ARC's Fundraising Events and Appeals continued their strong recovery in 2024, with a 13% year-on-year increase. This growth reflects the outstanding efforts of the fundraising team. The chart below tracks the income on events in recent years.



Despite the challenging environment, the events have managed to increase their levels of income. Maintaining this will be focused on going forward.

As you can see, ARC is reliant on a diverse combination of fundraising income through organised events, the generosity of the public and corporate benefactors, and grant aid to fund its activities throughout the year.



## Expenditure

In 2024, ARC continued to invest strategically in fundraising, service delivery, and operational infrastructure to support our long-term sustainability and impact. The cost of generating funds increased by €125,695 compared to the previous year, driven primarily by a planned expansion in fundraising activities.

Of this increase, €79,681 related to direct fundraising costs, including a €42,000 investment in our new Individual Giving programme, which is expected to yield gradually increasing returns now that it is established as a core fundraising stream. We also launched the ARC Golf Classic, which incurred €17,000 in new expenditure but delivered a net return of approximately €50,000, demonstrating the success of this initiative.

The cost of operating ARC's centres rose by €132,938, though only €22,000 of this increase was attributable to direct centre costs. The remaining balance relates to indirect support costs. In contrast, direct therapy costs decreased by €54,864, and governance costs reduced by €70,535, reflecting efficiencies achieved during the year.

A significant cost driver in 2024 was an increase in payroll expenditure of €50,000, as ARC continued to build a team with the skills and capacity needed to deliver on our strategic objectives. Average staff numbers grew by 21%, from 14 to 17 employees, with the full-year cost impact expected in 2025.

The decrease in therapy costs helped offset some of the above increases in 2024. However, this was primarily due to disruptions in therapist availability, as our therapy model relies on contracted professionals. Some therapists gave notice during the year, and due to a challenging recruitment environment, we experienced delays in replacing them – particularly in specialised roles. These vacancies were only filled toward the end of 2024, and we are now working to restore service capacity.

As the Strategic Plan and Transformation Project progressed, our priority in 2024 was to maintain existing service levels while strengthening internal structures, processes, resources, and compliance. During this period, our Service Arrangements with the HSE, linked to increased funding, required significant administrative input. Support costs rose by €150,687, with approximately €75,000 attributed to increased central operations resourcing to manage this workload. This included the outsourcing of Data Protection Officer responsibilities to a GDPR specialist, which has significantly strengthened our compliance in this area.

In 2024, we restructured our chart of accounts to enable more detailed and transparent financial analysis. The new system provides clearer visibility of support costs, allocates spend by department and fund, and improves the accuracy of cost apportionment across programmes. This advancement supports more robust service costing, highlights gaps between service delivery and state funding, and the need for fundraising, and will underpin stronger financial decision-making going forward.

At year-end, cash reserves stood at €1,674,159, representing a decrease of €197,961 from the previous year and returning to 2022 reserve levels. This reduction was expected and primarily reflects planned investments. December typically marks ARC's highest cash point due to seasonal fundraising peaks. While reserves remain healthy and above our minimum thresholds, we will explore low- or no-risk investment options in 2025 to optimise the value of our reserve funds.

## Financial reserves

To meet current service demand, we have maintained delivery levels while expanding the team required to support them. Sustaining these associated costs is essential as we continue to strengthen ARC's organisational capacity to serve more clients at the highest standard. In anticipation of rising demand from 2025 onward, the Board has reaffirmed the importance of holding contingency reserves equivalent to at least six – and up to twelve – months of operating costs. This reserve level was successfully maintained throughout 2024.

In meeting service demands and requests from our funders (e.g., HSE, ICS, NCCP) the Board anticipate that the pressures on our services will continue, and indeed increase, in 2025. To enable the services to meet this demand, the Board has sanctioned an increase in funding and a review of existing structures. The Board consider it prudent to plan for further investment in services in 2025, including expansion, should it prove necessary. Unrestricted funds have therefore been retained to help finance this expansion.

ARC continues to focus on strong management controls, cautious spending, and controlled service delivery expansion to meet the growing needs of clients and the vital services we provide.

### x. Structure, governance, and management

On 26 November 2016, ARC Cancer Support Limited, with the approval of the Registrar of Companies, changed its name and is now incorporated under the name ARC Cancer Support Centres. ARC also amended its constitution to reflect this name change in accordance with the Companies Act 2014.

ARC Cancer Support Centres (ARC) is a charitable organisation and a company that is limited by guarantee, governed by a constitution in accordance with the Companies Act 2014. The voluntary board of directors and company secretary offer their services voluntarily to the company. The Board is comprised of members with extensive experience in diverse fields, including oncology, legal affairs, marketing, human resources, and finance. Their collective skills and expertise play a crucial role in maximising ARC's potential and directing the CEO and management team in governance and strategic affairs.



### Directors and Secretary

The directors who served throughout the financial year, except as noted, were as follows:

Robert O'Connor (Chairperson) (Appointed 1 November 2024)

Orla McMahon (Chairperson) (Resigned 31 October 2024)

Patrick Cafferky

Ian Martin (Resigned 16 October 2024)

Gerard Keating (Resigned 5 February 2025)

Dermot Ryan

Barbara Cosgrave

Eimear Fay (Appointed 16 October 2024)

Anthony Staines

Ann Corcoran

Liz Bayfield

Damian Jennings (Resigned 27 May 2024)

Karen Cadoo

Enda Roche (Appointed 5 February 2025)

In accordance with the Articles of Association, five directors (i.e. one-third of the Directors) retire by rotation and, being eligible, offer themselves for re-election.

