BRITISH FORCES FOUNDATION

England & Wales · Charity number 1075109

Details

Other names	BFF
Status	Registered
Legal form	Charitable company
Company number	03745373
Registered	1999-04-15
Register	View on the Charity Commission register

Contact

Address	10a The High Street Pewsey Wiltshire SN9 5AQ
Phone	01672564911
Email	markcann@bff.org.uk
Website	www.bff.org.uk

Activities

Objects: TO PROMOTE THE EFFICIENCY OF THE ARMED FORCES BY CHARITABLE MEANS, BY PROMOTING THE WELL-BEING AND ESPRIT DE CORPS OF ALL SERVING PERSONNEL, PRIMARILY THROUGH ENTERTAINMENT

Activities: The British Forces Foundation provides top quality, morale boosting welfare for the men and women of Britain's Armed Forces, on Operations all over the world, principally through live entertainment -conveying the gratitude of the British Public for the sacrifices they make.

Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science, Other Charitable Purposes
- **Who:** Other Defined Groups

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Geography

- Afghanistan
- Belize
- Brunei
- Cyprus
- Germany
- Iraq
- Kenya
- Northern Ireland
- Norway
- Sierra Leone
- United Arab Emirates

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£688,579	£560,748	£1,819,945	1
2024-03-31	£276,342	£400,433	-	-
2023-03-31	£401,898	£465,511	-	-
2022-03-31	£524,064	£381,516	£2,053,279	2
2021-03-31	£240,243	£254,093	-	-

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Trustees

Name	Role	Appointed
Admiral Sir David Steel		2025-05-01
Allan Thomson		2016-03-16
Andrew Kerry Pike		2024-02-29
Claire Robson		2026-01-29
James William Charles Moir		2014-02-28
KATHERINE MARIA JENKINS		
Katharine Pooley		2020-03-01
LIEUTENANT GENERAL PETER PEARSON CBE		
Matthew Wiles CB, CBE		2015-06-11
Sir GERALD HOWARTH		
The Lord GEORGE ROBERTSON		

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BRITISH FORCES FOUNDATION

England & Wales - Charity number 1075109

Accounts

Company Number: 3745373

CHARITY COMMISSION

BRITISH FORCES FOUNDATION

(COMPANY LIMITED BY GUARANTEE)

(REGISTERED CHARITY)

TRUSTEES' REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2025

BRITISH FORCES FOUNDATION

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FOR THE YEAR ENDED 31 MARCH 2025

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BRITISH FORCES FOUNDATION

LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2025

Status	The organisation is a company limited by guarantee, incorporated on 30 March 1999 and registered as a charity on 15 April 1999.
Company number	3745373
Charity number	1075109
Registered and Principal office	10A High Street Pewsey Wiltshire SN9 5AQ
Chairman	Air Vice Marshal M Wiles CB CBE
Trustees	Lord Robertson KT GCMG PC Katherine M Jenkins BMUS (RAM) ARAM Lieutenant General P T C Pearson CB CBE Sir Gerald Howarth MP Mr James Moir CBE LVO KSG Air Vice Marshal Matthew Wiles CB CBE Brigadier Allen Thomson MBA FIET Ceng Mrs Katharine Pooley Lieutenant General Phil Jones Mr Andrew Pike OBE WO1 Neil Simpson RN Vice Admiral Sir David Steel KBE KStJ DL
Chief Executive (sometimes referred to as 'Director' as a job title but not a director of the company)	Major M J A Cann BA (Hons)
Patron	HM King Charles III
President	Mr L Mansfield
Vice-Presidents	Major General Arthur Denaro CBE Admiral Sir Jock Slater GCB LVO DL Field Marshal The Lord Guthrie GCB LVO OBE
Bankers	The Royal Bank of Scotland Holt's Farnborough Branch Lawrie House Victoria Road Farnborough Hampshire GU14 7NR
Solicitors	Appointed on specific needs basis as and when required
Independent Examiner	Nicholas Jones FCCA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their report and the independently examined financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019**.**

Legal and administrative information set out on page 1 forms part of this report.

REFERENCE AND ADMINISTRATION DETAILS

British Forces Foundation is a company limited by guarantee and a Charity registered with the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is regulated by its Memorandum and Articles of Association adopted on 30 March 1999 and last amended on 27 February 2005.

The Trustees

All the trustees of the Charity are also directors of the company. The Board of Trustees is responsible for the overall governance of the Charity. There are to be a minimum of three Trustees on the Board, but no maximum is specified.

The directors who served during the year and up to the date of this report were as follows:

	Appointed	Resigned
Lord Robertson KT GCMG PC	04-Nov-04	
K M Jenkins OBE BMUS (RAM) ARAM	04-May-06	
Lieutenant General P T C Pearson CB CBE	21-Sep-06	
Sir Gerald Howarth MP	19-Mar-09	
Mr J W C Moir CBE LVO KSG	31-Oct-13	
Air Vice Marshal M Wiles CB CBE **Chairman**	11-Jun-15	
Brigadier A Thomson MSc MBA FIET C Eng	16-Mar-16	
WO1 Michael Stanion	02-Nov-22	12-Mar-25
Lieutenant General Phil Jones CB CBE DL	02-Nov-22	
Mrs Katharine Pooley	01-Mar-20	
Mr Andrew Pike OBE	04-Mar-24	
WO1 Neil Simpson RN	29-Apr-25	
Vice Admiral Sir David Steel KBE KStJ DL	01-May-25	

The names of senior executive staff and the independent examiner of the Charity are set out on page 1.

Definitions:
Input = fundraising, sponsorship and donations.
Output = product of the Charity fulfilling its charitable objectives.

Recruitment, appointment and training of trustees

Trustees are appointed by the members at the next available Trustee meeting of the Charity after nomination by the Trustees as required by the Charity's Articles of Association.

Recruitment, appointment and training of trustees continued

All the Trustees either work for, represent or are trustees of another UK registered charity. In addition, each Trustee is given a copy of CC1 Charity Commission Publications and CC3 The Essential Trustee: What you need to know, on appointment. All new Trustees attend an induction day and a number of discussions with professionals about the work of the Charity, its consummate responsibilities and their responsibilities as a Trustee. The Chief Executive is constantly available to advise Trustees on their responsibilities and recommend Charities Aid Foundation courses. The Charity is a member of the Fundraising Regulator and COBSEO (Confederation of British Service and Ex Service Organisations). The CEO is a member of ACEVO.

The Trustee turnover is regularly monitored. The Board feel that corporate memory and long term perspective is important and alongside that aims to keep a balance of those with current or recent knowledge of the beneficiaries and their chain of command, governance knowledge and oversight, and fundraising.

Management

In addition to the Governance meeting, under normal circumstances the Board will meet on four occasions each year where Trustees review performance and as necessary the future operating plans and budgets. Extraordinary Board meetings are also held when required. The Finance Committee meets approximately four times a year to monitor investments, renumeration, set the budget and make any adjustments to the financial management. The Fundraising Committee meets two times a year and takes an in-depth look at the risk, style and effectiveness of all fundraising activity. The Charity has approved a Data Protection Policy that includes the new General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

The Board delegate the exercise of certain powers in connection with the management and administration of the Charity to M J A Cann (Chief Executive). This is controlled by requiring regular reporting back (against the approved budgets) to the Board so that all decisions made under delegated power are briefed to the full Board. M J A Cann is responsible for the day-to-day management of the Charity's affairs, all the Charity's operations (input and output), all events and for implementing policies agreed by the Board.

Risk Assessment

The Trustees have identified the major risks to which the Charity is exposed, reviewed those risks and have established systems to mitigate those risks. The Charity has a Risk Management Policy and Register that is regularly reviewed by the Executive and Trustees.

ORGANISATION

HM The King continues to be the charity's Patron maintaining a relationship that has lasted 26 years.

The Charity's office is in Pewsey, Wiltshire. The Charity employs a full time Chief Executive. The Charity has successfully employed disabled ex-servicemen and will endeavour to do so again soon. A suitable post has been identified and discussions are underway with another service charity.

The Charity also retains the services of a Marketing and Research Expert, who manages the website, co-ordinates PR, produces all print material and assists with input and output events and an additional consultant working on special projects. The charity employs the services of a part time Charitable fundraiser (approximately 5 days per month specialising in Trusts and special fundraising events (marathon and AFC) and a bookkeeping/payroll company, Riverview Portfolio Limited a local accounting firm.

Additional expertise and staff are hired to handle specific productions/events/projects whether input or output on a case-by-case basis. These tend to be the same people who are well known to the Charity and particularly good at dealing with the specific difficulties of productions in war zones and on military property. Though not on any retainer, these people are permanently available to the Charity. Their impressive loyalty to the Charity remains worthy of note.

ENVIRONMENTAL CONSIDERATIONS

The Trustees take environmental issues seriously. To that end, they have encouraged, where possible, environmental considerations in all aspects of the Charity's operations. Whilst the Charity's output necessitates a high volume of travel and working hours, the Charity endeavours to use trains and public transport wherever possible and continue to minimise air travel.

The Charity has taken advantage of the Government 'Cycle to Work' initiative in the past and one employee regularly 'cycles to work'. This is similar to a policy internally developed by the Charity in previous years. The Charity has fully embraced the local council's recycling scheme.

OBJECTIVES AND ACTIVITIES

The principal objective of the Charity, as set out in the Memorandum and Articles of Association, is to "promote the efficiency of the Armed Forces by charitable means, by promoting the well-being and esprit de corps of all serving personnel primarily through entertainment".

It remains the special intention of the Trustees that the Foundation contributes to the enhancement of both the quantity and quality of live entertainment currently provided to Service men and women both at home and overseas and contributes to the community and connectivity of the armed forces. This is achieved by the Foundation continuing to fund and produce its own shows to entertain the military community, especially, but not exclusively, those on operational tours of duty. The Foundation uses its influence to persuade major artistes to take part in its events and shows as charitable activity (i.e. charging no fee). The Charity will continue to ensure the provision of entertainment be on a 'need' basis evaluated to the outcomes, to ensure the right people get the right entertainment of the highest possible quality at the right time for the lowest cost to both the charity and in any formal arrangement with the MOD.

The Charity remains contemporary and lateral in its approach as the Trustees seek other methods to enhance troop morale through entertainment and other mediums. There has again been significant activity in this area during the year.

The Charity continues to highlight important aspects of welfare to the Ministry of Defence and government in general. In the year, the Charity carried out a few activities in partnership with other sector charities. The Charity will further develop these and other partnerships and is always willing to consider a merger with other charities. Although considerable work has been done by the Charity in this area, not least to honour the agenda of COBSEO and the Charity Commission. As a corollary to this the Charity also goes out of its way to make it known that it is happy to help and advise others on entertainment, events and using celebrities effectively. Working the Burma Star Memorial Fund with whom the charity entered into an effective Cooperation Agreement in 2021 which remains extant, has been a particular success. The charity is developing a cooperation relationship with Supporting Wounded Veterans (SWV).

The Charity is particularly pleased with the effect and popularity of its travelling Pantomime project led by Mark Seymour, that tours UK twice a year during the Easter and Christmas periods. The output has grown with an average annual demand of 70+ shows in UK, Cyprus and Germany. These are very popular with serving families and increasingly single "young" serving personnel! This will continue to grow and evolve.

The role of broadcast media as part of the Charity's output remains a feature of the Foundation's contribution to the Armed Services and to Service men and women. The expansion into making short films such as the annual Christmas message is an important part of the Charity's output activity, which will continue to expand in tandem with the Charity's Video on Demand (VOD) and digitisation programme, using social media to further communicate with Service men and women to offer support and boost morale. The Charity is still in discussions (delayed) about a Radio project, a TV one off programme project with BBC/ITV and a short film project.

Research is important to the Charity's activity and the Charity will look to conduct further research in important areas to assist it in providing help and assistance in the geographical areas that need it most and in hitherto neglected areas of welfare. Health messaging and engaging with early service leavers (before they leave) are two areas that have been identified in the year. Research is an important aspect of keeping evaluation and monitoring relevant and up to date.

The Charity contributes to a wide number of research projects.

ACHIEVEMENTS AND PERFORMANCE

The number of Output shows in the year has been maintained including to deployed units.

ACHIEVEMENTS AND PERFORMANCE continued

Alongside the shows a particular achievement of the year was the conclusion of BFF TV (VOD). It is fully tested in the most arduous of deployed conditions and has been extremely well received. The use of VOD in military welfare has been accepted and adopted thanks to BFF development and lobbying. What is in no doubt is; the BFF VOD works, is wanted, is extremely popular and is different from anything else that is provided as well as being particularly adept at servicing the area's most welfare cannot reach. The story is not untypical. Such an innovative and contemporary solution embraced by the young men and women of the Armed Forces will always experience a lag. The pace of change in habits, taste and use of entertainment is rapid and to an extent the lag in comprehension is understandable. VOD will be part of future frontline welfare.

The Trustees are very satisfied with the beneficiary feedback and monitoring, and the praise BFF has received from audiences for its conduct and effectiveness during the year. Major event reports are published on social media when appropriate. The highlight was taking Ed Sheeran to three locations in Cyprus (see the BFF website for a full report). This epitomises the best of BFF.

The Charity's relations with broadcast media continues to be sound and it has worked on a variety of programmes and projects during this reporting period.

During the year the Charity further developed its digitisation programme, social media interactivity and completely rebuilt and upgraded the website. These programmes are firmly meant to communicate between the public and those on the frontline. This corollary of the Charity's activity continues to be endorsed by the Charity's on-going 'Lap of Honour' programme/campaign although it is acknowledged that in recent years this has lost momentum due to the lack of kinetic military activity, which is a good thing.

The Trustees are satisfied that the Charity is progressing as intended and are content that the aims of year twenty-five were achieved. The Charity's website www.bff.org.uk and Facebook has detailed accounts of all BFF input and output activity.

Trustees wish to draw particular attention to the fact that the Charity achieves impressive leverage from the gratis donation of individuals' (major stars) time and talent. Independent valuations of such donations in kind far outstrip the total income of the Charity. The charity holds this data and can confidently state it equates to an average of more than £2m per year. The Charity is indebted to those who give their time and considerable talent, in difficult circumstances, in this way.

The fundraising targets of the Charity are being reached. A satisfactory level of funding is achieved for the Charity's output activities.

In November 2024 the charity celebrated its 25th anniversary being both proud and confident in what it has achieved over the last 25 years. The event was spectacular and a spectacular success and again the contribution of Katharine Pooley (Trustee) is particularly noted.

Trustees are particularly pleased with the Cooperation agreement they entered in December 2021 with the Burma Star Memorial Fund (BSMF as mentioned above). This has proved to be a great success in reducing both charities running costs by sharing resources and fundraising events. The model is simple and effective to great mutual benefit and is worth repeating.

The Trustees are confident the Charity is achieving all its objectives and continues to be lateral and imaginative in its approach.

INVESTMENT POLICY and PERFORMANCE

A reserve of cash deposits is held with banks authorised by the Trustees. The purpose of this reserve is to be available to cover fluctuations in cash requirements through the course of the year and to allow for an orderly restructuring of the organisation in the event of a sudden and sharp reduction of income.

The remaining reserves are marked for the medium-term development of the Charity. The most important objective of this fund is to earn the highest total return within an acceptable level of financial risk. The principal investments held at the year end are holdings in the Armed Forces Growth and Income Fund with the BlackRock Group, and Waverton charitable fund. The investments were monitored regularly during the year against a composite index of benchmarks. The quoted investments showed a loss during the year of £54,919 against comparable products the Charity's investments performed well.

INVESTMENT POLICY and PERFORMANCE continued

The charity is now investing cash reserves and receiving a respectable return from RBS.

Trustees are grateful that the policy to build Reserves has proved incredibly prudent during the transition post Op Herrick, the cancellation of the Live Entertainment contract and uncertainty over MOD welfare funding. The charity has never relied on MOD funding.

The Charity carried out an Internal Governance review and a Strategic review during the year and is satisfied with its governance procedures and oversight and is monitoring identified areas of potential concern. It believes its current strategy is extant for at least the next two years and hopes MOD engagement will improve.

FINANCIAL REVIEW

Donations and sponsorship of £191,325 (2024 - £160,249) were received in the year. Net assets at the balance sheet date amounted to £1,819,945 (2024 - £1,747,036).

The Trustees are satisfied with the financial position of the Charity at 31 March 2025 and consider the charity a going concern.

The Trustees have ensured the Charity has fulfilled its legal obligation to PAYE employees by providing for an opted-out Pension. The pension scheme through NEST has now been disbanded. One employee had chosen to opt out of the NEST plan prior to it being disbanded.

RESERVES

The Charity holds reserves that equate to approximately two years' operating costs (including output costs) from which interest is earned and placed in the Charity's general funds.

Financially the Charity is stable but for it to develop further it would be prudent to have greater cash resources to underwrite any potential drop in income and to cope with a possible increase and widening of the demand for activities and new projects.

At the balance sheet date the Charity had free reserves of £360,687 (2024 - £293,213).