The secretaries who served during the financial year were;

Eimear Fay (Appointed 16 October 2024)

Ian Martin (Resigned 16 October 2024)

The Board of Directors typically meets six times a year and met during 2024 on the following dates:

- 7<sup>th</sup> February
- 21<sup>st</sup> March
- 29<sup>th</sup> May
- 21<sup>st</sup> August
- 16<sup>th</sup> October
- 4<sup>th</sup> December

The AGM was held on the 21<sup>st</sup> of August 2024.

<i>Board of Directors 2024</i>
Orla McMahon Chairperson (Resigned 31 October 2024)
Robert O'Connor Chairperson (Appointed 1 November 2024)
Elizabeth Bayfield
Patrick Cafferky
Ann Corcoran
Eimear Faye (Appointed 16 October 2024)
Barbara Cosgrave
Dr. Damian Jennings (Resigned 27 May 2024)
Gerard Keating (Resigned 5 February 2025)
Prof Karen Cadoo
Ian Martin (Resigned 16 October 2024)
Enda Roche (Appointed 5 February 2025)
Dermot Ryan
Anthony Staines (Appointed 6 December 2023)

The board has four committees that met in 2024 as required.

These committees are:

- Corporate Governance, Risk, Quality & Safety
- Finance, Audit & Change Management
- Fundraising & Communications
- Remunerations & Nominations

**Attendance at Board of Directors and Committee Meetings by Directors - 2024**

	BOD	STR **	FA	TMC**	FC	CGR	NOM **	RN	**
<b># meetings</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>4</b>	
Bayfield, Liz	M 5/6			C 2/2				M 4/4	
Cadoo, Karen Dr	M 5/6								
Cafferky, Patrick	M 4/6			M 2/2		M 1/3		M 3/4	
Corcoran, Ann	M 5/6				C 6/6				
Cosgrave, Barbara	M 4/6						M 1/1	M 4/4	
Faye, Eimear	M* 2/6					M 1/3			
Jennings, Damian Dr	M* 2/6						M 0/1		
Keating, Gerard	M 6/6		C 4/4		M 5/6			M 4/4	
Martin, Ian	M* 5/6					C 3/3	C 1/1	C 4/4	
McMahon, Orla	C* 5/6	M 1/1			M 4/5		M 1/1	M 4/4	
O'Connor, Robert Dr	C* 1/6								
Ryan, Dermot	M 4/6	C 1/1	M 4/4			M 2/3			
Staines, Anthony Prof	M 5/6								

**Key**

Term	Abbreviation	Term	Abbreviation
Chair	C	Fundraising & Comms	FC
Member	M	Corporate Governance & Risk	CGR
Board of Directors	BOD	Nominations	NOM
Strategy	STR	Remuneration Nominations	RN
Finance & Audit	FA	Retired/Appointed	*
Talent Management	TM	Merged Committee	**

The board holds ultimate responsibility for guaranteeing that the charity's governance adheres to the highest standards of practices and that all operational functions satisfy current legislation, charitable and company law and health and safety standards. The Board delegates day-to-day operational management to the CEO, Deirdre Grant, who is supported by the Executive Management Team, staff, therapists, and volunteers.

At ARC we are fully committed to working at the highest levels of accountability and transparency across the organisation. The trust of our donors, fundraisers, volunteers, and the public are of paramount importance to us, and we are committed to ensuring the highest possible standards of governance and donor care.

ARC undertook a coordinated compliance review throughout 2024. This work focused on reviewing our processes against the National Standards for Safer, Better Healthcare (2012) across the organisation. These standards offer a clear framework for ensuring quality, safety, and a culture of accountability

This compliance work supported ARC's broader reforms in governance, accountability, and service delivery, which oversaw significant improvements in governance, quality assurance, and service delivery. As part of this initiative, ARC also strengthened its data protection practices. In 2024 our Data Protection Officer conducted a thorough review of our policies, procedures, and systems, supporting compliance with the GDPR.

In 2024, ARC also undertook a comprehensive review of its governance structure to ensure it remains fit for purpose and aligned with our mission, values, and evolving strategic priorities. This review led to a streamlined committee structure, reducing the number of standing committees from seven to four, and enhancing the Board's oversight and strategic focus.

#### Governance Committee Changes – Summary of 2024

- **Talent Management Committee and Nominations Committee**  
→ Merged to form the **Remuneration and Nominations Committee**, enhancing oversight of leadership and succession planning.
- **Strategy Committee**  
→ Disbanded; strategic matters are now addressed directly at Board meetings.
- **Finance & Audit Committee**  
→ Expanded and renamed to the **Finance, Audit and Change Management Committee**, reflecting its new role in overseeing the transformation project.
- **Corporate Governance & Risk Committee**  
→ Expanded and renamed to the **Corporate Governance, Risk, Quality & Safety Committee**, incorporating responsibilities for quality assurance and safety oversight.
- **Services Committee**  
→ Discontinued in 2024; its functions are planned to be reintroduced through a dedicated working group.
- **Fundraising & Communications Committee**  
→ Remained unchanged in 2024; a transition to a working group is anticipated in 2025.

These changes reflect ARC's commitment to continuous improvement and to ensuring that our governance structures support effective oversight, strategic alignment, and the delivery of high-quality services.



## Our Team of 2024



There are almost a hundred people regularly involved in the charity's activities. For some services, ARC relies heavily on volunteers and therapists, as indicated by the above diagram. The volunteers support the staff and are instrumental, particularly in providing Drop-In and Phone Support to our clients. ARC's team and clients greatly value and appreciate their commitment, time, and work, and they are vital team members working alongside our equally committed therapists and staff.

Our expenditures would be significantly greater if had to employ staff to perform the same functions instead of these 62 volunteers and our volunteers bring an additional wealth of experience and insight. We can instead use the savings to benefit our clients and support our services. We recognise the significant role volunteers play in helping us realise our objectives and the positive impact they have on our clients.

To meet increasing compliance and regulatory requirements, ARC strengthened its organisational capacity through targeted recruitment in 2024. We were pleased to welcome several new team members into key roles, including a Head of Service Operations, Therapeutic Lead, two Client Service Coordinators, a Project Assistant, and a Database and Donor Care Executive. These appointments have significantly enhanced our ability to deliver high-quality services.

### xi. Future Developments and Priorities

We enter 2025 with strong momentum and a clear sense of purpose. In summary, our goals include consolidating the gains made in 2024, investing in our team, increasing funding and our communication and marketing activities, and deepening impact through outcome evaluation. Most importantly, we remain committed to ensuring that every person affected by cancer has access to the compassionate, expert support they deserve.

We are encouraged by the announcement of €5.5 million in funding for 2025, to be distributed among community cancer support centres and services by the NCCP. This marks a significant milestone in recognising the essential role of community-based cancer support. However,

increasing service demand, operational costs and evolving regulatory requirements mean that further income generation is needed to meet ARC's long-term needs and we will continue efforts for enhanced and sustained investment in community cancer support, ensuring the viability, resilience, and growth of services. Our aim is that high-quality, compassionate cancer support services remain accessible to anyone affected by cancer, at every stage of their journey.

We will maintain a strong focus on broadening and reinforcing our income base to support long-term financial sustainability. Building on the progress made in 2024, we will re-assess our funding strategy, balancing securing core and recurring funding with seeking support from our public and corporate and grant-giving donors. Our efforts will also include exploring innovative funding avenues to ensure greater resilience in our income streams. We aim to formalise our communication and marketing strategy and monitor our progress against measurable targets. We will invest in resources to continue the roll out of an Individual Giving Programme, lay the foundations for a Legacy Programme and further develop a strong corporate base among other plans.

As ARC continues to respond to the growing demand for our services, we are planning key hires in 2025 to further strengthen our organisational capacity. We will be recruiting roles for in-house services, to strengthen our communication and marketing capacity and to support day-to-day operations of the organisation. We are also planning to increase volunteer engagement, support, and training to support our volunteers in their work. We will be engaging more contractors to deliver one-to-one, and group supports to our clients. These roles are critical to sustaining our growth, enhancing service delivery, and ensuring we remain responsive to the evolving needs of our community. We have particular plans to develop our Information Support Service and map our client pathway and service processes.

We are prioritising the introduction of a client-centred case management approach. This will ensure that every clients' menu of supports are tailored to their needs and wants. Enhancements to our Client Relationship Management (CRM) system, automation of key processes, and the integration of safety and quality procedures will improve efficiency across the organisation. These changes will, amongst other improvements, provide real-time access to information for staff, volunteers, and contractors, helping to create a more seamless and consistent client experience.

Our ongoing success in internal auditing will continue to underpin our work. We aim to build on these results for a thorough, organisation-wide approach to quality and compliance.

#### xii. Compliance with Sector-Wide Legislation and Standards

- The Companies Act 2014
- The Charities SORP (FRS 102)
- The Charities Act 2009
- The General Data Protection Regulation (GDPR) 2018
- The Data Protection Act 2018
- The Health and Safety at Work Act 2005
- The Employment Equality Acts 1998-2015
- The National Minimum Wage Act 2000
- The Regulation of Lobbying Act 2015
- The Safety, Health and Welfare at Work Regulations 2007
- The Charities Governance Code
- The Triple Lock Standard
- The National Safer Better Healthcare Standards



- The Charities Regulator Fundraising Guidelines

xiii. Post Balance Sheet Events

There have been no significant events affecting the company since the year-end.

xiv. Auditors

Somers Murphy & Earl Limited, following the transfer of its business to Xeinaidin Audit Ireland Limited, resigned as auditors during the financial year and the directors appointed Xeinaidin Audit Ireland Limited, (Chartered Accountants), to fill the vacancy.

xv. Compliance Statement

The directors are responsible for securing the company's compliance with its relevant obligations (compliance with both company and tax law) and with respect to each of the following three items, we confirm:

- the existence of a compliance policy statement.
- appropriate arrangements or structures put in place to secure material compliance with the company's relevant obligations.
- a review of such arrangements and structures has taken place during the year.

xvi. Accounting Records

To ensure that adequate accounting records are kept in accordance with Sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at 65 Eccles Street, Dublin 7.