PLANS FOR FUTURE PERIODS

During the 27th year of operation the intention of the Charity is to increase its output levels, albeit within the constraints of available funds. The Charity expects in the next two years to draw down on its reserves to compensate for this. The Charity will continue to engage with the services to develop a sustainable model by which to provide its output. A major survey of what beneficiaries want and how frontline morale and esprit de corps can be enhanced will take place during the year.

Support to Operational personnel will be the charity's main effort, in furtherance of its objects, for the next year. The uncertainty over welfare direction is a challenge for the charity and is frustrating long-term planning. Whatever the resolution may be, there is unquestionably an issue that means personnel are missing out on a significant amount of important welfare provision, especially in the areas that seek to mitigate against isolation on Operations. This is an area the Trustees are determined to continue to identify to the MoD and work with them in providing a satisfactory solution.

The Charity is aware of the significant beneficial impact it has on 'Unit cohesion" and will remain mindful to maintain that and increase the impact where possible.

The work to establish a greater understanding of the Charity's status, knowledge and effect in the eyes of the MOD and Services is in progress and has been partially successful but must continue in perpetuity due to the high turnover of personnel within the Ministry. Nonetheless the charity cannot help being disappointed at the lack of understanding and engagement within the MOD. This has become more evident in recent years. Finding appropriate ownership of the relationship with the charity seems to be the central challenge. Encouragingly, however, it should be noted, recent discussions have given cause for optimism. The Charity feels strongly that it could play a significant role using its celebrity contacts to more effectively 'message' welfare issues to service personnel. It now believes it has been successful in moving entertainment to a 'need' footing. VOD after great efforts is now accepted and commissioned. BFF projects remain the highest profile and effective provision of entertainment to the Armed Forces deployed.
The Charity will always remain open to discussion and keen to participate fully in Joint Ventures with other charities. It will also continue to seek out possible merger opportunities.

PLANS FOR FUTURE PERIODS continued

VOD (BFFTV) project development will continue. Its potential expands all the time, but the charity cannot help being disappointed at the lack of traction it had with the MOD. Going forward the charity will broaden initiatives in furtherance of its objects, using archive and contemporary footage, broadcast as short films or bursts on social media content to articulate public support and better connect with serving personnel.

The Charity believes it has a strong and positive role to play with positive 'messaging' to the serving community and is looking at how this can be effectively achieved.

The Charity will expand the concept of grant giving for morale projects to further help with the demand created by the contract demise but also as an expansion of its charitable activity for serving personnel.

The impact of the Charity's benefit to Service men and women, families and others is measured by an approved qualitative monitoring process. The effect on morale and esprit de corps is beneficial at both group and individual level. Testimonies from serving personnel, family members and commanding officers show that the Charity's activities have a positive impact on those serving or injured. The Charity commissioned an independent report on 'morale' published in 2012 by the Institute of Psychiatry at King's College London University, which looked in detail at the impact and effect of its projects. The conclusion was that the Charity makes a significant impact to morale and the feeling of support from the general public and that the creation of such conditions has a significant effect along with other conditions in reducing the incidents of stress and mental disorders later on. Recent experience in the reporting period has further endorsed this view. The Charity intends to commission further research in 2026.

In these difficult financial times, government welfare budgets are being cut and therefore the role of charities particularly those that assist 'serving' military personnel will become more important and significant. The Charity is in a strong position to expand into areas of welfare that may no longer be publicly funded and to work in partnership with MOD to this end. This will be a particular area of focus. The Charity is open to anything that will improve morale and endorse esprit de corps.

The Trustees will build up funds to a level that will guarantee the Charity's long-term future and provide a greater measure of confidence in its ability to deliver quality output to the Services.

Trustees would like to emphasise that the significance of VOD should not be underestimated. They will now seek a similar groundbreaking technology that can be used to positive effect.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit for that period. In preparing these accounts, the Trustees are required to:

a) Select suitable accounting policies and then apply them consistently.
b) Observe the methods and principles of the Charities SORP 2015 (FRS 102).
c) Make judgements and accounting estimates that are reasonable and prudent.
d) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
e) 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

EXEMPTION

The Trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees on 18th Sep 2025 and signed on their behalf by

AVM M Wiles - Chairman
Trustee

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF

BRITISH FORCES FOUNDATION

I report to the charity trustees on my examination of the accounts of British Forces Foundation for the year ended 31 March 2025, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in Section 145 of the Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

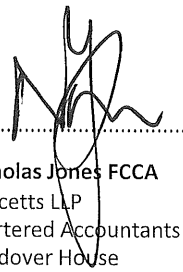
1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

2. The accounts do not accord with those records; or

3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or

4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



22 September 2025

Date

Nicholas Jones FCCA
Fawcetts LLP
Chartered Accountants
Windover House
St. Ann Street
Salisbury
SP1 2DR

BRITISH FORCES FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES

(INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted £	Restricted £	2025 Total £	2024 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and sponsorships		119,600	71,725	191,325	160,249
Income from charitable activities					
Fundraising		412,322	-	412,322	31,719
Investment and other income	5	84,932	-	84,932	84,374
TOTAL INCOME AND ENDOWMENTS		616,854	71,725	688,579	276,342
EXPENDITURE ON:					
Charitable activities					
Direct costs	6	337,646	-	337,646	327,348
Raising funds					
Fundraising costs	7	151,377	71,725	223,102	73,085
Total expenditure	9	489,023	71,725	560,748	400,433
NET (EXPENDITURE)/INCOME		127,831	-	127,831	(124,091)
Gain/(loss) on investments - unrealised	10	(54,919)	-	(54,919)	40,255
Gain/(loss) on investments - realised	10	-	-	-	-
Net movement in funds		72,911	-	72,911	(83,836)
Fund balances brought forward	14	1,747,035	-	1,747,035	1,830,872
Fund balances as at 31 March 2025	14	1,819,945	-	1,819,945	1,747,035

Details of comparatives by fund are disclosed in Note 20.
All of the above results are derived from continuing activities. There were no recognised gains or losses other than those stated above.

BRITISH FORCES FOUNDATION

(Company number 3745373)

BALANCE SHEET

AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible fixed assets	11	1,142	2,238
Investments	10	1,455,116	1,448,586
		1,456,258	1,450,824
Current assets			
Stock		28,932	28,932
Debtors	12	6,639	36,293
Cash at bank and in hand		384,095	257,746
		419,666	322,971
Creditors: amounts due within one year	13	55,979	26,758
Net current assets		363,687	296,213
Net assets		1,819,945	1,747,036
Funds			
Unrestricted funds:	14	1,819,945	1,747,036
Restricted funds	14	-	-
Total funds	15	1,819,945	1,747,036

For the year ending 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

1 The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

2 The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved and authorised for issue by the trustees on 18th Sep 2025 and signed on their behalf by

Air Vice Marshal M Wiles CB CBE - Chairman
Trustee

BRITISH FORCES FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash provided used in operating activities:	16	126,349	(208,491)
Cash flows from investing activities:			
Purchase of fixed assets		-	(1,759)
Disposal of investments		-	-
Purchase of investments		-	-
Cash provided used in investment activities:		-	(1,759)
Cash flows from financing activities:			
Loan repayments		-	-
		-	-
Increase/ (Decrease) in cash and cash equivalents in the year		126,349	(210,250)
Cash and cash equivalents at the beginning of the year		257,746	467,996
Cash and cash equivalents at the end of the year		384,095	257,746

BRITISH FORCES FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

a) British Forces Foundation is a company limited by guarantee incorporated and registered in England and Wales. The charity constitutes a Public Benefit Entity as defined by FRS 102. 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 Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP 2015 (FRS 102)), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Sterling (£) which is the functional currency of the charitable company.

b) Donations, grants and legacies are recognised in full in the statement of financial activities in the year in which they are receivable. When donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable. Donated items, assets or services are included at the market value at the time of receipt and are unrestricted unless disclosed otherwise.

c) All investment income, including deposit interest, is shown on the basis of amounts received and receivable.

d) All resources expended are accounted for on an accruals basis. Costs are classified under headings that aggregate all similar costs and which can then be related to costs of generating funds, charitable activities and governance costs. Where costs cannot be directly attributed to those expenditure categories they are attributed to management and administration, which in turn is re-allocated to fundraising costs, charitable activities and governance costs. Governance costs are those associated with constitutional and statutory requirements.

e) Quoted investments are included in the accounts at market value as at 31 March 2025. The unquoted investments are included in the accounts at cost plus attributable accrued interest.

f) Gains/losses arising on disposal are recognised in the income and expenditure account and credited/charged to the accumulated fund.

g) 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.

h) Depreciation is provided at rates calculated to write down the cost or valuation, less estimated residual value, of each asset over its expected useful life. The depreciation rates in use are as follows:

Sound and lighting equipment	20% straight line basis
Property improvements	20% straight line basis
Fixtures and fittings	25% straight line basis
Office equipment	25% straight line basis
Computer equipment	33% straight line basis

i) Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

j) Unrestricted funds are donations and other incoming resourced receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

k) Designated funds are unrestricted funds set aside by the Trustees for particular purposes.

l) Restricted funds are those where the donor has specifically restricted the purpose for which they can be used. The balance in the fund represents the amount still remaining for future expenditure.

m) Debtors are measured at their recoverable amounts.

1. ACCOUNTING POLICIES (CONTINUED)

n) Creditors and provisions are recognised where the company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) The company makes contributions into one employee's personal pension scheme. The contributions to the scheme are charged to the profit and loss account as they accrue.

p) Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the profit and loss account.

2. NET INCOME AND ENDOWMENTS

Income and endowments are derived wholly from within the United Kingdom.

3. STAFF COSTS

Staff costs were as follows:	2025 £	2024 £
Salaries and wages	123,166	103,805
Social security costs	10,741	8,070
Other pension costs	21,300	24,520
	155,207	136,395

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total remuneration of the key management personnel was £123,166 (2024 - £103,805). The key management personnel also received pension contributions totalling £21,300 (2024 - £24,520).

The average number of employees analysed by function was:

	2025 No.	2024 No.
Generating funds	1	1
Furtherance of the charity's objects	2	1
	3	2

Trustees are not remunerated. During the year three trustees received reimbursed expenses of £Nil (2024: £2,137)

4. TAXATION

The Foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

5. INVESTMENT AND OTHER INCOME

	Unrestricted £	Restricted £	2025 £	2024 £
Bank interest - gross	9,307	-	9,307	10,219
Rents receivable	14,175	-	14,175	15,355
Investment income	61,450	-	61,450	58,800
	84,932	-	84,932	84,374

6. DIRECT COSTS

	Unrestricted £	Restricted £	2025 £	2024 £
Charitable output expenses	108,111	-	108,111	121,598
Share of support costs (note 8)	229,535	-	229,535	205,750
	337,646	-	337,646	295,826

7. FUNDRAISING COSTS

	Unrestricted £	Restricted £	2025 £	2024 £
Fundraising costs	109,487	56,231	165,718	21,648
Share of support costs (note 8)	41,890	15,494	57,384	51,437
	151,377	71,725	223,102	73,085

8. SUPPORT COSTS

	2025 £	2024 £
Bank charges and interest	35	131
Consultancy fees	65,225	63,432
Accountancy	4,200	4,200
Bookkeeping	848	780
Depreciation	1,096	1,853
General expenses	1,660	2,248
Insurance	2,500	2,035
Printing, postage and stationery	991	253
Rent and rates	16,011	15,555
Repairs and equipment hire	1,889	1,908
Salaries and NIC	155,207	136,395
Subscriptions and donations	2,575	3,797
Telephone and electricity	7,506	7,451
Travel and entertaining	18,911	15,183
Computer expenses	8,185	1,918
Marketing	80	48
	286,919	257,187

	2025 £	2024 £
Allocated to:		
Costs of Charitable Activities (output costs) (note 6) 80%	229,535	205,750
Fundraising costs (input costs) (note 7) 20%	57,384	51,437
	286,919	257,187

9. EXPENDITURE

	Support Costs £	Other Costs £	Total 2025 £	Total 2024 £
Expenditure on direct costs				
Output expenses	229,535	108,111	337,646	327,348
Expenditure on raising funds				
Fundraising costs	41,890	165,718	207,608	73,085
Total expenditure	271,425	273,829	545,254	400,433

10. INVESTMENTS

	Quoted £	Unquoted £	Total £
Market value			
1 April 2024	1,436,348	12,237	1,448,585
Additions	-	-	-
Disposals	-	-	-
Reinvestments	61,450	-	61,450
(Loss)/Gain in the year	(55,173)	254	(54,919)
Market value			
31 March 2025	1,442,625	12,491	1,455,116
Historical cost			
31 March 2024	1,436,349	12,237	1,448,586

11. TANGIBLE FIXED ASSETS

	Sound & lighting equipment £	Property improv-ements £	Fixtures & fittings £	Office equipment £	Computer equipment £	Total £
Cost						
At 1 April 2023	23,126	5,354	14,732	10,514	15,131	68,857
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 March 2024	23,126	5,354	14,732	10,514	15,131	68,857
Depreciation						
At 1 April 2023	21,155	5,354	14,732	10,326	15,052	66,619
Charge for the year	915	-	-	102	79	1,096
Eliminated on disposals	-	-	-	-	-	-
At 31 March 2024	22,070	5,354	14,732	10,428	15,131	67,715
Net book value						
At 31 March 2024	1,056	-	-	86	-	1,142
At 31 March 2023	1,971	-	-	188	79	2,238

12. DEBTORS

	2025 £	2024 £
Trade debtors	-	1,746
Prepayments and accrued income	5,724	34,547
	5,724	36,293

13. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	2,707	12,526
Social security and other taxes	3,700	3,854
Accruals and deferred income	49,510	8,788
Other creditors	62	1,590
	55,979	26,758

14. ANALYSIS OF FUNDS

	Balance at 1.4.24 £	Incoming resources £	Resources expended	Balance at 31.3.25 £
Unrestricted funds				
General fund	1,744,035	616,853	(543,943)	1,816,945
Designated tangible asset fund	3,000	-	-	3,000
Total unrestricted funds	1,747,035	616,853	(543,943)	1,819,945
Restricted funds				
Panto Bus	-	71,725	(71,725)	-
Total restricted funds	-	71,725	(71,725)	-
Total funds	**1,747,035**	**688,578**	**(615,668)**	**1,819,945**

15. ALLOCATION OF NET ASSETS

	Unrestricted			
	General fund	Designated fund	Restricted fund	**Total**
	£	£	£	**£**
Tangible assets	1,141	-	-	**1,141**
Investments	1,455,116	-	-	**1,455,116**
Net current (liabilities)/assets	360,688	3,000	-	**363,688**
	1,816,945	3,000	-	**1,819,945**

16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net (expenditure) for the year as per SOFA	127,831	(124,091)
Adjustments for:		
Depreciation of tangible fixed assets	1,096	1,853
(Increase) in debtors	29,654	(18,551)
(Decrease)/Increase in creditors	29,221	(9,187)
Non cash investment income	(61,453)	(58,800)
Decrease in Stock	-	285
Net cash flow from operating activities	126,349	(208,491)

17. RELATED PARTY TRANSACTIONS

The Charity paid £14,634 (2024 - £14,234) rent and service charges and £8,400 (2024 - £6,000) other business supplies to CU2 Limited. CU2 Limited is a company in which M J A Cann is a director and Mrs E Cann, wife of M J A Cann, is a director and sole shareholder. At the year end there was an amount outstanding of £1,201 (2024 - £1,167).

18. MEMBERS GUARANTEE

The company is incorporated under the Companies Act 1985 and not having a share capital, is limited by guarantee. The guarantee of each member is limited to a maximum of £10 and is for a maximum period of 12 months after ceasing to be a member. The position at the year end concerning members giving a guarantee was as follows:

	2025	2024
Number of members giving a guarantee at the year end	10	10

19. COMMITMENTS

The company has an operating lease commitment in respect of its office building of £1,168 per month (2024 - £1,168), the lease is on a rolling basis and the lease may be terminated by either the company or the landlord giving three months' notice.

20. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted £	Restricted £	2024 Total £
INCOME AND ENDOWMENTS FROM:				
Donations and sponsorships		124,051	36,198	160,249
Income from charitable activities				
Fundraising		31,719	-	31,719
Investment and other income	5	84,374	-	84,374
TOTAL INCOME AND ENDOWMENTS		240,144	36,198	276,342
EXPENDITURE				
Expenditure on charitable activities				
Direct costs	6	176,428	150,920	327,348
Expenditure on raising funds				
Fundraising costs	7	73,085	-	73,085
Total expenditure	9	249,513	150,920	400,433
NET EXPENDITURE		(9,369)	(114,722)	(124,091)
Gain/(loss) on investments	10	40,255	-	40,255
Net movement in funds		30,886	(114,722)	(83,836)
Fund balances brought forward	14	1,716,150	114,722	1,830,872
Fund balance as at 31 March 2024	14	1,747,036	-	1,747,036

BRITISH FORCES FOUNDATION

England & Wales - Charity number 1075109

Accounts

Charity Number: 1075109

CHARITY COMMISSION COPY

BRITISH FORCES FOUNDATION

(COMPANY LIMITED BY GUARANTEE)

(REGISTERED CHARITY)

TRUSTEES' REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2024

BRITISH FORCES FOUNDATION

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FOR THE YEAR ENDED 31 MARCH 2024

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BRITISH FORCES FOUNDATION

LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2024

Status	The organisation is a company limited by guarantee, incorporated on 30 March 1999 and registered as a charity on 15 April 1999.
Company number	3745373
Charity number	1075109
Registered and Principal office	10A High Street Pewsey Wiltshire SN9 5AQ
Chairman	Air Vice Marshal M Wiles CB CBE
Chief Executive (sometimes referred to as 'Director' as a job title but not a director of the company)	M J A Cann
Patron	HM King Charles III
President	Mr L Mansfield
Vice-Presidents	Major General Arthur Denaro CBE Admiral Sir Jock Slater GCB LVO DL Field Marshal The Lord Guthrie GCB LVO OBE
Bankers	The Royal Bank of Scotland Holt's Farnborough Branch Lawrie House Victoria Road Farnborough Hampshire GU14 7NR
Solicitors	Appointed on specific needs basis as and when required
Independent Examiner	Nicholas Jones FCCA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report and the independently examined financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

Legal and administrative information set out on page 1 forms part of this report.

REFERENCE AND ADMINISTRATION DETAILS

British Forces Foundation is a company limited by guarantee and a Charity registered with the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is regulated by its Memorandum and Articles of Association adopted on 30 March 1999 and last amended on 27 February 2005.

The Trustees

All the trustees of the Charity are also directors of the company. The Board of Trustees is responsible for the overall governance of the Charity. There are to be a minimum of three Trustees on the Board, but no maximum is specified.

The directors who served during the year and up to the date of this report were as follows:

	Appointed	Resigned
Mr L Mansfield	30-Mar-99	07-Sep-23
Lord Robertson KT GCMG PC	04-Nov-04	
Miss K M Jenkins OBE BMUS (RAM) ARAM	04-May-06	
Lieutenant General P T C Pearson CB CBE	21-Sep-06	
Sir Gerald Howarth MP	19-Mar-09	
Mr J W C Moir CBE LVO KSG	31-Oct-13	
Air Vice Marshal M Wiles CB CBE **Chairman**	11-Jun-15	
Brigadier A Thomson MSc MBA FIET C Eng	16-Mar-16	
WO1 Michael Stanion	02-Nov-22	
Lieutenant General Phil Jones CB CBE DL	02-Nov-22	
Katharine Pooley	01-Mar- 20	
Mr Andrew Pike	04-Mar -24	

The names of senior executive staff and the independent examiner of the Charity are set out on page 1.

Definitions:
Input = fundraising, sponsorship and donations.
Output = product of the Charity fulfilling its charitable objectives.

Recruitment, appointment and training of trustees

Trustees are appointed by the members at the next available Trustee meeting of the Charity after nomination by the Trustees as required by the Charity's Articles of Association.

Recruitment, appointment and training of trustees continued

All the Trustees either work for, represent or are trustees of another UK registered charity. In addition, each Trustee is given a copy of CC1 Charity Commission Publications and CC3 The Essential Trustee: What you need to know, on appointment. All new Trustees attend an induction day and a number of discussions with professionals about the work of the Charity, its consummate responsibilities and their responsibilities as a Trustee. The Chief Executive is constantly available to advise Trustees on their responsibilities and recommend Charities Aid Foundation courses. The Charity is a member of the Fundraising Regulator and COBSEO (Confederation of British Service and Ex Service Organisations). The CEO is a member of ACEVO.

Management

In addition to the Governance meeting, under normal circumstances the Board will meet on four occasions each year where Trustees review performance and as necessary the future operating plans and budgets. Extraordinary Board meetings are also held when required. The Finance Committee meets approximately six times a year to monitor investments, renumeration, set the budget and make any adjustments to the financial management. The Fundraising Committee meets 2 times a year and takes an in-depth look at the risk, style and effectiveness of all fundraising activity. The Charity has approved a Data Protection Policy that includes the new General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

The Board delegate the exercise of certain powers in connection with the management and administration of the Charity to M J A Cann (Chief Executive). This is controlled by requiring regular reporting back (against approved budgets) to the Board so that all decisions made under delegated power are briefed to the full Board. M J A Cann is responsible for the day-to-day management of the Charity's affairs, all the Charity's operations, and events and for implementing policies agreed by the Board.

Risk Assessment

The Trustees have identified the major risks to which the Charity is exposed, reviewed those risks and have established systems to mitigate those risks. The Charity has a Risk Management Policy and Register that is regularly reviewed by the Executive and Trustees.

ORGANISATION

The Charity is delighted that HM The King has agreed to be its Patron as he did in his capacity as HRH The Prince of Wales, maintaining a relationship that has lasted 25 years.

The Charity's office is in Pewsey, Wiltshire. The Charity employs a full time Chief Executive. The Charity has successfully employed three disabled ex-servicemen and will endeavour to do so again soon. A suitable post has been identified and discussions are underway with another service charity.

The Charity also retains the services of a Marketing and Research Expert, who manages the website, co-ordinates PR, produces all print material and assists with input and output events and an additional consultant working on special projects. The charity employs the services of a part time Charitable fundraiser (approximately 5 days per month specialising in Trusts and special fundraising events (marathon and AFC) and a bookkeeping company, Riverview Portfolio Limited a local accounting firm.

Additional expertise and staff are hired to handle specific productions/events/projects whether input or output on a case-by-case basis. These tend to be the same people who are well known to the Charity and particularly good at dealing with the specific difficulties of productions in war zones and on military property. Though not on any retainer, these people are permanently available to the Charity. Their impressive loyalty to the Charity remains worthy of note.

ENVIRONMENTAL CONSIDERATIONS

The Trustees take environmental issues seriously. To that end, they have encouraged, where possible, environmental considerations in all aspects of the Charity's operations. Whilst the Charity's output necessitates a high volume of travel and working hours, the Charity endeavours to use trains and public transport wherever possible and continue to minimise air travel.

The Charity has taken advantage of the Government 'Cycle to Work' initiative in the past and one employee regularly 'cycles to work'. This is similar to a policy internally developed by the Charity in previous years. The Charity has fully embraced the local council's recycling scheme.

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

OBJECTIVES AND ACTIVITIES

The principal objective of the Charity, as set out in the Memorandum and Articles of Association, is to "promote the efficiency of the Armed Forces by charitable means, by promoting the well-being and esprit de corps of all serving personnel primarily through entertainment".

It remains the special intention of the Trustees that the Foundation contributes to the enhancement of both the quantity and quality of live entertainment currently provided to Service men and women both at home and overseas and contributes to the community and connectivity of the armed forces. This is achieved by the Foundation continuing to fund and produce its own shows to entertain the military community, especially, but not exclusively, those on operational tours of duty. The Foundation uses its influence to persuade major artistes to take part in its events and shows as charitable activity (i.e. charging no fee). The Charity will continue to ensure the provision of entertainment be on a 'need' basis evaluated to the outcomes, to ensure the right people get the right entertainment of the highest possible quality at the right time for the lowest cost to both the charity and in any formal arrangement with the MOD.

The Charity remains contemporary and lateral in its approach as the Trustees seek other methods to enhance troop morale through entertainment and other mediums. There has again been significant activity in this area during the year.

The Charity continues to highlight important aspects of welfare to the Ministry of Defence and government in general. In the year, the Charity carried out a few activities in partnership with other sector charities. The Charity will further develop these and other partnerships and is always willing to consider a merger with other charities. Although considerable work has been done by the Charity in this area, not least to honour the agenda of COBSEO and the Charity Commission, it has encountered considerable reluctance from all those it has held discussions with. As a corollary to this the Charity also goes out of its way to make it known that it is happy to help and advise others on entertainment, events and using celebrities effectively. A notable exception to this has been with the Burma Star Memorial Fund with whom the charity entered into an effective Cooperation Agreement in 2021 which remains extant. The charity is beginning to develop a relationship with Supporting Wounded Veterans (SWV).

The Charity is particularly pleased with the effect and popularity of its travelling Pantomime project that tours UK twice a year during the Easter and Christmas periods. The output has grown with an average annual demand of 70+ shows in UK, Cyprus and Germany. These are very popular with serving families and increasingly single "young" serving personnel! This will continue to evolve.

The role of broadcast media as part of the Charity's output remains a feature of the Foundation's contribution to the Armed Services and to Service men and women. The expansion into making short films such as the annual Christmas message is an important part of the Charity's output activity, which will continue to expand in tandem with the Charity's Video on Demand (VOD) and digitisation programme, using social media to further communicate with Service men and women to offer support and boost morale. The Charity is still in discussions (delayed by intransigence) about a Radio project, a TV one off programme project with BBC/ITV and a short film project.

Research is important to the Charity's activity and the Charity will look to conduct further research in important areas to assist it in providing help and assistance in the geographical areas that need it most and in hitherto neglected areas of welfare. Health messaging and engaging with early service leavers (before they leave) are two areas that have been identified in the year. Research is an important aspect of keeping evaluation and monitoring relevant and up to date.

The Charity contributes to a wide number of research projects.

ACHIEVEMENTS AND PERFORMANCE

The number of Output shows in the year has dramatically increased including to deployed units.

ACHIEVEMENTS AND PERFORMANCE continued

Alongside the increased number of shows a particular achievement of the year was 'yet' another successful trial and further development of BFF TV (VOD). It is fully tested in the most arduous of deployed conditions and has been extremely well received. The SF trial Unit concluded their report by saying 'we consider it inconceivable that we will deploy without the BFF box again'. Trying to get acknowledgement from civil servants and officers in the welfare space continues to be extremely frustrating. What is in no doubt is; the BFF VOD works, is wanted, is extremely popular and is different from anything else that is provided as well as being particularly adapt at servicing the areas most welfare cannot reach. The story is not untypical. Such an innovative and contemporary solution embraced by the young men and women of the Armed Forces will always experience a lag. The pace of change in habits, taste and use of entertainment is rapid and to an extent the lack of comprehension is understandable. The consequence is however a grave failing to those who deserve better. The charity is receiving enquiries from other NATO countries and indeed some are using a version of VOD (even on submarines) and yet despite the clear demand amongst the military community the will to move forward is absent without an explanation.

The Trustees are very satisfied with the beneficiary feedback and monitoring and the praise BFF has received from audiences for its conduct and effectiveness during the year. Major event reports are published on social media when appropriate.

The Charity's relations with broadcast media continues to be sound and it has worked on a variety of programmes and projects during this reporting period.

During the year the Charity further developed its digitisation programme, and social media interactivity. These programmes are firmly meant to communicate between the public and those on the frontline. This corollary of the Charity's activity continues to be endorsed by the Charity's on-going 'Lap of Honour' programme/campaign although it is acknowledged that in recent years this has lost momentum due to the lack of kinetic military activity, which is a good thing. The trustees are very pleased with the recent website upgrade.

The Trustees are satisfied that the Charity is progressing as intended and are content that the aims of year twenty-four were achieved. The Charity's website www.bff.org.uk and Facebook has detailed accounts of all BFF input and output activity.

Trustees wish to draw particular attention to the fact that the Charity achieves impressive leverage from the donations of individuals' (major stars) time and talent. Independent valuations of such donations in kind far outstrip the total income of the Charity. The charity holds this data and can confidently state it equates to an average of more than £1m per year. The Charity is indebted to those who give their time and considerable talent, in difficult circumstances, in this way.

The fundraising targets of the Charity are being reached. A satisfactory level of funding is achieved for the Charity's output activities.

Trustees are particularly pleased with the Cooperation agreement they entered in December 2021 with the Burma Star Memorial Fund (BSMF as mentioned above). This has proved to be a great success in reducing both charities running costs by sharing resources and fundraising events. The model is simple and effective to great mutual benefit and is worth repeating.

The Trustees are confident the Charity is achieving all its objectives and continues to be lateral and imaginative in its approach and remains a going concern.

INVESTMENT POLICY and PERFORMANCE

A reserve of cash deposits is held with banks authorised by the Trustees. The purpose of this reserve is to be available to cover fluctuations in cash requirements through the course of the year and to allow for an orderly restructuring of the organisation in the event of a sudden and sharp reduction of income.

The remaining reserves are marked for the medium-term development of the Charity. The most important objective of this fund is to earn the highest total return within an acceptable level of financial risk. The principal investments held at the year end are holdings in the Armed Forces Growth and Income Fund with the BlackRock Group, and Waverton charitable fund. The investments were monitored regularly during the year against a composite index of benchmarks. The quoted investments showed a capital gain during the year of £40,255 (2023 – capital loss £150,411). The investment performance over the period was volatile but satisfactory. Against comparable products the Charity's investments performed well.

INVESTMENT POLICY and PERFORMANCE continued

The charity is now investing cash reserves and receiving a respectable return from RBS.

Trustees are grateful that the policy to build Reserves has proved incredibly prudent during the Transition post Op Herrick, the cancellation of the Live Entertainment contract and uncertainty over MOD welfare funding. As a policy the charity has never relied on MOD funding.

The Charity carried out an Internal Governance review and a Strategic review during the year and is satisfied with its governance procedures and oversight and is monitoring identified areas of potential concern. It believes its current strategy is extant for at least the next two years but if MOD engagement does not improve, then a major shift in strategy will be required.

FINANCIAL REVIEW

Donations and sponsorship of £160,249 (2023 - £178,920) were received in the year. Net assets at the balance sheet date amounted to £1,752,595 (2023 - £1,830,872).

The Trustees are satisfied with the financial position of the Charity at 31 March 2024 and consider the charity a going concern.

The Trustees have ensured the Charity has fulfilled its legal obligation to PAYE employees by providing for an opted-out Pension. The pension scheme through NEST has now been disbanded. One employee had chosen to opt out of the NEST plan prior to it being disbanded.

RESERVES

The Charity holds reserves that equate to approximately two years' operating costs (including output costs) from which interest is earned and placed in the Charity's general funds.

Financially the Charity is stable but for it to develop further it would be prudent to have greater cash resources to underwrite any potential drop in income and to cope with a possible increase and widening of the demand for activities and new projects.

At the balance sheet date the Charity had free reserves of £293,213 (2023 - £384,232).

PLANS FOR FUTURE PERIODS

During the 25th year of operation the intention of the Charity will seek to increase its output levels, albeit within the constraints of available funds. It will continue to plug the gap created by the termination of the Live Entertainment Worldwide Contract. The Charity expects in the next two years to draw down on its reserves to compensate for this. The Charity will continue to engage with the services to develop a sustainable model by which to provide its output.

Support to Operational personnel will be the charity's main effort, in furtherance of its objects, for the next year. The uncertainty over welfare direction is a challenge for the charity and is frustrating long-term planning. Whatever the resolution may be, there is unquestionably an issue that means personnel are missing out on a significant amount of important welfare provision, especially in the areas that seek to mitigate against isolation on Operations. This is an area the Trustees are determined to identify to the MoD and work with them in providing a satisfactory solution.

PLANS FOR FUTURE PERIODS continued

The Charity is aware of the significant beneficial impact it has on 'Unit cohesion" and will remain mindful to maintain that and increase the impact where possible.

The campaign to establish a greater understanding of the Charity's status in the eyes of the MOD and Services is in progress and has been partially successful but must continue in perpetuity due to the high turnover of personnel with the Ministry. This point has become more evident in recent years. The Charity feels strongly that it could play a significant role using its celebrity contacts to more effectively 'message' welfare issues to service personnel. It now believes it has been successful in moving entertainment to a 'need' footing. BFF projects remain the highest profile and effective provision of entertainment to the Armed Forces.

The Charity will always be open to discussion and keen to participate fully in Joint Ventures with other charities. It will also continue to seek out possible merger opportunities.

VOD (BFFTV) project development will continue. Its potential expands all the time but the charity cannot help being disappointed at the lack of understanding and engagement with the MOD.

The Charity believes it has a strong and positive role to play with positive 'messaging' to the serving community and is looking at how this can be effectively achieved.

The Charity will expand the concept of grant giving for morale projects to further help with the demand created by the contract demise but also as an expansion of its charitable activity for serving personnel.

The impact of the Charity's benefit to Service men and women, families and others is measured by an approved qualitative monitoring process. The effect on morale and esprit de corps is beneficial at both group and individual level. Testimonies from serving personnel, family members and commanding officers show that the Charity's activities have a positive impact on those serving or injured. The Charity commissioned an independent report on 'morale' published in 2012 by the Institute of Psychiatry at King's College London University, which looked in detail at the impact and effect of its projects. The conclusion was that the Charity makes a significant impact to morale and the feeling of support from the general public and that the creation of such conditions has a significant effect along with other conditions in reducing the incidents of stress and mental disorders later on. Recent experience in the reporting period has further endorsed this view. The Charity intends to commission further research for publication in 2025.

In these difficult financial times, government welfare budgets are being cut and therefore the role of charities particularly those that assist 'serving' military personnel will become more important and significant. The Charity is in a strong position to expand into areas of welfare that may no longer be publicly funded and to work in partnership with MOD to this end. This will be a particular area of focus in 2024/25.