***Approved by the Board of Directors on 28<sup>th</sup> May 2025 and signed on its behalf by:***



**Robert O'Connor (Chairperson)**  
**Director**



**Enda Roche**  
**Director**

## DIRECTORS' RESPONSIBILITIES STATEMENT

for the financial year ended 31 December 2024

The directors are responsible for preparing the Directors' Annual Report and Financial Statements in accordance with the Companies Act 2014 and applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the net income or expenditure of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.


The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and net income or expenditure of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Directors' Annual Report comply with Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

**Approved by the Board of Directors on 28<sup>th</sup> May 2025 and signed on its behalf by:**



**Robert O'Connor (Chairperson)**  
Director



**Enda Roche**  
Director

## INDEPENDENT AUDITOR'S REPORT

### **Report on the audit of the financial statements**

#### **Opinion**

We have audited the company financial statements of ARC Cancer Support Centres ('the Charity') for the financial year ended 31 December 2024 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2024 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

#### **Opinions on other matters prescribed by the Companies Act 2014**

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

- the information given in the Directors' Annual Report is consistent with the financial statements;
- the Directors' Annual Report has been prepared in accordance with the Companies Act 2014; and
- the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

#### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Annual Report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not complied with by the charity. We have nothing to report in this regard.



## **Respective responsibilities**

### **Responsibilities of directors for the financial statements**

As explained more fully in the Directors' Responsibilities Statement set out on page 25, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that 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 directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at:

[www.iaasa.ie/wp-content/uploads/2022/10/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/wp-content/uploads/2022/10/Description_of_auditors_responsibilities_for_audit.pdf). The description forms part of our Auditor's Report.

### **The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

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**Brian Murphy**  
**for and on behalf of**  
**XEINADIN AUDIT IRELAND LIMITED**  
Chartered Accountants and Registered Auditors  
74 Northumberland Road  
Ballsbridge  
Dublin 4  
Ireland

**28<sup>th</sup> May 2025**

**ARC Cancer Support Centres**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating an Income and Expenditure Account)

for the financial year ended 31 December 2024

		Unrestricted	Restricted	Restricted Capital	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds	Funds
		2024	2024	2024	2024	2023	2023	2023
		€	€	€	€	€	€	€
<b>Incoming Resources</b>	<i>Notes</i>							
Voluntary Income Charitable activities	5.1	207,089	86,884	-	293,973	282,595	121,657	404,252
Grants from governments and other co-funders	5.2	-	884,588	-	884,588	-	677,641	677,641
Activities for generating funds	5.3	655,336	-	-	655,336	578,294	-	578,294
Other income	5.4	8,410	-	-	8,410	4,660	-	4,660
<b>Total incoming resources</b>		<b>870,835</b>	<b>971,472</b>	<b>-</b>	<b>1,842,307</b>	<b>865,549</b>	<b>799,298</b>	<b>1,664,847</b>
<b>Resources Expended</b>								
Raising funds	6.1	509,909	-	-	509,909	384,214	-	384,214
Charitable activities	6.2	339,288	884,543	79,239	1,303,070	525,711	769,820	1,295,531
<b>Total Resources Expended</b>		<b>849,197</b>	<b>884,543</b>	<b>79,239</b>	<b>1,812,979</b>	<b>909,925</b>	<b>769,820</b>	<b>1,679,745</b>
<b>Net incoming/outgoing resources before transfers</b>		<b>21,638</b>	<b>86,929</b>	<b>(79,239)</b>	<b>29,328</b>	<b>(44,376)</b>	<b>29,478</b>	<b>(14,898)</b>
Gross transfers between funds		(202,372)	(1,841,596)	2,043,968	-	69,684	(69,684)	-
<b>Net movement in funds for the financial year</b>		<b>(180,734)</b>	<b>(1,754,667)</b>	<b>1,964,729</b>	<b>29,328</b>	<b>25,308</b>	<b>(40,206)</b>	<b>(14,898)</b>
<b>Reconciliation of funds:</b>								
Total funds beginning of the year	19	1,609,730	1,785,142	-	3,394,872	1,584,422	1,825,348	3,409,770
<b>Total funds at the end of the year</b>		<b>1,428,996</b>	<b>30,475</b>	<b>1,964,729</b>	<b>3,424,200</b>	<b>1,609,730</b>	<b>1,785,142</b>	<b>3,394,872</b>

The Statement of Financial Activities includes all gains and losses recognised in the financial year.  
All income and expenditure relate to continuing activities.