The Trustees plan to build up funds to a level that will guarantee the Charity's long-term future and provide a greater measure of confidence in its ability to deliver quality output to the Services.

Trustees would like to emphasise that the significance of VOD should not be underestimated.

2025 will also see a comprehensive and forensic review of all the charities activities and produce a revision of the 2017 Strategy.

In November 2024 the charity will celebrate its 25th anniversary being both proud and confident in what it has achieved over the last 25 years.

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit for that period. In preparing these accounts, the Trustees are required to:

a) Select suitable accounting policies and then apply them consistently.
b) Observe the methods and principles of the Charities SORP 2015 (FRS 102).
c) Make judgements and accounting estimates that are reasonable and prudent.
d) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
e) 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

EXEMPTION

The Trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees on …….. and signed on their behalf by

AVM M Wiles - Chairman
Trustee

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF

BRITISH FORCES FOUNDATION

I report to the charity trustees on my examination of the accounts of British Forces Foundation for the year ended 31 March 2024, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in Section 145 of the Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

2. The accounts do not accord with those records; or

3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or

4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

…….. ……..

Nicholas Jones FCCA Date
Fawcetts LLP
Chartered Accountants
Windover House
St. Ann Street
Salisbury
SP1 2DR

BRITISH FORCES FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES

(INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted £	Restricted £	2024 Total £	2023 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and sponsorships		124,051	36,198	160,249	178,920
Income from charitable activities					
Fundraising		31,719	-	31,719	149,931
Investment and other income	5	84,374	-	84,374	73,047
TOTAL INCOME AND ENDOWMENTS		240,144	36,198	276,342	401,898
EXPENDITURE ON:					
Charitable activities					
Direct costs	6	176,428	150,920	327,348	295,826
Raising funds					
Fundraising costs	7	73,085	-	73,085	169,685
Total expenditure	9	249,513	150,920	400,433	465,511
NET (EXPENDITURE)/INCOME		(9,369)	(114,722)	(124,091)	(63,613)
Gain/(loss) on investments - unrealised	10	40,255	-	40,255	(150,411)
Gain/(loss) on investments - realised	10	-	-	-	(8,383)
Net movement in funds		30,886	(114,722)	(83,836)	(222,407)
Fund balances brought forward	14	1,716,150	114,722	1,830,872	2,053,279
Fund balances as at 31 March 2024	14	1,747,036	-	1,747,036	1,830,872

Details of comparatives by fund are disclosed in Note 20.
All of the above results are derived from continuing activities. There were no recognised gains or losses other than those stated above.

BRITISH FORCES FOUNDATION

(Company number 3745373)

BALANCE SHEET

AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible fixed assets	11	2,238	2,332
Investments	10	1,448,586	1,349,531
		1,450,824	1,351,863
Current assets			
Stock		28,932	29,216
Debtors	12	36,293	17,742
Cash at bank and in hand		257,746	467,996
		322,971	514,954
Creditors: amounts due within one year	13	26,758	35,945
Net current assets		296,213	479,009
Net assets		1,747,037	1,830,872
Funds			
Unrestricted funds:	14	1,747,036	1,716,150
Restricted funds	14	-	114,722
Total funds	15	1,747,036	1,830,872

For the year ending 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

1 The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

2 The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved and authorised for issue by the trustees on 18th Oct 24 and signed on their behalf by

Air Vice Marshal M Wiles CB CBE - Chairman
Trustee

BRITISH FORCES FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash provided used in operating activities:	16	(208,491)	(124,254)
Cash flows from investing activities:			
Purchase of fixed assets		(1,759)	-
Disposal of investments		-	170,572
Purchase of investments		-	(240,000)
Cash provided used in investment activities:		(1,759)	(69,428)
Cash flows from financing activities:			
Loan repayments		-	-
		-	-
Increase/ (Decrease) in cash and cash equivalents in the year		(210,250)	(193,682)
Cash and cash equivalents at the beginning of the year		467,996	661,678
Cash and cash equivalents at the end of the year		257,746	467,996

1. ACCOUNTING POLICIES

a) British Forces Foundation is a company limited by guarantee incorporated and registered in England and Wales. The charity constitutes a Public Benefit Entity as defined by FRS 102. 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 Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP 2015 (FRS 102)), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Sterling (£) which is the functional currency of the charitable company.

b) Donations, grants and legacies are recognised in full in the statement of financial activities in the year in which they are receivable. When donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable. Donated items, assets or services are included at the market value at the time of receipt and are unrestricted unless disclosed otherwise.

c) All investment income, including deposit interest, is shown on the basis of amounts received and receivable.

d) All resources expended are accounted for on an accruals basis. Costs are classified under headings that aggregate all similar costs and which can then be related to costs of generating funds, charitable activities and governance costs. Where costs cannot be directly attributed to those expenditure categories they are attributed to management and administration, which in turn is re-allocated to fundraising costs, charitable activities and governance costs. Governance costs are those associated with constitutional and statutory requirements.

e) Quoted investments are included in the accounts at market value as at 31 March 2024. The unquoted investments are included in the accounts at cost plus attributable accrued interest.

f) Gains/losses arising on disposal are recognised in the income and expenditure account and credited/charged to the accumulated fund.

g) 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.

h) Depreciation is provided at rates calculated to write down the cost or valuation, less estimated residual value, of each asset over its expected useful life. The depreciation rates in use are as follows:

Sound and lighting equipment	20% straight line basis
Property improvements	20% straight line basis
Fixtures and fittings	25% straight line basis
Office equipment	25% straight line basis
Computer equipment	33% straight line basis

i) Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

j) Unrestricted funds are donations and other incoming resourced receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

k) Designated funds are unrestricted funds set aside by the Trustees for particular purposes.

l) Restricted funds are those where the donor has specifically restricted the purpose for which they can be used. The balance in the fund represents the amount still remaining for future expenditure.

m) Debtors are measured at their recoverable amounts.

n) Creditors and provisions are recognised where the company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. ACCOUNTING POLICIES (CONTINUED)

o) The company makes contributions into one employee's personal pension scheme. The contributions to the scheme are charged to the profit and loss account as they accrue.

p) Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the profit and loss account.

2. NET INCOME AND ENDOWMENTS

Income and endowments are derived wholly from within the United Kingdom.

3. STAFF COSTS

Staff costs were as follows:	2024	2023
	£	£
Salaries and wages	103,805	103,806
Social security costs	8,070	8,760
Other pension costs	24,520	25,283
	136,395	137,849

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total remuneration of the key management personnel was £103,805 (2023 - £103,806). The key management personnel also received pension contributions totalling £24,520 (2023 - £25,283).

The average number of employees analysed by function was:

	2024	2023
	No.	No.
Generating funds	1	1
Furtherance of the charity's objects	1	1
	2	2

Trustees are not remunerated. During the year three trustees received reimbursed expenses of £2,137 (2023: £603)

4. TAXATION

The Foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

5. INVESTMENT AND OTHER INCOME

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Bank interest - gross	10,219	-	10,219	1,947
Rents receivable	15,355	-	15,355	15,500
Investment income	58,800	-	58,800	55,600
	84,374	-	84,374	73,047

6. DIRECT COSTS

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Charitable output expenses	73,754	47,844	121,598	96,916
Share of support costs (note 8)	102,674	103,076	205,750	198,910
	176,428	150,920	327,348	295,826

7. FUNDRAISING COSTS

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Fundraising costs	21,648	-	21,648	103,382
Share of support costs (note 8)	51,437	-	51,437	66,303
	73,085	-	73,085	169,685

8. SUPPORT COSTS

	2024	2023
	£	£
Bank charges and interest	131	80
Consultancy fees	63,432	60,687
Accountancy	4,200	3,960
Bookkeeping	780	848
Depreciation	1,853	1,928
General expenses	2,248	2,537
Insurance	2,035	1,942
Printing, postage and stationery	253	874
Rent and rates	15,555	15,267
Repairs and equipment hire	1,908	2,071
Salaries and NIC	136,395	137,849
Subscriptions and donations	3,797	3,769
Telephone and electricity	7,451	8,337
Travel and entertaining	15,183	21,544
Computer expenses	1,918	3,243
Marketing	48	277
	257,187	265,213

	2024	2023
	£	£
Allocated to:		
Costs of Charitable Activities (output costs) (note 6) 80%	205,750	198,910
Fundraising costs (input costs) (note 7) 20%	51,437	66,303
	257,187	265,213

9. EXPENDITURE

	Support Costs £	Other Costs £	Total 2024 £	Total 2023 £
Expenditure on direct costs				
Output expenses	205,750	121,598	327,348	295,826
Expenditure on raising funds				
Fundraising costs	51,437	21,648	73,085	169,685
Total expenditure	257,187	143,246	400,433	465,511

10. INVESTMENTS

	Quoted £	Unquoted £	Total £
Market value			
1 April 2023	1,337,595	11,936	1,349,531
Additions	-	-	-
Disposals	-	-	-
Reinvestments	58,800	-	58,800
(Loss)/Gain in the year	39,954	301	40,255
Market value			
31 March 2024	1,436,349	12,237	1,448,586
Historical cost			
31 March 2024	640,071	7,000	647,071

11. TANGIBLE FIXED ASSETS

	Sound & lighting equipment £	Property improv-ements £	Fixtures & fittings £	Office equipment £	Computer equipment £	Total £
Cost						
At 1 April 2023	21,367	5,354	14,732	10,514	15,131	67,098
Additions	1,759	-	-	-	-	1,759
Disposals	-	-	-	-	-	-
At 31 March 2024	23,126	5,354	14,732	10,514	15,131	68,857
Depreciation						
At 1 April 2023	19,758	5,354	14,561	10,224	14,869	64,766
Charge for the year	1,397	-	171	102	183	1,853
Eliminated on disposals	-	-	-	-	-	-
At 31 March 2024	21,155	5,354	14,732	10,326	15,052	66,619
Net book value						
At 31 March 2024	1,971	-	-	188	79	2,238
At 31 March 2023	1,609	-	171	290	262	2,332

12. DEBTORS

	2024 £	2023 £
Trade debtors	1,746	88
Prepayments and accrued income	34,547	17,654
	36,293	17,742

13. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	12,526	13,144
Social security and other taxes	3,854	3,734
Accruals and deferred income	8,788	17,291
Other creditors	1,590	1,776
	26,758	35,945

14. ANALYSIS OF FUNDS

	Balance at 1.4.23 £	Incoming resources £	Resources expended	Balance at 31.3.24 £
Unrestricted funds				
General fund	1,713,150	240,144	(209,258)	1,744,036
Designated tangible asset fund	3,000	-	-	3,000
Total unrestricted funds	1,716,150	240,144	(209,258)	1,747,036
Restricted funds				
Panto Bus	-	17,688	(17,688)	-
Libor Grant	114,722	-	(114,722)	-
Hercules	-	1,349	(1,349)	-
HMS Sultan	-	15,160	(15,160)	-
Polo 150	-	2,000	(2,000)	-
Total restricted funds	114,722	36,197	(150,919)	-
Total funds	**1,830,872**	**£276,341**	**(360,177)**	**1,747,036**

Panto Bus	The donations were given towards the cost of the Panto Bus entertaining Forces families in the UK.
Libor Grant	The grant was given to support costs towards performing shows for military personnel.
Hercules	The donations were given towards the cost of the final goodbye party for the hercules aircraft
HMS Sultan	To provide entertainment to HMS Sultan
Polo 150	To support specific fundraising events.

15. ALLOCATION OF NET ASSETS

	Unrestricted			
	General fund	Designated fund	Restricted fund	**Total**
	£	£	£	**£**
Tangible assets	2,238	-	-	**2,238**
Investments	1,448,585	-	-	**1,448,585**
Net current (liabilities)/assets	293,213	3,000	-	**296,213**
	1,744,036	3,000	-	**1,747,036**

16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net (expenditure) for the year as per SOFA	(124,091)	(63,613)
Adjustments for:		
Depreciation of tangible fixed assets	1,853	1,928
(Increase) in debtors	(18,551)	(9,231)
(Decrease)/Increase in creditors	(9,187)	2,004
Non cash investment income	(58,800)	(55,600)
Decrease in Stock	285	258
Net cash flow from operating activities	(208,491)	(124,254)

17. RELATED PARTY TRANSACTIONS

The Charity paid £14,234 (2023 - £14,113) rent and service charges and £6,000 (2023 - £7,200) other business supplies to CU2 Limited. CU2 Limited is a company in which M J A Cann is a director and Mrs E Cann, wife of M J A Cann, is a director and sole shareholder. At the year end there was an amount outstanding of £1,167 (2023 - £1,250).

18. MEMBERS GUARANTEE

The company is incorporated under the Companies Act 1985 and not having a share capital, is limited by guarantee. The guarantee of each member is limited to a maximum of £10 and is for a maximum period of 12 months after ceasing to be a member. The position at the year end concerning members giving a guarantee was as follows:

	2024	2023
Number of members giving a guarantee at the year end	10	11

19. COMMITMENTS

The company has an operating lease commitment in respect of its office building of £1,168 per month (2023 - £1,168), the lease is on a rolling basis and the lease may be terminated by either the company or the landlord giving three months' notice.

20. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted £	Restricted £	2023 Total £
INCOME AND ENDOWMENTS FROM:				
Donations and sponsorships		118,918	60,002	178,920
Income from charitable activities				
Fundraising		109,931	40,000	149,931
Investment and other income	5	73,047	-	73,047
TOTAL INCOME AND ENDOWMENTS		301,896	100,002	401,898
EXPENDITURE				
Expenditure on charitable activities				
Direct costs	6	54,986	240,840	295,826
Expenditure on raising funds				
Fundraising costs	7	129,685	40,000	169,685
Total expenditure	9	184,671	280,840	465,511
NET EXPENDITURE		117,225	(180,838)	(63,613)
Gain/(loss) on investments	10	(158,794)	-	(158,794)
Net movement in funds		(41,569)	(180,838)	(222,407)
Fund balances brought forward	14	1,757,719	295,560	2,053,279
Fund balance as at 31 March 2023	14	1,716,150	114,722	1,830,872

BRITISH FORCES FOUNDATION

England & Wales - Charity number 1075109

Accounts

CHARITY COMMISSION COPY

BRITISH FORCES FOUNDATION

(COMPANY LIMITED BY GUARANTEE)

(REGISTERED CHARITY)

TRUSTEES' REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2023

BRITISH FORCES FOUNDATION

CONTENTS TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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BRITISH FORCES FOUNDATION

LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2023

Status	The organisation is a company limited by guarantee, incorporated on 30 March 1999 and registered as a charity on 15 April 1999.
Company number	3745373
Charity number	1075109
Registered and Principal office	10A High Street Pewsey Wiltshire SN9 5AQ
Chairman	Air Vice Marshal M Wiles CB CBE
Chief Executive (sometimes referred to as 'Director' as a job title but not a director of the company)	M J A Cann
Patron	HRH The former Prince of Wales
President	Mr L Mansfield
Vice-Presidents	Major General Arthur Denaro CBE Admiral Sir Jock Slater GCB LVO DL General The Lord Guthrie GCB LVO OBE
Bankers	The Royal Bank of Scotland Holt's Farnborough Branch Lawrie House Victoria Road Farnborough Hampshire GU14 7NR
Solicitors	Appointed on specific needs basis as and when required
Independent Examiner	Simon Ellingham FCA DChA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their report and the independently examined financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019 .

Legal and administrative information set out on page 1 forms part of this report.

REFERENCE AND ADMINISTRATION DETAILS

British Forces Foundation is a company limited by guarantee and a Charity registered with the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is regulated by its Memorandum and Articles of Association adopted on 30 March 1999 and last amended on 27 February 2005.

The Trustees

All the trustees of the Charity are also directors of the company. The Board of Trustees is responsible for the overall governance of the Charity. There are to be a minimum of three Trustees on the Board, but no maximum is specified.

The directors who served during the year and up to the date of this report were as follows:

	Appointed	Resigned
Mr L Mansfield	30-Mar-99	07-Sep-23
Admiral Sir James Perowne KBE	01-Mar-02	02-Nov-22
Lord Robertson KT GCMG PC	04-Nov-04	
Miss K M Jenkins OBE BMUS (RAM) ARAM	04-May-06	
Lieutenant General P T C Pearson	21-Sep-06	
Sir Gerald Howarth MP	19-Mar-09	
Mr J W C Moir CBE LVO KSG	31-Oct-13	
Air Vice Marshal M Wiles CB CBE Chairman	11-Jun-15	
Brigadier A Thomson MSc MBA FIET C Eng	16-Mar-16	
WO1 Michael Turnball MA	21-May-20	02-Nov-22
WO1 Michael Stanion	02-Nov-22	
Lieutenant General Phil Jones CB CBE DL	02-Nov-22	
Katharine Pooley	01-Mar- 20	

The names of senior executive staff and the independent examiner of the Charity are set out on page 1.

Definitions:
Input = fundraising, sponsorship and donations.
Output = product of the Charity fulfilling its charitable objectives.

Recruitment, appointment and training of trustees

Trustees are appointed by the members at the next available Trustee meeting of the Charity after nomination by the Trustees as required by the Charity's Articles of Association.

Recruitment, appointment and training of trustees continued

All the Trustees either work for, represent or are trustees of another UK registered charity. In addition, each Trustee is given a copy of CC1 Charity Commission Publications and CC3 The Essential Trustee: What you need to know, on appointment. All new Trustees attend an induction day and a number of discussions with professionals about the work of the Charity, its consummate responsibilities and their responsibilities as a Trustee. The Chief Executive is constantly available to advise Trustees on their responsibilities and recommend Charities Aid Foundation courses. The Charity is a member of the Fundraising Regulator and COBSEO (Confederation of British Service and Ex Service Organisations). The CEO is a member of ACEVO.

Management

In addition to the Governance meeting (AGM - now incorporated into normal Trustee meetings), under normal circumstances the Board will meet on four occasions each year where Trustees review performance and as necessary the future operating plans and budgets. Extraordinary Board meetings are also held when required. The Finance Committee meets approximately six times a year to monitor investments, set the budget and make any adjustments to the financial management. The Fundraising Committee meets four times a year and take an in-depth look at the risk, style and effectiveness of all fundraising activity. The Charity has approved a Data Protection Policy that includes the new General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

The Board delegate the exercise of certain powers in connection with the management and administration of the Charity to M J A Cann (Chief Executive). This is controlled by requiring regular reporting back to the Board so that all decisions made under delegated power are briefed to the full Board. M J A Cann is responsible for the day-to-day management of the Charity's affairs, all the Charity's operations, and events and for implementing policies agreed by the Board.

Risk Assessment

The Trustees have identified the major risks to which the Charity is exposed, reviewed those risks and have established systems to mitigate those risks. The Charity has a Risk Management Policy and Register that is regularly reviewed by the Executive and Trustees.

ORGANISATION

The Charity's office is in Pewsey, Wiltshire. The Charity employs a full time Chief Executive and Administrative Assistant. The Charity has successfully employed three disabled ex-servicemen and will endeavour to do so again soon. A suitable post has been identified.

The Charity also retains the services of a Marketing and Research Expert, who manages the website, co-ordinates PR, produces all print material and assists with input and output events and an additional consultant working on special projects. The charity employs the services of a part time Charitable fundraiser (approximately 2 days per month specialising in Trusts and Outdoor events) and a bookkeeping company, Riverview Portfolio Limited a local accounting firm.

Additional expertise and staff are hired to handle specific productions/events/projects whether input or output on a case-by-case basis. These tend to be the same people who are well known to the Charity and particularly good at dealing with the specific difficulties of productions in war zones and on military property. Though not on any retainer, these people are permanently available to the Charity. Their impressive loyalty to the Charity remains worthy of note.

ENVIRONMENTAL CONSIDERATIONS

The Trustees take environmental issues seriously. To that end, they have encouraged, where possible, environmental considerations in all aspects of the Charity's operations. Whilst the Charity's expansion necessitates a high volume of travel and working hours, the Charity endeavours to use trains and public transport wherever possible and continue to minimise air travel.

The Charity has taken advantage of the Government 'Cycle to Work' initiative in the past and one employee regularly 'cycles to work'. This is similar to a policy internally developed by the Charity in previous years. The Charity has fully embraced the local council's recycling scheme.

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

OBJECTIVES AND ACTIVITIES

The principal objective of the Charity, as set out in the Memorandum and Articles of Association, is to "promote the efficiency of the Armed Forces by charitable means, by promoting the well-being and esprit de corps of all serving personnel primarily through entertainment".

It remains the special intention of the Trustees that the Foundation contributes to the enhancement of both the quantity and quality of live entertainment currently provided to Service men and women both at home and overseas and contributes to the community and connectivity of the armed forces. This is achieved by the Foundation continuing to fund and produce its own shows to entertain the military community, especially, but not exclusively, those on operational tours of duty. The Foundation uses its influence to persuade major artistes to take part in its events and shows as charitable activity (i.e. charging no fee). The Charity will continue to ensure the provision of entertainment be on a 'need' basis evaluated to the outcomes, to ensure the right people get the right entertainment of the highest possible quality at the right time for the lowest cost to both the charity and in any formal arrangement with the MOD.

The Charity remains contemporary and lateral in its approach as the Trustees seek other methods to enhance troop morale through entertainment and other mediums. There has been significant activity in this area during the year.

The Charity continues to highlight important aspects of welfare to the Ministry of Defence and government in general. In the year, the Charity carried out a few activities in partnership with other sector charities. The Charity will further develop these and other partnerships and is always willing to consider a merger with other charities. Although considerable work has been done by the Charity in this area, not least to honour the agenda of COBSEO and the Charity Commission, it has encountered considerable reluctance from all those it has held discussions with. As a corollary to this the Charity also goes out of its way to make it known that it is happy to help and advise others on entertainment, events and using celebrities effectively. A notable exception to this has been with the Burma Star Memorial Fund with whom the charity entered into an effective Cooperation Agreement in 2021 which remain extant.

The Charity is particularly pleased with the effect and popularity of its travelling Pantomime project that tours UK twice a year during the Easter and Christmas periods. The output has grown with demand to 70 shows in UK, Cyprus and Germany in this reporting period. These are very popular with serving families and increasingly single young serving personnel! This will continue to evolve.

The role of broadcast media as part of the Charity's output remains a feature of the Foundation's contribution to the Armed Services and to Service men and women. The expansion into making short films such as the annual Christmas message has been a significant development to the Charity's output activity, which will continue to expand in tandem with the Charity's Video on Demand (VOD) and digitisation programme, using social media to further communicate with Service men and women to offer support and boost morale. The Charity is still in discussions (delayed by intransigence) about a Radio project, a TV one off programme project with BBC/ITV and a short film project.

Research is important to the Charity's activity and the Charity will look to conduct further research in important areas to assist it in providing help and assistance in the geographical areas that need it most and in hitherto neglected areas of welfare. Research is an important aspect of keeping evaluation and monitoring relevant and up to date.

The Charity contributes to a wide number of research projects.

ACHIEVEMENTS AND PERFORMANCE

The impact of covid and the lack of deployments by the Armed Forces has reduced demand for overseas shows. Nonetheless the number of shows and requests has begun to pick up.
Sadly a number of tours to multiple locations around the Middle East, Africa and Eastern Europe during the year were set up and then cancelled at short notice due to Operational changes at home and in destination countries. Nonetheless the charity was keen always to be prepared to go as soon as it is possible.

ACHIEVEMENTS AND PERFORMANCE continued

Alongside the increased number of shows a particular achievement of the year was another successful trial and further development of BFF TV (VOD). It is fully tested in the most arduous of deployed conditions and has been extremely well received. The SF trial Unit concluded their report by saying 'we consider it inconceivable that we will deploy without the BFF box again'. Trying to get acknowledgement from civil servants and officers in the welfare space has been extremely frustrating. The reason; considerable lobbying against and misinformation by contractors with a vested interest and in some cases basic inefficiency. What is in no doubt is; the BFF VOD works, is wanted, is extremely popular and is different from anything else that is provided as well as being particularity adapt at servicing the areas most welfare cannot reach. The story is not untypical. Such an innovative and contemporary solution embraced by the young men and women of the Armed Forces will always experience a lag whilst those much older, yet nonetheless in positions to make decisions on their behalf, catch up. The pace of change in habits, taste and use of entertainment is rapid and to an extent the lack of comprehension is understandable. The consequence is however a grave failing to those who deserve better. The charity will continue to be outspoken and forthright on their behalf, especially where it concerns this innovation. The Irony is that the charity is receiving enquiries from other NATO countries and indeed some are using a version of VOD (even on submarines) and yet despite the clear demand amongst the military community the wit to move things forward is conspicuous by its absence.

The Trustees are very satisfied with the beneficiary feedback and monitoring and the praise BFF has received from audiences for its conduct and effectiveness during the year.

The Charity's relations with broadcast media continue to be sound and it has worked on a variety of programmes and projects during this reporting period.

During the year the Charity further developed its digitisation programme, and social media interactivity. These programmes are firmly meant to communicate between the public and those on the frontline. This corollary of the Charity's activity continues to be endorsed by the Charity's on-going 'Lap of Honour' programme/campaign although it is acknowledged that in recent years this has lost momentum due to the lack of kinetic military activity, which is a good thing. The trustees acknowledge the website looks tired.

The Trustees are satisfied that the Charity is progressing as intended and are content that the aims of year twenty-three in so far as was possible were achieved. The Charity's website www.bff.org.uk and Facebook has detailed accounts of all BFF input and output activity.

Trustees wish to draw particular attention to the fact that the Charity achieves impressive leverage from the donations of individuals' (major stars) time and talent. Independent valuations of such donations in kind far outstrip the total income of the Charity. The Charity is indebted to those who give their time and considerable talent, in difficult circumstances, in this way.

The fundraising targets of the Charity are being reached. A satisfactory level of funding is achieved for the Charity's output activities.

Trustees are particularly pleased with the Cooperation agreement they entered in December 2021 with the Burma Star Memorial Fund (BSMF as mentioned above). This has already been a great success in reducing both charities running costs by sharing resources and fundraising events. The model is simple and effective to great mutual benefit and is worth repeating.

The Trustees are confident the Charity is achieving all its objectives and continues to be lateral and imaginative in its approach and remains a going concern.

INVESTMENT POLICY and PERFORMANCE

A reserve of cash deposits is held with banks authorised by the Trustees. The purpose of this reserve is to be available to cover fluctuations in cash requirements through the course of the year and to allow for an orderly restructuring of the organisation in the event of a sudden and sharp reduction of income.

The remaining reserves are marked for the medium-term development of the Charity. The most important objective of this fund is to earn the highest total return within an acceptable level of financial risk. The principal investments held at the year end are holdings in the Armed Forces Common Investment Fund with the BlackRock Group, and Waverton charitable fund. The investments were monitored regularly during the year against a composite index of benchmarks. The quoted investments showed a capital loss during the year of £150,411 (2022 – capital gain £59,247). The investment performance over the period was volatile but satisfactory. Against comparable products the Charity's investments performed very well.

INVESTMENT POLICY and PERFORMANCE continued

The charity is now investing cash and receiving a respectable return from RBS.

Trustees are grateful that the policy to build Reserves has proved incredibly prudent during the Transition post Op Herrick, the cancellation of the Live Entertainment contract and uncertainty over MOD welfare funding. As a policy the charity has never relied on MOD funding.

The Charity carried out an Internal Governance review and a Strategic review during the year and is satisfied with its governance procedures and oversight and is monitoring identified areas of potential concern. It believes its current strategy is extant for at least the next two years but if then appetite for Operational shows does not keep picking up to pre covid levels then a major shift in strategy will be required.

FINANCIAL REVIEW

Donations and sponsorship of £178,920 (2022 - £143,317) were received in the year. Net assets at the balance sheet date amounted to £1,830,872 (2022 - £2,053,279).

The Trustees are satisfied with the financial position of the Charity at 31 March 2023 and consider the charity a going concern.

The Trustees have ensured the Charity has fulfilled its legal obligation to PAYE employees by providing for an opted-out Pension. The pension scheme through NEST has now been disbanded. One employee had chosen to opt out of the NEST plan prior to it being disbanded.

RESERVES

The Charity holds reserves that equate to approximately two years' operating costs (including output costs) from which interest is earned and placed in the Charity's general funds.

Financially the Charity is stable but for it to develop further it would be prudent to have greater cash resources to underwrite any potential drop in income and to cope with a possible increase and widening of the demand for activities and new projects.

At the balance sheet date the Charity had free reserves of £361,288 (2022 - £384,232).

PLANS FOR FUTURE PERIODS

During the 25th year of operation the intention of the Charity will seek to resume its output levels to pre Covid levels, albeit within the constraints of available funds. It will continue to plug the gap created by the termination of the Live Entertainment Worldwide Contract. The Charity expects in the next two years to draw down on its reserves to compensate for this. The Charity will continue to engage with the services to develop a sustainable model by which to provide its output.

Support to Operational personnel will be the charity's main effort, in furtherance of its objects, for the next year. The uncertainty over welfare direction is a challenge for the charity and is frustrating long term planning. Whatever the resolution may be, there is unquestionably an issue that means personnel are missing out on a significant amount of important welfare provision, especially in the areas that seek to mitigate against isolation on Operations. This is an area the Trustees are determined to identify to the Authority and work with them in providing a satisfactory solution.

PLANS FOR FUTURE PERIODS continued

The Charity is aware of the significant beneficial impact it has on 'Unit cohesion" and will remain mindful to maintain that and increase the impact where possible.

The campaign to establish a greater understanding of the Charity's status in the eyes of the MOD and Services is in progress and has been partially successful but must continue in perpetuity due to the high turnover of personnel with the Ministry. This point has become more evident in the last year. The Charity feels strongly that it could play a significant role using its celebrity contacts to more effectively 'message' welfare issues to service personnel. It now believes it has been successful in moving entertainment to a 'need' footing. BFF projects remain the highest profile and effective provision of entertainment to the Armed Forces.

The Charity will always be open to discussion and keen to participate fully in Joint Ventures with other charities. It will also continue to seek out possible merger opportunities.

VOD (BFFTV) project development will continue. Its potential expands all the time but the charity cannot help being disappointed at the lack of understanding and engagement with the MOD.

The Charity believes it has a strong and positive role to play with positive 'messaging' to the serving community and is looking at how this can be effectively achieved.

The Charity will consider in detail the concept of forming a grant giving Foundation/Trust for morale projects to further help with the demand created by the contract demise but also as an expansion of its charitable activity for serving personnel.

The impact of the Charity's benefit to Service men and women, families and others is measured by an approved qualitative monitoring process. The effect on morale and esprit de corps is beneficial at both group and individual level. Testimonies from serving personnel, family members and commanding officers show that the Charity's activities have a positive impact on those serving or injured. The Charity commissioned an independent report on 'morale' published in 2012 by the Institute of Psychiatry at King's College London University, which looked in detail at the impact and effect of its projects. The conclusion was that the Charity makes a significant impact to morale and the feeling of support from the general public and that the creation of such conditions has a significant effect along with other conditions in reducing the incidents of stress and mental disorders later on. Recent experience in the reporting period has further endorsed this view. The Charity intends to commission further research for publication in 2024.

In these difficult financial times, government welfare budgets are being cut and therefore the role of charities particularly those that assist 'serving' military personnel will become more important and significant. The Charity is in a strong position to expand into areas of welfare that may no longer be publicly funded and to work in partnership with MOD to this end. This will be a particular area of focus in 2023/24.

The Trustees plan to build up funds to a level that will guarantee the Charity's long-term future and provide a greater measure of confidence in its ability to deliver quality output to the Services.

Trustees would like to emphasise that the significance of VOD should not be underestimated.

2024 will also see a comprehensive and forensic review of all the charities activities and produce a revision of the 2017 Strategy.

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit for that period. In preparing these accounts, the Trustees are required to:

a) Select suitable accounting policies and then apply them consistently.
b) Observe the methods and principles of the Charities SORP 2015 (FRS 102).
c) Make judgements and accounting estimates that are reasonable and prudent.
d) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
e) 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

EXEMPTION

The Trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees on 25 November 2023 and signed on their behalf by

Air Vice Marshal M Wiles CB CBE
Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF

BRITISH FORCES FOUNDATION

I report to the charity trustees on my examination of the accounts of British Forces Foundation for the year ended 31 March 2023, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in Section 145 of the Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Simon Ellingham FCA DChA
Fawcetts LLP
Chartered Accountants
Windover House
St. Ann Street
Salisbury
SP1 2DR

1 December 2023

Date

BRITISH FORCES FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES

(INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted £	Restricted £	2023 Total £	2022 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and sponsorships		118,918	60,002	178,920	143,317
Income from charitable activities					
Fundraising		109,931	40,000	149,931	316,178
Investment and other income	5	73,047	-	73,047	64,569
TOTAL INCOME AND ENDOWMENTS		301,896	100,002	401,898	524,064
EXPENDITURE ON:					
Charitable activities					
Direct costs	6	54,986	240,840	295,826	237,159
Raising funds					
Fundraising costs	7	129,685	40,000	169,685	144,357
Total expenditure	9	184,671	280,840	465,511	381,516
NET (EXPENDITURE)/INCOME		117,225	(180,838)	(63,613)	142,548
Gain/(loss) on investments - unrealised	10	(150,411)	-	(150,411)	59,247
Gain/(loss) on investments - realised	10	(8,383)	-	(8,383)	-
Net movement in funds		(41,569)	(180,838)	(222,407)	201,795
Fund balances brought forward	14	1,757,719	295,560	2,053,279	1,851,484
Fund balances as at 31 March 2023	14	1,716,150	114,722	1,830,872	2,053,279

Details of comparatives by fund are disclosed in Note 20.
All of the above results are derived from continuing activities. There were no recognised gains or losses other than those stated above.