Approved by the Board of Directors on 28<sup>th</sup> May 2025 and signed on its behalf by:

  
Robert O'Connor (Chairperson)  
Director


  
Enda Roche  
Director

**BALANCE SHEET**

as at 31 December 2024		2024	2023
	Notes	€	€
<b>Fixed Assets</b>			
Tangible assets	12	<u>1,964,729</u>	<u>1,902,431</u>
<b>Current Assets</b>			
Debtors	13	38,009	77,609
Cash at bank and in hand	14	<u>1,674,159</u>	<u>1,872,120</u>
		<u>1,712,168</u>	<u>1,949,729</u>
<b>Creditors: Amounts falling due within one year</b>	15	<u>(252,697)</u>	<u>(457,288)</u>
<b>Net Current Assets</b>		<u>1,459,471</u>	<u>1,492,441</u>
<b>Total Assets less Current Liabilities</b>		<u><u>3,424,200</u></u>	<u><u>3,394,872</u></u>
<b>Funds</b>			
<b>Restricted Capital funds</b>		1,964,729	-
<b>Income funds:</b>	18		
Restricted funds		30,475	1,609,730
General fund (unrestricted)		<u>1,428,996</u>	<u>1,785,142</u>
<b>Total funds</b>	19	<u><u>3,424,200</u></u>	<u><u>3,394,872</u></u>

Approved by the Board of Directors on 28<sup>th</sup> May 2025 and signed on its behalf by:

  
Robert O'Connor (Chairperson)  
Director

  
Enda Roche  
Director



**ARC Cancer Support Centres**

**ARC Cancer Support Centres**

**STATEMENT OF CASH FLOWS**

For the financial year ended 31 December 2024

	Notes	2024 €	2023 €
<b>Cash flows from operating activities</b>			
Net movement in funds		29,328	(14,898)
Adjustments for:			
Depreciation		79,237	74,471
		<u>108,565</u>	<u>59,573</u>
Movements in working capital:			
Movement in debtors		39,600	(22,352)
Movement in creditors		(204,591)	181,381
		<u>(56,526)</u>	<u>218,602</u>
<b>Cash flows from investing activities</b>			
Payments to acquire tangible assets		(141,535)	(75,612)
		<u>(197,961)</u>	<u>142,990</u>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>1,872,120</b>	<b>1,729,130</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<u>1,872,120</u>	<u>1,872,120</u>
<b>Cash and cash equivalents at the end of the year</b>	14	<u><u>1,674,159</u></u>	<u><u>1,872,120</u></u>

# ARC Cancer Support centres

## NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2024

### 1. GENERAL INFORMATION

ARC Cancer Support Centres is a company limited by guarantee incorporated in the Republic of Ireland. The financial statements are presented in Euros, which is also the functional currency of the company. The registered office is shown on the Directors and Other Information page. The main activity of the company is the provision of drop-in centres, support, counselling, information and complementary therapies to people who are affected by cancer, as well as their families and carers, to support them on their journey.

The significant accounting policies adopted by the company and applied consistently in the preparation of these financial statements are set out below.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

#### Basis of preparation

The financial statements have been prepared in accordance with the Statement of Recommended Practice (Charities SORP in accordance with FRS 102, effective January 2015) and with generally accepted accounting principles in Ireland and Irish statute comprising the Companies Act 2014. They comply with the financial reporting standards of the Accounting Standards Board, as promulgated by Chartered Accountants Ireland.

The financial statements have been prepared under the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charitable company's financial statements.

#### Statement of compliance

The financial statements of the company have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

#### Fund accounting

The following are the categories of funds maintained:

#### Restricted funds

Restricted funds are those received for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities.

#### Unrestricted funds

Unrestricted funds are general funds that are available for use in the furtherance of any of the objectives of the charity.

#### Restricted Capital funds

Restricted capital funds are those received for the purpose of being held as capital

#### Incoming Resources

Voluntary income or capital is included in the Statement of Financial Activities when the company is legally entitled to it, its financial value can be quantified with reasonable certainty and there is reasonable certainty of its ultimate receipt.

Income received in advance of due performance under a contract is accounted for as deferred income until earned. Grants for activities are recognised as income when the related conditions for legal entitlement have been met. All other income is accounted for on an accruals basis.

#### Donations and legacies

Entitlement to legacies is considered established when the company has been notified of a distribution to be made by the executors.

**Income from charitable activities**

Income from charitable activities include income earned from the supply of services under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the company. Income from government and other co-funders is recognised when the company is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Where a grant is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, it is accrued in debtors.

Grants from governments and other co-funders typically include one of the following types of conditions:

■ Performance based conditions: whereby the company is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the company is meeting the core objectives of a grant agreement, it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.

■ Time based conditions: whereby the company is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases, the company recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the company is notified of entitlement.

Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier.

**Resources Expended**

All resources expended are accounted for on an accruals basis. Charitable activities include costs of services and grants, support costs and depreciation on related assets. Costs of generating funds similarly include fundraising activities. Non-staff costs not attributed to one category of activity are allocated or apportioned pro-rata to the staffing of the relevant service. Finance, HR, IT and administrative staff costs are directly attributable to individual activities by objective. Governance costs are those associated with constitutional and statutory requirements.

**Expenditure on raising funds**

Cost of raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, demand deposits and other short term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

Land and buildings	- 2% Straight line
Computer Equipment	- 25% Straight line
Fixtures, fittings and equipment	- 10% Straight line

**Leasing**

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the company from government agencies and other co-funders, but not yet received at financial year end, is included in debtors.

**Cash at bank and in hand**

Cash at bank and in hand comprises cash on deposit at banks requiring less than three months notice of withdrawal.



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**Taxation**

No current or deferred taxation arises as the company has been granted charitable exemption. Irrecoverable valued added tax is expensed as incurred.

The company is exempt from corporation tax due to its charitable status.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects that period. The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial period are described below.

(a) Establishing useful lives of Property, Fixtures and Plant

The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual value. The directors regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful lives is included in the accounting policies.

**4. PROVISIONS AVAILABLE FOR AUDITS OF SMALL ENTITIES**

In common with many other charitable companies of our size and nature, we use our auditors to assist with the preparation of the financial statements.

**5. INCOME**

<b>5.1 DONATIONS AND LEGACIES</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
Donations	86,808	-	86,808	90,361
Other Grants	7,500	76,884	84,384	103,557
Corporate Donations	112,781	10,000	122,781	210,334
	<u>207,089</u>	<u>86,884</u>	<u>293,973</u>	<u>404,252</u>
<b>5.2 CHARITABLE ACTIVITIES</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
<b>-Grants from governments and other co-funders:</b>				
HSE Northern - Income Grant (Note 17)	-	185,531	185,531	195,513
Irish Cancer Society	-	225,148	225,148	250,000
HSE Northern- Other	-	-	-	14,820
HSE Northern- Minor Capital Grants	-	-	-	100,000
HSE Northern- NCCP (Note 17)	-	462,772	462,772	100,508
National Lottery Grant (Note 17)	-	7,000	7,000	16,800
HSE Northern -Pay Restoration (Note 17)	-	4,137	4,137	-
	<u>-</u>	<u>884,588</u>	<u>884,588</u>	<u>677,641</u>
<b>5.3 OTHER TRADING ACTIVITIES</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
Income from Fundraising Events/Appeals	655,336	-	655,336	578,294

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<b>5.4</b>	<b>OTHER INCOME</b>		<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
			€	€	€	€
	Rent		1,750	-	1,750	1,400
	VAT Refund		-	-	-	3,260
	Gifts in Kind		6,660	-	6,660	-
			<u>8,410</u>	<u>-</u>	<u>8,410</u>	<u>4,660</u>
<b>6.</b>	<b>EXPENDITURE</b>					
<b>6.1</b>	<b>RAISING FUNDS</b>	<b>Direct Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>2024</b>	<b>2023</b>
		€	€	€	€	€
	Costs of Fundraising Activities	371,822	19,912	118,175	509,909	384,214
		<u>371,822</u>	<u>19,912</u>	<u>118,175</u>	<u>509,909</u>	<u>384,214</u>
<b>6.2</b>	<b>CHARITABLE ACTIVITIES</b>	<b>Direct Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>2024</b>	<b>2023</b>
		€	€	€	€	€
	Therapies	352,702	-	-	352,702	407,566
	Operation of Drop in Centres	414,881	15,810	463,816	894,507	761,569
	Governance Costs (Note 6.3)	-	-	55,861	55,861	126,396
		<u>767,583</u>	<u>15,810</u>	<u>519,677</u>	<u>1,303,070</u>	<u>1,295,531</u>
<b>6.3</b>	<b>GOVERNANCE COSTS</b>	<b>Direct Costs</b>	<b>Other Costs</b>	<b>Support Costs</b>	<b>2024</b>	<b>2023</b>
		€	€	€	€	€
	Charitable activities - governance costs	-	-	55,861	55,861	126,396
<b>6.4</b>	<b>SUPPORT COSTS</b>	<b>Cost of Raising Funds</b>	<b>Charitable Activities</b>	<b>Governance Costs</b>	<b>2024</b>	<b>2023</b>
		€	€	€	€	€
	Subscriptions	1,029	3,600	514	5,143	10,023
	HR and Recruitment	6,586	23,052	3,294	32,932	31,810
	Salaries, ER PRSI & ER Pension	58,705	205,469	29,352	293,526	219,817
	Consultancy fees	5,116	17,906	2,558	25,580	26,102
	Payroll Costs	418	1,464	209	2,091	2,000
	Accountancy Fees	9,102	31,857	4,551	45,510	44,127
	Support centre expenses	21,353	74,735	10,677	106,765	64,004
	Governance	2,209	7,730	1,104	11,043	40
	Advertising	631	2,208	315	3,154	4,044
	Depreciation	6,451	72,786	-	79,237	74,471
	Data Protection	3,660	12,806	1,830	18,296	-
	Audit Fees	988	3,458	494	4,940	5,000
	Staff Costs	1,927	6,745	963	9,635	5,727
		<u>118,175</u>	<u>463,816</u>	<u>55,861</u>	<u>637,852</u>	<u>487,165</u>
<b>7.</b>	<b>ANALYSIS OF SUPPORT COSTS</b>					
		<b>Basis of</b>			<b>2024</b>	<b>2023</b>