BRITISH FORCES FOUNDATION

(Company number 3745373)

BALANCE SHEET

AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible fixed assets	11	2,332	4,260
Investments	10	1,349,531	1,383,297
		1,351,863	1,387,557
Current assets			
Stock		29,216	29,474
Debtors	12	17,742	8,511
Cash at bank and in hand		467,996	661,678
		514,954	699,663
Creditors: amounts due within one year	13	35,945	33,941
Net current assets		479,009	665,722
Net assets		1,830,872	2,053,279
Funds			
Unrestricted funds:	14	1,716,150	1,757,719
Restricted funds	14	114,722	295,560
Total funds	15	1,830,872	2,053,279

For the year ending 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

1 The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

2 The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved and authorised for issue by the trustees on 25th November 2023 and signed on their behalf by

Air Vice Marshal M Wiles CB CBE - Chairman
Trustee

BRITISH FORCES FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash provided used in operating activities:	16	(124,254)	114,450
Cash flows from investing activities:			
Purchase of fixed assets		-	(964)
Disposal of investments		170,572	-
Purchase of investments		(240,000)	(100,000)
Cash provided used in investment activities:		(69,428)	(100,964)
Cash flows from financing activities:			
Loan repayments		-	(150,000)
		-	(150,000)
Increase/ (Decrease) in cash and cash equivalents in the year		(193,682)	(136,514)
Cash and cash equivalents at the beginning of the year		661,678	798,192
Cash and cash equivalents at the end of the year		467,996	661,678

1. ACCOUNTING POLICIES

a) British Forces Foundation is a company limited by guarantee incorporated and registered in England and Wales. The charity constitutes a Public Benefit Entity as defined by FRS 102. 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 Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP 2015 (FRS 102)), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Sterling (£) which is the functional currency of the charitable company.

b) Donations, grants and legacies are recognised in full in the statement of financial activities in the year in which they are receivable. When donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable. Donated items, assets or services are included at the market value at the time of receipt and are unrestricted unless disclosed otherwise.

c) All investment income, including deposit interest, is shown on the basis of amounts received and receivable.

d) All resources expended are accounted for on an accruals basis. Costs are classified under headings that aggregate all similar costs and which can then be related to costs of generating funds, charitable activities and governance costs. Where costs cannot be directly attributed to those expenditure categories they are attributed to management and administration, which in turn is re-allocated to fundraising costs, charitable activities and governance costs. Governance costs are those associated with constitutional and statutory requirements.

e) Quoted investments are included in the accounts at market value as at 31 March 2023. The unquoted investments are included in the accounts at cost plus attributable accrued interest.

f) Gains/losses arising on disposal are recognised in the income and expenditure account and credited/charged to the accumulated fund.

g) 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.

h) Depreciation is provided at rates calculated to write down the cost or valuation, less estimated residual value, of each asset over its expected useful life. The depreciation rates in use are as follows:

Sound and lighting equipment	20% straight line basis
Property improvements	20% straight line basis
Fixtures and fittings	25% straight line basis
Office equipment	25% straight line basis
Computer equipment	33% straight line basis

i) Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

j) Unrestricted funds are donations and other incoming resourced receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

k) Designated funds are unrestricted funds set aside by the Trustees for particular purposes.

l) Restricted funds are those where the donor has specifically restricted the purpose for which they can be used. The balance in the fund represents the amount still remaining for future expenditure.

m) Debtors are measured at their recoverable amounts.

n) Creditors and provisions are recognised where the company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. ACCOUNTING POLICIES (CONTINUED)

o) The company makes contributions into one employee's personal pension scheme. The contributions to the scheme are charged to the profit and loss account as they accrue.

p) Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the profit and loss account.

2. NET INCOME AND ENDOWMENTS

Income and endowments are derived wholly from within the United Kingdom.

3. STAFF COSTS

Staff costs were as follows:	2023	2022
	£	£
Salaries and wages	103,806	102,563
Social security costs	8,760	8,933
Other pension costs	25,283	21,783
	137,849	133,279

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total remuneration of the key management personnel was £103,806 (2022 - £102,563). The key management personnel also received pension contributions totalling £25,283 (2022 - £21,783).

The average number of employees analysed by function was:

	2023	2022
	No.	No.
Generating funds	1	1
Furtherance of the charity's objects	1	1
	2	2

Trustees are not remunerated. During the year three trustees received reimbursed expenses of £603 (2022: £63)

4. TAXATION

The Foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

5. INVESTMENT AND OTHER INCOME

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Bank interest - gross	1,947	-	1,947	69
Rents receivable	15,500	-	15,500	12,100
Investment income	55,600	-	55,600	52,400
	73,047	-	73,047	64,569

6. DIRECT COSTS

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Charitable output expenses	28,345	68,571	96,916	42,932
Share of support costs (note 8)	26,641	172,269	198,910	194,227
	54,986	240,840	295,826	237,159

7. FUNDRAISING COSTS

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Fundraising costs	63,382	40,000	103,382	79,615
Share of support costs (note 8)	66,303	-	66,303	64,742
	129,685	40,000	169,685	144,357

8 SUPPORT COSTS

	2023	2022
	£	£
Bank charges and interest	80	955
Consultancy fees	60,687	50,666
Accountancy	3,960	3,780
Bookkeeping	848	1,248
Depreciation	1,928	3,764
General expenses	2,537	3,467
Insurance	1,942	2,005
Printing, postage and stationery	874	415
Rent and rates	15,267	14,935
Repairs and equipment hire	2,071	2,489
Salaries and NIC	137,849	150,169
Subscriptions and donations	3,769	855
Telephone and electricity	8,337	5,756
Travel and entertaining	21,544	15,303
Computer expenses	3,243	2,820
Marketing	277	342
	265,213	258,969

	2023	2022
	£	£
Allocated to:		
Costs of Charitable Activities (output costs) (note 6) 75%	198,910	194,227
Fundraising costs (input costs) (note 7) 25%	66,303	64,742
	265,213	258,969

9. EXPENDITURE

	Support Costs £	Other Costs £	Total 2023 £	Total 2022 £
Expenditure on direct costs				
Output expenses	198,910	96,916	295,826	237,159
Expenditure on raising funds				
Fundraising costs	66,303	103,382	169,685	144,357
Total expenditure	265,213	200,298	465,511	381,516

10. INVESTMENTS

	Quoted £	Unquoted £	Total £
Market value			
1 April 2022	1,371,681	11,616	1,383,297
Additions	240,000	-	240,000
Disposals	(178,955)	-	(178,955)
Reinvestments	55,600	-	55,600
(Loss)/Gain in the year	(150,731)	320	(150,411)
Market value 31 March 2023	1,337,595	11,936	1,349,531
Historical cost 31 March 2023	640,071	7,000	647,071

11. TANGIBLE FIXED ASSETS

	Sound & lighting equipment £	Property improv-ements £	Fixtures & fittings £	Office equipment £	Computer equipment £	Total £
Cost						
At 1 April 2022	21,367	5,354	14,732	10,514	15,131	67,098
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 March 2023	21,367	5,354	14,732	10,514	15,131	67,098
Depreciation						
At 1 April 2022	18,713	5,354	14,149	10,121	14,501	62,838
Charge for the year	1,045	-	412	103	368	1,928
Eliminated on disposals	-	-	-	-	-	-
At 31 March 2023	19,758	5,354	14,561	10,224	14,869	64,766
Net book value						
At 31 March 2023	1,609	-	171	290	262	2,332
At 31 March 2022	2,654	-	583	393	630	4,260

12. DEBTORS

	2023 £	2022 £
Trade debtors	88	1,960
Prepayments and accrued income	17,654	6,551
	17,742	8,511

13. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	13,144	3,179
Social security and other taxes	3,734	3,946
Accruals and deferred income	17,291	21,999
Other creditors	1,776	4,817
	35,945	33,941

14. ANALYSIS OF FUNDS

	Balance at 1.4.22 £	Incoming resources £	Resources expended	Balance at 31.3.23 £
Unrestricted funds				
General fund	1,754,719	301,896	(343,465)	1,713,150
Designated tangible asset fund	3,000	-	-	3,000
Total unrestricted funds	1,757,719	301,896	(343,465)	1,716,150
Restricted funds				
Panto Bus	-	15,200	(15,200)	-
Libor Grant	295,560	-	(180,838)	114,722
VOD/BFF TV	-	20,000	(20,000)	-
Windsor Cricket	-	40,000	(40,000)	-
Royal Lancers	-	13,000	(13,000)	-
Polo 150	-	11,802	(11,802)	-
Total restricted funds	295,560	100,002	(280,840)	114,722
Total funds	**2,053,279**	**£401,898**	**(624,305)**	**1,830,872**

Panto Bus	The donations were given towards the cost of the Panto Bus entertaining Forces families in the UK.
Libor Grant	The grant was given to support costs towards performing shows for military personnel.
VOD/BFF TV	A digital project to provide streaming and VOD services to the frontline.
Windsor Cricket	To hold a cricket match at Windsor Castle in July 2022.
Royal Lancers	To provide entertainment to the Royal Lancers in Catterick.
Polo 150	To support specific fundraising events.

15. ALLOCATION OF NET ASSETS

	Unrestricted			
	General fund	Designated fund	Restricted fund	**Total**
	£	£	£	**£**
Tangible assets	2,332	-	-	**2,332**
Investments	1,349,531	-	-	**1,349,531**
Net current (liabilities)/assets	361,287	3,000	114,722	**479,009**
	1,713,150	3,000	114,722	**1,830,872**

16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/(expenditure) for the year as per SOFA	(63,613)	142,548
Adjustments for:		
Depreciation of tangible fixed assets	1,928	3,764
(Increase)/Decrease in debtors	(9,231)	40,927
Increase/ (Decrease) in creditors	2,004	(20,892)
Non cash investment income	(55,600)	(52,400)
Decrease in stock	258	503
Net cash flow from operating activities	(124,254)	114,450

17. RELATED PARTY TRANSACTIONS

The Charity paid £14,113 (2022 - £13,736) rent and service charges and £7,200 (2022 - £1,200) other business supplies to CU2 Limited. CU2 Limited is a company in which M J A Cann is a director and Mrs E Cann, wife of M J A Cann, is a director and sole shareholder. At the year end there was an amount outstanding of £1,250 (2022 - £2,333).

The Charity paid £Nil (2022 - £6,200) for fundraising support to Chariadmin Ltd a company in which M J A Cann is a director.

18. MEMBERS GUARANTEE

The company is incorporated under the Companies Act 1985 and not having a share capital, is limited by guarantee. The guarantee of each member is limited to a maximum of £10 and is for a maximum period of 12 months after ceasing to be a member. The position at the year end concerning members giving a guarantee was as follows:

	2023	2022
Number of members giving a guarantee at the year end	11	11

19. COMMITMENTS

The company has an operating lease commitment in respect of its office building of £1,168 per month (2022 - £1,134), the lease is on a rolling basis and the lease may be terminated by either the company or the landlord giving three months' notice.

20. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted £	Restricted £	2022 Total £
INCOME AND ENDOWMENTS FROM:				
Donations and sponsorships		122,608	20,709	143,317
Income from charitable activities				
Fundraising		316,178	-	316,178
Investment and other income	5	64,569	-	64,569
TOTAL INCOME AND ENDOWMENTS		503,355	20,709	524,064
EXPENDITURE				
Expenditure on charitable activities				
Direct costs	6	216,450	20,709	237,159
Expenditure on raising funds				
Fundraising costs	7	144,357	-	144,357
Total expenditure	9	360,807	20,709	381,516
NET EXPENDITURE		142,548	-	142,548
Gain/(loss) on investments	10	59,247	-	59,247
Net movement in funds		201,795	-	201,795
Fund balances brought forward	14	1,555,924	295,560	1,851,484
Fund balance as at 31 March 2022	14	1,757,719	295,560	2,053,279

BRITISH FORCES FOUNDATION

England & Wales - Charity number 1075109

Accounts

Charity Number: 1075109

CHARITY COMMISSION COPY

BRITISH FORCES FOUNDATION

(COMPANY LIMITED BY GUARANTEE)

(REGISTERED CHARITY)

TRUSTEES' REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2022

BRITISH FORCES FOUNDATION

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FOR THE YEAR ENDED 31 MARCH 2022

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BRITISH FORCES FOUNDATION

LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2022

Status	The organisation is a company limited by guarantee, incorporated on 30 March 1999 and registered as a charity on 15 April 1999.
Company number	3745373
Charity number	1075109
Registered and Principal office	10A High Street Pewsey Wiltshire SN9 5AQ
Chairman	L Mansfield
Chief Executive (sometimes referred to as 'Director' as a job title but not a director of the company)	M J A Cann
Patron	HRH The Prince of Wales KG KT GCB
Vice-Presidents	Major General Arthur Denaro CBE Admiral Sir Jock Slater GCB LVO DL General The Lord Guthrie GCB LVO OBE
Founder	J C Davidson OBE
Bankers	The Royal Bank of Scotland Holt's Farnborough Branch Lawrie House Victoria Road Farnborough Hampshire GU14 7NR
Solicitors	Appointed on specific needs basis as and when required
Independent Examiner	Simon Ellingham FCA DChA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees have pleasure in presenting their annual report with the accounts of the Charity for the year ended 31 March 2022

Legal and administrative information set out on page 1 forms part of this report. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2015 - Charities SORP (FRS 102), and the Companies Act 2006.

REFERENCE AND ADMINISTRATION DETAILS

British Forces Foundation is a company limited by guarantee and a Charity registered with the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is regulated by its Memorandum and Articles of Association adopted on 30 March 1999 and last amended on 27 February 2005.

The Trustees

All the trustees of the Charity are also directors of the company. The Board of Trustees is responsible for the overall governance of the Charity. There are to be a minimum of three Trustees on the Board, but no maximum is specified.

The directors who served during the year and up to the date of this report were as follows:

	Appointed	Resigned
Mr L Mansfield Chairman	30-Mar-99	
Admiral Sir James Perowne KBE	01-Mar-02	02 Nov 22
Lord Robertson KT GCMG PC	04-Nov-04	
Miss K M Jenkins OBE BMUS (RAM) ARAM	04-May-06	
Lieutenant General P T C Pearson	21-Sep-06	
Sir Gerald Howarth MP	19-Mar-09	
Mr J W C Moir CBE LVO KSG	31-Oct-13	
Air Vice Marshal M Wiles CB CBE	11-Jun-15	
Brigadier A Thomson MSc MBA FIET C Eng	16-Mar-16	
WO1 Michael Turnbull MA	21-May-20	02 Nov 22
WO1 Michael Stanion	02 Nov 22	
Lieutenant General Phil Jones CB CBE DL	02 Nov 22	
Katharine Pooley	01-Mar- 20	

The names of senior executive staff and external auditors of the Charity are set out on page 1.

Definitions:
Input = fundraising, sponsorship and donations.
Output = product of the Charity fulfilling its charitable objectives.

Recruitment, appointment and training of trustees

Trustees are appointed by the members at the next available Trustee meeting of the Charity after nomination by the Trustees as required by the Charity's Articles of Association.

All the Trustees either work for, represent or are trustees of another UK registered charity. In addition, each Trustee is given a copy of CC1 Charity Commission Publications and CC3 The Essential Trustee: What you need to know, on appointment. All new Trustees attend an induction day and a number of discussions with professionals about the work of the Charity, its consummate responsibilities and their responsibilities as a Trustee. The Chief Executive is constantly available to advise Trustees on their responsibilities and recommend Charities Aid Foundation courses. The Charity is a member of the Fundraising Regulator and COBSEO (Confederation of British Service and Ex Service Organisations). The CEO is a member of ACEVO.

Management

In addition to the Governance meeting (AGM - now incorporated into normal Trustee meetings), under normal circumstances the Board will meet on four occasions each year where Trustees review performance and as necessary the future operating plans and budgets. Extraordinary Board meetings are also held when required. The Finance Committee meets approximately six times a year to monitor investments, set the budget and make any adjustments to the financial management. The Fundraising Committee meets four times a year and takes an in-depth look at the risk, style and effectiveness of all fundraising activity. The Charity has approved a Data Protection Policy that includes the new General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

The Board delegate the exercise of certain powers in connection with the management and administration of the Charity to M J A Cann (Chief Executive). This is controlled by requiring regular reporting back to the Board so that all decisions made under delegated power are briefed to the full Board. M J A Cann is responsible for the day-to-day management of the Charity's affairs, all the Charity's operations, and events and for implementing policies agreed by the Board.

Group structure

The Charity is no longer part of any group structure.

Risk Assessment

The Trustees have identified the major risks to which the Charity is exposed, reviewed those risks and have established systems to mitigate those risks. The Charity has a Risk Management Policy and Register that is regularly reviewed by the Executive and Trustees.

ORGANISATION

The Charity's office is in Pewsey, Wiltshire. The Charity employs a full time Chief Executive and Administrative Assistant. The Charity has successfully employed three disabled ex-servicemen and will endeavour to do so again soon. A suitable post has been identified but aspirations have been delayed due to Covid 19 pandemic.

The Charity also retains the services of a Marketing and Research Expert, who manages the website, co-ordinates PR, produces all print material and assists with input and output events and an additional consultant working on special projects. The charity employs the services of a part time Charitable fundraiser (approximately 2 days per month specialising in Trusts and Outdoor events) and a bookkeeping company, Riverview Portfolio Limited a local accounting firm.