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	Apportionment	€	€
Subscriptions	Pro Rata	5,143	10,023
HR and Recruitment	Pro Rata	32,932	31,810
Salaries, ER PRSI & ER Pension	Time	293,526	219,817
Consultancy fees	Pro Rata	25,580	26,102
Payroll Costs	Actual	2,091	2,000
Accountancy Fees	Actual	45,510	44,127
Support centre expenses	Pro Rata	106,765	64,004
Governance	Pro Rata	11,043	40
Advertising	Pro Rata	3,154	4,044
Depreciation	Actual charge	79,237	74,471
Data Protection	Pro Rata	18,296	-
Audit Fees	Pro Rata	4,940	5,000
Staff Costs	Actual	9,635	5,727
		<b>637,852</b>	<b>487,165</b>
<b>8. NET INCOMING RESOURCES</b>		<b>2024</b>	<b>2023</b>
		€	€
<b>Net Incoming Resources are stated after charging/(crediting):</b>			
Depreciation of tangible assets		79,237	74,471
Operating lease rentals			
- Office equipment		4,232	4,974
Auditor's remuneration:			
- audit services		3,952	5,000
		<b>84,191</b>	<b>84,445</b>
<b>9. INVESTMENT AND OTHER INCOME</b>		<b>2024</b>	<b>2023</b>
		€	€
Sundry income		8,410	4,660
		<b>8,410</b>	<b>4,660</b>
<b>10. EMPLOYEES AND REMUNERATION</b>			
<b>Number of employees</b>			
The average number of persons employed (including executive directors) during the financial year was as follows:			
	<b>2024</b>	<b>2023</b>	
	Number	Number	
Fundraising, PR & Comms	4	4	
Service providers	13	10	
	<b>17</b>	<b>14</b>	
The staff costs comprise:	<b>2024</b>	<b>2023</b>	
	€	€	
Wages and salaries	762,281	627,410	
Social security costs	82,240	68,482	
Pension costs	26,756	23,433	
	<b>871,277</b>	<b>719,325</b>	



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**11. EMPLOYEES AND REMUNERATION CONTD**

The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within the bands below were:

	<b>2024</b> <b>Number of</b> <b>Employees</b>	<b>2023</b> <b>Number of</b> <b>Employees</b>
€70,000-€80,000	<b>2</b>	<b>2</b>
€80,000-€90,000	<b>1</b>	<b>-</b>

Key management personnel is defined as the CEO and the members of the executive leadership team. Total emoluments (including benefits) paid to key management personnel in 2024 was €308,495 (2023: €323,593).

In 2024 the CEO was paid a salary of €71,652 (2023: €87,125). ARC contributed 5% (2023: 5%) of the CEO's salary to their PRSA pension.

**12. TANGIBLE FIXED ASSETS**

	<b>Land and</b> <b>buildings</b>	<b>Computer</b> <b>Equipment</b>	<b>Fixtures,</b> <b>fittings and</b> <b>equipment</b>	<b>Total</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
<b>Cost or Valuation</b>				
At 1 January 2024	2,290,453	82,452	167,689	2,540,594
Additions	124,700	2,829	14,006	141,535
At 31 December 2024	<u>2,415,153</u>	<u>85,281</u>	<u>181,695</u>	<u>2,682,129</u>
<b>Depreciation</b>				
At 1 January 2024	508,985	55,428	73,750	638,163
Charge for the financial year	46,863	16,071	16,303	79,237
At 31 December 2024	<u>555,848</u>	<u>71,499</u>	<u>90,053</u>	<u>717,400</u>
<b>Net book value</b>				
At 31 December 2024	<u><b>1,859,305</b></u>	<u><b>13,782</b></u>	<u><b>91,642</b></u>	<u><b>1,964,729</b></u>
At 31 December 2023	<u>1,781,468</u>	<u>27,024</u>	<u>93,939</u>	<u>1,902,431</u>

The Charities SORP (FRS102) does not require a charity to revalue its assets unless it chooses to do so. The directors have chosen not to revalue the fixed assets.

The purchase of the premises at South Circular Road was largely funded by the HSE on the condition that it is used as a cancer support centre.

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**12.1 TANGIBLE FIXED ASSETS PRIOR FINANCIAL YEAR**

	Land and buildings	Computer Equipment	Fixtures, fittings and equipment	Total
	€	€	€	€
<b>Cost or Valuation</b>				
At 1 January 2023	2,227,461	76,154	161,367	2,464,982
Additions	62,992	6,298	6,322	75,612
At 31 December 2023	2,290,453	82,452	167,689	2,540,594
<b>Depreciation</b>				
At 1 January 2023	464,325	40,468	58,899	563,692
Charge for the financial year	44,660	14,960	14,851	74,471
At 31 December 2023	508,985	55,428	73,750	638,163
<b>Net book value</b>				
At 31 December 2023	<b>1,781,468</b>	<b>27,024</b>	<b>93,939</b>	<b>1,902,431</b>
At 31 December 2022	1,763,136	35,686	102,468	1,901,290

**13. DEBTORS**

	2024 €	2023 €
Trade debtors	1,750	700
Other debtors	200	5,998
Prepayments and accrued income	36,059	70,911
	<b>38,009</b>	<b>77,609</b>

**14. CASH AND CASH EQUIVALENTS**

	2024 €	2023 €
Cash and bank balances	<b>1,674,159</b>	1,872,120

**15. CREDITORS**

Amounts falling due within one year	2024 €	2023 €
Trade creditors	35,288	251,448
Taxation and social security costs (Note 16)	21,622	19,163
Other creditors	114,303	111,975
Accruals	13,231	17,675
Deferred Income	68,253	57,027
	<b>252,697</b>	<b>457,288</b>