Additional expertise and staff are hired to handle specific productions/events/projects whether input or output on a case-by-case basis. These tend to be the same people who are well known to the Charity and particularly good at dealing with the specific difficulties of productions in war zones and on military property. Though not on any retainer, these people are permanently available to the Charity. Their impressive loyalty to the Charity remains worthy of note.

ENVIRONMENTAL CONSIDERATIONS

The Trustees take environmental issues seriously. To that end, they have encouraged, where possible, environmental considerations in all aspects of the Charity's operations. Whilst the Charity's expansion necessitates a high volume of travel and working hours, the Charity endeavours to use trains and public transport wherever possible and continue to minimise air travel.

The Charity has taken advantage of the Government 'Cycle to Work' initiative in the past and one employee regularly 'cycles to work'. This is similar to a policy internally developed by the Charity in previous years. The Charity has fully embraced the local council's recycling scheme.

OBJECTIVES AND ACTIVITIES

The principal objective of the Charity, as set out in the Memorandum and Articles of Association, is to "promote the efficiency of the Armed Forces by charitable means, by promoting the well-being and esprit de corps of all serving personnel primarily through entertainment".

OBJECTIVES AND ACTIVITIES continued

It remains the special intention of the Trustees that the Foundation contributes to the enhancement of both the quantity and quality of live entertainment currently provided to Service men and women both at home and overseas. This is achieved by the Foundation continuing to fund and produce its own shows to entertain the military community, especially, but not exclusively, those on operational tours of duty. The Foundation uses its influence to persuade major artistes to take part in its events and shows as charitable activity (i.e. charging no fee). The Charity will continue to ensure the provision of entertainment be on a 'need' basis evaluated to the outcomes, so as to ensure the right people get the right entertainment of the highest possible quality at the right time for the lowest cost to both the charity and in any formal arrangement the MOD.

The Charity remains contemporary and lateral in its approach as the Trustees seek other methods to enhance troop morale through entertainment and other mediums. There has been significant activity in this area during the year.

The Charity continues to highlight important aspects of welfare to the Ministry of Defence and government in general. In the year, the Charity carried out a few activities in partnership with other sector charities. The Charity will further develop these and other partnerships and is willing to consider a merger with other charities. Although considerable work has been done by the Charity in this area, not least to honour the agenda of COBSEO and the Charity Commission, it has encountered considerable reluctance from all those it has held discussions with. As a corollary to this the Charity also goes out of its way to make it known that it is happy to help and advise others on entertainment, events and using celebrities effectively. A notable exception to this has been with the Burma Star Memorial fund with whom the charity has entered into a Cooperation Agreement.

The Charity is particularly pleased with the effect and popularity of its travelling Pantomime project that tours UK twice a year during the Easter and Christmas periods. The output has grown with demand to 80 shows in UK, Cyprus and Germany in this reporting period. These are very popular with serving families and increasingly single young serving personnel! This will continue to evolve. The effect of Covid meant that a few shows could be 'live' so the charity switched to a live stream and film show that proved very popular.

The role of broadcast media as part of the Charity's output remains a feature of the Foundation's contribution to the Armed Services and to Service men and women. The expansion into making short films such as the annual Christmas message has been a significant development to the Charity's output activity, which will continue to expand in tandem with the Charity's Video on Demand (VOD) and digitisation programme, using social media to further communicate with Service men and women to offer support and boost morale. The Charity is still in discussions (delayed by Covid, Ukraine and MOD intransigence) about a Radio project, a TV one off programme project with BBC/ITV and a short film project.

Research is important to the Charity's activity and the Charity will look to conduct further research in important areas to assist it in providing help and assistance in the geographical areas that need it most and in hitherto neglected areas of welfare. Research is an important aspect of keeping evaluation and monitoring relevant and up to date.

The Charity contributes to a wide number of research projects.

ACHIEVEMENTS AND PERFORMANCE

During the year the Charity was unable to undertake major charitable projects for the benefit of Service men and women in the furtherance of its objectives and activities by putting on shows due to travel and Covid restrictions. Instead the charity continued to ruthlessly maintain reduced costs and by significant levels of volunteering. Tasks were very varied but included organising the traffic at recycling centres, people flow at vaccination centre and even working in Covid ICU wards assisting in times of extreme pressure on the NHS with 'patient handling' and other directed tasks. The charity also coordinated the Covid response for a small rural area close to its office. The Trustees are particularly satisfied with the credibility the Charity maintained throughout the pandemic with the Military and Ministry of Defence (MOD) and also the level of output it achieved in furtherance of its objects alongside significant volunteering tasks. It was only towards the end of the reporting year that any semblance of normal activity began to resume.

Sadly a number of tours to multiple locations around the Middle East and Eastern Europe during the year were set up and then cancelled at short notice due to Operational changes and Covid regulations at home and in destination countries. Nonetheless the charity was keen always to be prepared to go as soon as it was possible. It is very disappointing to report that no shows in Operational Theatres occurred during the year despite there being an obvious need.

ACHIEVEMENTS AND PERFORMANCE continued

A particular achievement of the year was another successful trial and further development of BFF TV (VOD). It is fully tested in the most arduous of deployed conditions and has been extremely well received. The SF trial Unit concluded their report by saying 'we consider it inconceivable that we will deploy without the BFF box again'. Trying to get acknowledgement from civil servants and officers in the welfare space has been extremely frustrating. The reason; considerable lobbying against and misinformation by contractors with a vested interest and in some cases basic inefficiency. What is in no doubt is; the BFF VOD works, is wanted, is extremely popular and is different from anything else that is provided as well as being particularity adapt at servicing the areas most welfare cannot reach. The story is not untypical. Such an innovative and contemporary solution embraced by the young men and women of the Armed Forces will always experience a lag whilst those much older, yet nonetheless in positions to make decisions on their behalf, catch up. The pace of change in habits, taste and use of entertainment is rapid and to an extent the lack of comprehension is understandable. The consequence is however a grave failing to those who deserve better. The charity will continue to be outspoken and forthright on their behalf, especially where it concerns this innovation.

The Trustees are very satisfied with the beneficiary feedback and monitoring and the high praise BFF has received from the Military and PJHQ for its conduct and effectiveness during the year.

The Charity's relations with broadcast media continue to be sound and it has worked on a variety of programmes and projects during this reporting period.

During the year the Charity further developed its digitisation programme, with website development and social media interactivity. These programmes are firmly meant to communicate between the public and those on the frontline. This corollary of the Charity's activity continues to be endorsed by the Charity's on-going 'Lap of Honour' programme/campaign although it is acknowledged that in recent years this has lost momentum due to the lack of kinetic military activity, which is a good thing.

The Trustees are satisfied that the Charity is progressing as intended and are content that the aims of year twenty-two although thwarted by multiple events beyond its control, in so far as was possible were achieved. The Charity's website www.bff.org.uk has detailed accounts of all BFF input and output activity.

Trustees wish to draw particular attention to the fact that the Charity achieves impressive leverage from the donations of individuals' (major stars) time and talent. Independent valuations of such donations in kind far outstrip the total income of the Charity. The Charity is indebted to those who give their time and considerable talent, in difficult circumstances, in this way.

The fundraising targets of the Charity are being reached. A satisfactory level of funding is achieved for the Charity's output activities. It is worthy of note that fundraising is challenging due to economic circumstances however a spectacular and highly successful event organised by Trustee Katharine Pooley to celebrate the 21st year of the charity was held in London.

Trustees are particularly pleased with the Cooperation agreement they entered in December 2021 with the Burma Star Memorial Fund (BSMF). This has already been a great success in reducing both charities running costs by sharing resources and fundraising events. The model is simple and effective to great mutual benefit and is worth repeating.

The Trustees are confident the Charity is achieving all its objectives and continues to be lateral and imaginative in its approach and remains a going concern.

INVESTMENT POLICY and PERFORMANCE

A reserve of cash deposits is held with banks authorised by the Trustees. The purpose of this reserve is to be available to cover fluctuations in cash requirements through the course of the year and to allow for an orderly restructuring of the organisation in the event of a sudden and sharp reduction of income.

The remaining reserves are marked for the medium-term development of the Charity. The most important objective of this fund is to earn the highest total return within an acceptable level of financial risk. The principal investments held at the year end are holdings in the Armed Forces Common Investment Fund with the BlackRock Group, Seven Investment Management Fund and the St James' Place Recovery Fund. Subsequently the investments in Seven Investment Management and the St James' Place Recovery Fund were liquidated after the year end. The investments were monitored regularly during the year against a composite index of benchmarks. The quoted investments showed a capital gain during this year of £59,247 (2021 - £252,929). The investment performance over the period was volatile but satisfactory. Against comparable products the Charity's investments performed very well.

INVESTMENT POLICY and PERFORMANCE continued

As a response to Covid the charity secured a short term (12 month) loan for £150,000 and liquidated considerable investments (35% of holdings) to guarantee it could ride out any fluctuations and meet demand without disruption. The loan was paid off in full during the year.

Trustees are grateful that the policy to build Reserves has proved incredibly prudent during the Transition post Op Herrick, the cancellation of the Live Entertainment contract and uncertainty over MOD welfare funding. As a policy the charity has never relied on MOD funding.

The Charity carried out an Internal Governance review and a Strategic review during the year and is satisfied with its governance procedures and oversight and is monitoring identified areas of potential concern. It believes its current strategy is extant for at least the next two to three years but if then appetite for Operational shows does not return to pre covid levels then a major shift in strategy will be required.

The stress of Covid and Ukraine prove the charity is extremely resilient, flexible and well run.

FINANCIAL REVIEW

Donations and sponsorship of £143,317 (2021 - £137,757) were received in the year. Net assets at the balance sheet date amounted to £2,070,349 (2021 - £1,851,484).

The Trustees are satisfied with the financial position of the Charity at 31 March 2022.

The Trustees have ensured the Charity has fulfilled its legal obligation to PAYE employees by providing for an opted out Pension. The pension scheme through NEST has now been disbanded. One employee had chosen to opt out of the NEST plan prior to it eing disbanded.

RESERVES

The Charity holds reserves that equate to approximately two years' operating costs (including output costs) from which interest is earned and placed in the Charity's general funds.

Financially the Charity is stable but for it to develop further it would be prudent to have greater cash resources to underwrite any potential drop in income and to cope with a possible increase and widening of the demand for activities and new projects.

At the balance sheet date the Charity had free reserves of £384,232 (2021 - £374,212).

PLANS FOR FUTURE PERIODS

The charity hopes to celebrate its 21st year in 2022 as events planned in 2020 and 2021 were postponed due to the pandemic.

During the 24th year of operation the intention of the Charity is to continue as articulated in 2021 *: concentrate on consolidating running costs whilst maximising income through increased event profitability and donations. In particular, the Charity will continue to develop its appeal to Trusts and companies that have been so successful in recent years.*

The Charity will seek to resume its output levels to pre Covid levels, albeit within the constraints of available funds. It will continue to plug the gap created by the termination of the Live Entertainment Worldwide Contract. The Charity expects in the next two years to draw down on its reserves to compensate for this. The Charity will continue to engage with the services to develop a sustainable model by which to provide its output.

Support to Operational personnel will be the charity's main effort, in furtherance of its objects, for the next year. The uncertainty over welfare direction is a challenge for the charity and is frustrating long term planning. Whatever the resolution may be, there is unquestionably an issue that means personnel are missing out on a significant amount of important welfare provision, especially in the areas that seek to mitigate against isolation on Operations. This is an area the Trustees are determined to identify to the Authority and work with them in providing a satisfactory solution.

PLANS FOR FUTURE PERIODS continued

The Charity is aware of the significant beneficial impact it has on 'Unit cohesion" and will remain mindful to maintain that and increase the impact where possible. Little of this activity is achievable under Covid restrictions. The inability to collect an audience together and travel safely overseas under Covid restrictions to all intents and purposes cancelled the live events and fundraising plans of the financial year 2020/21 and three quarters of 2021/22: core activities to Output and Input.

The campaign to establish a greater understanding of the Charity's status in the eyes of the MOD and Services is in progress and has been partially successful but must continue in perpetuity due to the high turnover of personnel with the Ministry. This point has become more evident in the last year. The Charity feels strongly that it could play a significant role using its celebrity contacts to more effectively 'message' welfare issues to service personnel. It now believes it has been successful in moving entertainment to a 'need' footing. BFF projects remain the highest profile and effective provision of entertainment to the Armed Forces.

The Charity will always be open to discussion and keen to participate fully in Joint Ventures with other charities. It will also continue to seek out possible merger opportunities.

VOD (BFFTV) project development will continue. Its potential expands all the time but the charity can not help being disappointed at the lack of understanding and engagement with the MOD.

The Charity believes it has a strong and positive role to play with positive 'messaging' to the serving community and is looking at how this can be effectively achieved.

The Charity will consider in detail the concept of forming a grant giving Foundation/Trust for morale projects to further help with the demand created by the contract demise but also as an expansion of its charitable activity for serving personnel.

The impact of the Charity's benefit to Service men and women, families and others is measured by an approved qualitative monitoring process. The effect on morale and esprit de corps is beneficial at both group and individual level. Testimonies from serving personnel, family members and commanding officers show that the Charity's activities have a positive impact on those serving or injured. The Charity commissioned an independent report on 'morale' published in 2012 by the Institute of Psychiatry at King's College London University, which looked in detail at the impact and effect of its projects. The conclusion was that the Charity makes a significant impact to morale and the feeling of support from the general public and that the creation of such conditions has a significant effect along with other conditions in reducing the incidents of stress and mental disorders later on. Recent experience in the reporting period has further endorsed this view. The Charity intends to commission further research for publication in 2024.

In these difficult financial times, government welfare budgets are being cut and therefore the role of charities particularly those that assist 'serving' military personnel will become more important and significant. The Charity is in a strong position to expand into areas of welfare that may no longer be publicly funded and to work in partnership with MOD to this end. This will be a particular area of focus in 2022/23.

The Trustees plan to build up funds to a level that will guarantee the Charity's long-term future and provide a greater measure of confidence in its ability to deliver quality output to the Services. Last year we wrote *"Despite our endless optimism Covid has been simultaneously a metaphoric pain in the arse and kick in the teeth! (to coin a few phrases). Nonetheless it remains the intention to replace and then increase any lost reserves under investment, the interest from which will help guarantee a satisfactory minimum level of output in the future "*. The year of this reporting has not brought cause to change the Trustees opinion!

Trustees would like to emphasise that the significance of VOD should not be underestimated.

2023/24 will also see a comprehensive and forensic review of all the charities activities and produce a revision of the 2017 Strategy.

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit for that period. In preparing these accounts, the Trustees are required to:

a) Select suitable accounting policies and then apply them consistently.
b) Observe the methods and principles of the Charities SORP 2015 (FRS 102).
c) Make judgements and accounting estimates that are reasonable and prudent.
d) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
e) 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

EXEMPTION

The Trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees on 7/12/22 and signed on their behalf by

Laura Mansfield

L Mansfield - Chairman
Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF

BRITISH FORCES FOUNDATION

I report to the charity trustees on my examination of the accounts of British Forces Foundation for the year ended 31 March 2022, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in Section 145 of the Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Simon Ellingham FCA DChA
Fawcetts LLP
Chartered Accountants
Windover House
St. Ann Street
Salisbury
SP1 2DR

13 December 2022

Date

BRITISH FORCES FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES

(INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted £	Restricted £	2022 Total £	2021 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and sponsorships		122,608	20,709	143,317	137,757
Income from charitable activities					
Fundraising		316,178	-	316,178	27,057
Investment and other income	5	64,569	-	64,569	75,429
TOTAL INCOME AND ENDOWMENTS		503,355	20,709	524,064	240,243
EXPENDITURE ON:					
Charitable activities					
Direct costs	6	216,450	20,709	237,159	193,684
Raising funds					
Fundraising costs	7	144,357	-	144,357	60,409
Total expenditure	9	360,807	20,709	381,516	254,093
NET (EXPENDITURE)/INCOME		142,548	-	142,548	(13,850)
Gain/(loss) on investments	10	59,247	-	59,247	252,929
Net movement in funds		201,795	-	201,795	239,079
Fund balances brought forward	14	1,555,924	295,560	1,851,484	1,612,405
Fund balances as at 31 March 2022	14	1,757,719	295,560	2,053,279	1,851,484

Details of comparatives by fund are disclosed in Note 20.
All of the above results are derived from continuing activities. There were no recognised gains or losses other than those stated above.