**16. TAXATION AND SOCIAL SECURITY**

	2024 €	2023 €
<b>Creditors:</b>		
PAYE / PRSI	<b>21,622</b>	19,163

**17. STATE FUNDING**

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<b>Agency</b>	<b>HSE</b>
Office	CHO Dublin North City and County
Grant Programme	Service Agreement- Section 39 Health Act 2004
Purpose of Grant	Provision of health and personal social services
Term of Grant	Eligible expenditure from 1 January 2024 to 31 December 2024
Total Grant	€185,531
Received in the financial year	€185,531
Fund not spent at financial year end	€NIL
<b>Agency</b>	<b>HSE</b>
Grant Programme	HSE Funding from Surplus Accounts
Purpose of Grant	2022 Minor Capital Funding
Term of Grant	Eligible Expenditure from 2022
Total Grant	€99,670
Received in the financial year	€NIL
Fund not spent at financial year end	€NIL
<b>Agency</b>	<b>HSE</b>
Office	National Cancer Control Programme (NCCP)
Grant Programme	Service Agreement- Section 39 Health Act 2004
Term of Grant	Eligible Expenditure from 1 January 2024 - 31 December 2024
Received in the financial year	€458,530
Fund not spent at financial year end	€1,020
<b>Agency</b>	<b>HSE</b>
Grant Programme	National
Purpose of Grant	Pay Restoration
Received in the financial year	€4,137
Fund not spent at financial year end	€4,137



**ARC Cancer Support centres**  
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<b>Agency</b>	<b>HSE</b>
Grant Programme	National Lottery Grant Scheme 2024
Purpose of Grant	Improving staff and client wellbeing at ARC Cancer Support Centre at South Circular Road
Total Grant	€7,000
Received in the financial year	€7,000
Fund not spent at financial year end	€NIL

**18. RESERVES**

	2024 €	2023 €
At the beginning of the year	3,394,872	3,409,770
Surplus / (Deficit) for the financial year	29,328	(14,898)
At the end of the year	<u>3,424,200</u>	<u>3,394,872</u>

**19. FUNDS**

19.1 RECONCILIATION OF MOVEMENT IN FUNDS	Unrestricted Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
At 1 January 2023	1,584,422	1,825,348	-	3,409,770
Movement during the financial year	176,652	(191,550)	-	(14,898)
At 31 December 2023	1,609,730	1,785,142	-	3,394,872
Movement during the financial year	(180,734)	(1,754,667)	1,964,729	29,328
At 31 December 2024	<u>1,428,996</u>	<u>30,475</u>	<u>1,964,729</u>	<u>3,424,200</u>

**19.2 ANALYSIS OF MOVEMENTS ON FUNDS**

	Balance 1 January 2024 €	Income €	Expenditure €	Transfers between funds €	Balance 31 December 2024 €
<b>Restricted Capital funds</b>					
Restricted Capital Fund	-	-	79,239	2,043,968	1,964,729
<b>Restricted funds</b>					
Restricted Income Funds	1,785,142	971,472	884,543	(1,841,596)	30,475
<b>Unrestricted funds</b>					
General Funds	1,609,730	870,835	849,197	(202,372)	1,428,996
<b>Total funds</b>	<u>3,394,872</u>	<u>1,842,307</u>	<u>1,812,979</u>	<u>-</u>	<u>3,424,200</u>

**ARC Cancer Support centres**  
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**19.3 ANALYSIS OF NET ASSETS BY FUND**

	Fixed assets - charity use €	Current assets €	Current liabilities €	Total €
Restricted Capital Fund	1,964,729	-	-	1,964,729
Restricted funds	-	98,728	(68,253)	30,475
Unrestricted general funds	-	1,613,440	(184,444)	1,428,996
	<b>1,964,729</b>	<b>1,712,168</b>	<b>(252,697)</b>	<b>3,424,200</b>

**20. STATUS**

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding € 1.

**21. CONTINGENT LIABILITIES**

There is a contingent liability to repay capital grants of €624,000 (2023: €936,000) should the premises which were the subject of the grant cease to be used for the provision of cancer support services before 2027.

**22. OPERATING LEASE COMMITMENTS**

The total of future minimum lease payments under non-cancellable operating leases for the each of the following periods are:

	2024 €	2023 €
less than one year	3,173	4,231
one to five years	-	3,173
	<b>3,173</b>	<b>7,404</b>

**23. DIRECTORS' REMUNERATION**

Board member service is voluntary.

No remuneration or other benefits have been paid or are payable to any directors directly or indirectly from the funds of the charity.

**24. POST-BALANCE SHEET EVENTS**

There have been no significant events affecting the Charity since the year-end.

**25. RESTRICTED FUNDS**

Restricted grants received in 2024 amounting to €30,474 (2023: €59,464) have not been fully spent on the designated projects. This expenditure will be incurred in 2025.

**26. CHANGE IN REPORT PRESENTATION AND ANALYSIS**

The accounts have been refined to show a more accurate split of expenditure and funds to help the understanding of the financial position of the company.

**27. APPROVAL OF FINANCIAL STATEMENTS**

The financial statements were approved and authorised for issue by the Board of Directors on 28<sup>th</sup> May 2025.