BRITISH FORCES FOUNDATION

(Company number 3745373)

BALANCE SHEET

AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible fixed assets	11	4,260	7,060
Investments	10	1,383,297	1,171,652
Investment in Joint Venture		-	-
		1,387,557	1,178,712
Current assets			
Stock		29,474	29,977
Debtors	12	8,511	49,438
Cash at bank and in hand		661,678	798,192
		699,663	877,607
Creditors: amounts due within one year	13	33,941	204,835
Net current assets		665,722	672,772
Net assets		2,053,279	1,851,484
Funds			
Unrestricted funds:	14	1,757,719	1,555,924
Restricted funds	14	295,560	295,560
Total funds	15	2,053,279	1,851,484

For the year ending 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

1 The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

2 The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved and authorised for issue by the trustees on 7/12/22 and signed on their behalf by

Laura Mansfield

L Mansfield - Chairman
Trustee

BRITISH FORCES FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash provided used in operating activities:	16	97,560	(91,975)
Cash flows from investing activities:			
Purchase of fixed assets		(964)	-
Sale of fixed assets		-	214
Disposal of investments		-	500,100
Purchase of investments		(100,000)	-
Cash provided used in investment activities:		(100,964)	(37,606)
Cash flows from financing activities:			
Loan received		-	150,000
Loan repayments		(150,000)	-
		(150,000)	150,000
Increase/ (Decrease) in cash and cash equivalents in the year		(153,404)	558,339
Cash and cash equivalents at the beginning of the year		798,192	239,853
Cash and cash equivalents at the end of the year		644,788	798,192

1. ACCOUNTING POLICIES

a) British Forces Foundation is a company limited by guarantee incorporated and registered in England and Wales. The charity constitutes a Public Benefit Entity as defined by FRS 102. 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 Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP 2015 (FRS 102)), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Sterling (£) which is the functional currency of the charitable company.

b) Donations, grants and legacies are recognised in full in the statement of financial activities in the year in which they are receivable. When donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable. Donated items, assets or services are included at the market value at the time of receipt and are unrestricted unless disclosed otherwise.

c) All investment income, including deposit interest, is shown on the basis of amounts received and receivable.

d) All resources expended are accounted for on an accruals basis. Costs are classified under headings that aggregate all similar costs and which can then be related to costs of generating funds, charitable activities and governance costs. Where costs cannot be directly attributed to those expenditure categories they are attributed to management and administration, which in turn is re-allocated to fundraising costs, charitable activities and governance costs. Governance costs are those associated with constitutional and statutory requirements.

e) Quoted investments are included in the accounts at market value as at 31 March 2022. The unquoted investments are included in the accounts at cost plus attributable accrued interest.

f) Gains/losses arising on disposal are recognised in the income and expenditure account and credited/charged to the accumulated fund.

g) 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.

h) Depreciation is provided at rates calculated to write down the cost or valuation, less estimated residual value, of each asset over its expected useful life. The depreciation rates in use are as follows:

Sound and lighting equipment	20% straight line basis
Property improvements	20% straight line basis
Fixtures and fittings	25% straight line basis
Office equipment	25% straight line basis
Computer equipment	33% straight line basis

i) Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

j) Unrestricted funds are donations and other incoming resourced receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

k) Designated funds are unrestricted funds set aside by the Trustees for particular purposes.

l) Restricted funds are those where the donor has specifically restricted the purpose for which they can be used. The balance in the fund represents the amount still remaining for future expenditure.

m) Debtors are measured at their recoverable amounts.

n) Creditors and provisions are recognised where the company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. ACCOUNTING POLICIES (CONTINUED)

o) The company makes contributions into one employee's personal pension scheme. The contributions to the scheme are charged to the profit and loss account as they accrue.

p) Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the profit and loss account.

q) The charity has received support from the UK Government as part of a package of measures introduced to support businesses during the coronavirus pandemic. Government grants are recognised in the financial statements in the period in which they become receivable.

2. NET INCOME AND ENDOWMENTS

Income and endowments are derived wholly from within the United Kingdom.

3. STAFF COSTS

Staff costs were as follows:	2022	2021
	£	£
Salaries and wages	102,563	81,541
Social security costs	8,933	4,292
Other pension costs	21,783	11,897
	133,279	97,730

During the year there were termination payments made which amounted to £Nil (2021 - £10,250).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total remuneration of the key management personnel was £102,563 (2021 - £58,811). The key management personnel also received pension contributions totalling £21,783 (2021 - £11,465).

The average number of employees analysed by function was:

	2022	2021
	No.	No.
Generating funds	1	1
Furtherance of the charity's objects	1	1
	2	2

Trustees are not remunerated. During the year one trustee received reimbursed expenses of £63 (2021: £Nil)

4. TAXATION

The Foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

5. INVESTMENT AND OTHER INCOME

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Bank interest - gross	69	-	69	131
Rents receivable	12,100	-	12,100	6,500
Investment income	52,400	-	52,400	49,200
Covid-19 business support grants	-	-	-	8,000
Coronavirus job rentention scheme	-	-	-	11,598
	64,569	-	64,569	75,429

6. DIRECT COSTS

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Charitable output expenses	22,223	20,709	42,932	49,526
Share of support costs (note 8)	194,227	-	194,227	144,158
	216,450	20,709	237,159	193,684

7. FUNDRAISING COSTS

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Fundraising costs	79,615	-	79,615	12,356
Share of support costs (note 8)	64,742	-	64,742	48,053
	144,357	-	144,357	60,409

8 SUPPORT COSTS

	2022	2021
	£	£
Bank charges and interest	955	222
Consultancy fees	50,666	41,884
Accountancy	3,780	3,600
Bookkeeping	1,248	828
Depreciation	3,764	4,708
General expenses	3,467	5,149
Insurance	2,005	2,028
Printing, postage and stationery	415	678
Rent and rates	14,935	14,752
Repairs and equipment hire	2,489	4,467
Salaries and NIC	150,169	97,730
Subscriptions and donations	855	4,584
Telephone and electricity	5,756	4,133
Travel and entertaining	15,303	4,724
Website	428	288
Computer expenses	2,392	1,185
Marketing	342	-
Loss on disposal of assets	-	1,251
	258,969	192,211

	2022	2021
	£	£
Allocated to:		
Costs of Charitable Activities (output costs) (note 6) 75%	194,227	144,158
Fundraising costs (input costs) (note 7) 25%	64,742	48,053
	258,969	192,211

9. EXPENDITURE

	Support Costs £	Other Costs £	Total 2022 £	Total 2021 £
Expenditure on direct costs				
Output expenses	194,227	42,932	237,159	193,684
Expenditure on raising funds				
Fundraising costs	64,742	79,615	144,357	60,409
Total expenditure	258,969	122,547	381,516	254,093

10. INVESTMENTS

	Quoted £	Unquoted £	Total £
Group			
Market value			
1 April 2021	1,160,278	11,374	1,171,652
Additions	100,000	-	100,000
Disposals	-	(2)	(2)
Reinvestments	52,400	-	52,400
(Loss)/Gain in the year	59,003	244	59,247
Market value			
31 March 2022	1,371,681	11,616	1,383,297
Historical cost			
31 March 2022	484,851	7,000	491,851

11. TANGIBLE FIXED ASSETS

	Sound & lighting equipment £	Property improv-ements £	Fixtures & fittings £	Office equipment £	Computer equipment £	Total £
Cost						
At 1 April 2021	21,367	5,354	14,732	10,104	14,577	66,134
Additions	-	-	-	410	554	964
Disposals	-	-	-	-	-	-
At 31 March 2022	21,367	5,354	14,732	10,514	15,131	67,098
Depreciation						
At 1 April 2021	17,668	5,354	13,738	10,104	12,210	59,074
Charge for the year	1,045	-	411	17	2,291	3,764
Eliminated on disposals	-	-	-	-	-	-
At 31 March 2022	18,713	5,354	14,149	10,121	14,501	62,838
Net book value						
At 31 March 2022	2,654	-	583	393	630	4,260
At 31 March 2021	3,699	-	994	-	2,367	7,060

12. DEBTORS

	2022 £	2021 £
Trade debtors	1,960	-
Prepayments and accrued income	6,551	49,438
	8,511	49,438

13. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	3,179	30,925
Social security and other taxes	3,946	1,567
Accruals and deferred income	21,999	16,907
Other creditors	4,817	5,434
Amount due to subsidiary	-	2
Bank loan	-	150,000
	33,941	204,835

14. ANALYSIS OF FUNDS

	Balance at 1.4.21 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance at 31.3.22 £
Unrestricted funds					
General fund	1,552,924	503,355	(301,560)	-	1,754,719
Designated tangible asset fund	3,000	-	-	-	3,000
Total unrestricted funds	1,555,924	503,355	(301,560)	-	1,757,719
Restricted funds					
Panto Bus	-	20,709	(20,709)	-	-
Libor Grant	295,560	-	-	-	295,560
Total restricted funds	295,560	20,709	(20,709)	-	295,560
Total funds	**1,851,484**	**524,064**	**(322,269)**	**-**	**2,053,279**

Panto Bus The donations were given towards the cost of the Panto Bus entertaining Forces families in the UK.

Libor Grant The grant was given to support costs towards performing shows for military personnel.

15. ALLOCATION OF NET ASSETS

	Unrestricted General fund £	Unrestricted Designated fund £	Restricted fund £	**Total £**
Tangible assets	4,260	-	-	**4,260**
Investments	1,383,297	-	-	**1,383,297**
Net current (liabilities)/assets	384,232	3,000	295,560	**682,792**
	1,771,789	3,000	295,560	**2,070,349**

16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income/(expenditure) for the year as per SOFA	142,548	(13,850)
Adjustments for:		
Depreciation of tangible fixed assets	3,764	4,708
Decrease/(Increase) in debtors	40,927	2,748
(Decrease) in creditors	(37,782)	(38,956)
Non cash investment income	(52,400)	(49,200)
Decrease in stock	503	1,324
Loss on disposal of assets	-	1,251
Net cash flow from operating activities	97,560	(91,975)

17. RELATED PARTY TRANSACTIONS

The Charity paid £12,000 (2021 - £12,000) rent, £1,736 (2021 - £1,608) service charges and £1,200 (2021 - £698) other business supplies to CU2 Limited. CU2 Limited is a company in which M J A Cann is a director and Mrs E Cann, wife of M J A Cann, is a director and sole shareholder. At the year end there was an amount outstanding of £2,333 (2021 - £Nil).

The Charity paid £6,200 (2021 - £3,300) for fundraising support to Chariadmin Ltd a company in which M J A Cann is a director.

18. MEMBERS GUARANTEE

The company is incorporated under the Companies Act 1985 and not having a share capital, is limited by guarantee. The guarantee of each member is limited to a maximum of £10 and is for a maximum period of 12 months after ceasing to be a member. The position at the year end concerning members giving a guarantee was as follows:

	2022	2021
Number of members giving a guarantee at the year end	11	11

19. COMMITMENTS

The company has an operating lease commitment in respect of its office building of £12,000 per annum (2021 - £12,000) for three years expiring 30 April 2022. The lease may be terminated by either the company or the landlord giving three months' notice.

20. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted £	Restricted £	2021 Total £
INCOME AND ENDOWMENTS FROM:				
Donations and sponsorships		96,357	41,400	137,757
Income from charitable activities				
Fundraising		27,057	-	27,057
Investment and other income	5	75,429	-	75,429
TOTAL INCOME AND ENDOWMENTS		198,843	41,400	240,243
EXPENDITURE				
Expenditure on charitable activities				
Direct costs	6	109,846	83,838	193,684
Expenditure on raising funds				
Fundraising costs	7	60,409	-	60,409
Total expenditure	9	170,255	83,838	254,093
NET EXPENDITURE		28,588	(42,438)	(13,850)
Gain/(loss) on investments	10	252,929	-	252,929
Net movement in funds		281,517	(42,438)	239,079
Fund balances brought forward	14	1,274,407	337,998	1,612,405
Fund balance as at 31 March 2021	14	1,555,924	295,560	1,851,484

BRITISH FORCES FOUNDATION

England & Wales - Charity number 1075109

Accounts

BRITISH FORCES FOUNDATION

(COMPANY LIMITED BY GUARANTEE)

(REGISTERED CHARITY)

TRUSTEES' REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2021

BRITISH FORCES FOUNDATION

CONTENTS TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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BRITISH FORCES FOUNDATION

LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2021

Status	The organisation is a company limited by guarantee, incorporated on 30 March 1999 and registered as a charity on 15 April 1999.
Company number	3745373
Charity number	1075109
Registered and Principal office	10A High Street Pewsey Wiltshire SN9 5AQ
Chairman	L Mansfield
Chief Executive (sometimes referred to as 'Director' as a job title but not a director of the company)	M J A Cann
Patron	HRH The Prince of Wales KG KT GCB
Vice-Presidents	Major General Arthur Denaro CBE Admiral Sir Jock Slater GCB LVO DL General The Lord Guthrie GCB LVO OBE
Founder	J C Davidson OBE
Bankers	The Royal Bank of Scotland Holt's Farnborough Branch Lawrie House Victoria Road Farnborough Hampshire GU14 7NR
Solicitors	Appointed on specific needs basis as and when required
Independent Examiner	Simon Ellingham FCA DChA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

BRITISH FORCES FOUNDATION
(COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees have pleasure in presenting their annual report with the accounts of the Charity for the year ended 31 March 2021.

Legal and administrative information set out on page 1 forms part of this report. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2015 - Charities SORP (FRS 102), and the Companies Act 2006.

REFERENCE AND ADMINISTRATION DETAILS

British Forces Foundation is a company limited by guarantee and a Charity registered with the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is regulated by its Memorandum and Articles of Association adopted on 30 March 1999 and last amended on 27 February 2005.

The Trustees

All the trustees of the Charity are also directors of the company. The Board of Trustees is responsible for the overall governance of the Charity. There are to be a minimum of three Trustees on the Board, but no maximum is specified.

The directors who served during the year and up to the date of this report were as follows:

		Appointed	Resigned
Mr L Mansfield	Chairman	30-Mar-99	
Admiral Sir James Perowne KBE		01-Mar-02	
Lord Robertson KT GCMG PC		04-Nov-04	
Miss K M Jenkins OBE BMUS (RAM) ARAM		04-May-06	
Lieutenant General P T C Pearson		21-Sep-06	
Sir Gerald Howarth MP		19-Mar-09	
Mr J W C Moir CBE LVO KSG		31-Oct-13	
Air Vice Marshal M Wiles CB CBE		11-Jun-15	
Brigadier A Thomson MSc MBA FIET C Eng		16-Mar-16	
CWO Nicholas Sharland		06-Mar-17	21 -May- 20
WO1 Michael Turnbull MA		21-May-20	
Katharine Pooley		01-Mar- 20	

The names of senior executive staff and external auditors of the Charity are set out on page 1.

Definitions:
Input = fundraising, sponsorship and donations.
Output = product of the Charity fulfilling its charitable objectives.

Recruitment, appointment and training of trustees

Trustees are appointed by the members at the next available Trustee meeting of the Charity after nomination by the Trustees as required by the Charity's Articles of Association.

All the Trustees either work for, represent or are trustees of another UK registered charity. In addition, each Trustee is given a copy of CC1 Charity Commission Publications and CC3 The Essential Trustee: What you need to know, on appointment. All new Trustees attend an induction day and a number of discussions with professionals about the work of the Charity, its consummate responsibilities and their responsibilities as a Trustee. The Chief Executive is constantly available to advise Trustees on their responsibilities and recommend Charities Aid Foundation courses. The Charity is a member of the Fundraising Regulator and COBSEO (Confederation of British Service and Ex Service Organisations). The CEO is a member of ACEVO.

Management

In addition to the Governance meeting (AGM - now incorporated into normal Trustee meetings), under normal circumstances the Board will meet on four occasions each year where Trustees review performance and as necessary the future operating plans and budgets. Extraordinary Board meetings are also held when required. The Finance Committee meets approximately six times a year to monitor investments, set the budget and make any adjustments to the financial management. The Fundraising Committee meets four times a year and takes an in-depth look at the risk, style and effectiveness of all fundraising activity. The Charity has approved a Data Protection Policy that includes the new General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

The Board delegate the exercise of certain powers in connection with the management and administration of the Charity to M J A Cann (Chief Executive). This is controlled by requiring regular reporting back to the Board so that all decisions made under delegated power are briefed to the full Board. M J A Cann is responsible for the day-to-day management of the Charity's affairs, all the Charity's operations, and events and for implementing policies agreed by the Board.

Group structure

The Charity is no longer part of any group structure, Forces Events Limited was dissolved in April 2021.

Risk Assessment

The Trustees have identified the major risks to which the Charity is exposed, reviewed those risks and have established systems to mitigate those risks. The Charity has a Risk Management Policy and Register that is regularly reviewed by the Executive and Trustees.

ORGANISATION

The Charity's office is in Pewsey, Wiltshire. The Charity employs a full time Chief Executive and Administrative Assistant. The Charity has successfully employed three disabled ex-servicemen and will endeavour to do so again in the near future. A suitable post has been identified but aspirations have been delayed due to Covid 19 pandemic.

The Charity also retains the services of a Marketing and Research Expert, who manages the website, co-ordinates PR, produces all print material and assists with input and output events and an additional consultant working on special projects. The charity employs the services of a part time Charitable Trust fundraiser (approximately 2 days per month) and a bookkeeping company, Riverview Portfolio Limited a local accounting firm.

Additional expertise and staff are hired to handle specific productions/events/projects whether input or output on a case-by-case basis. These tend to be the same people who are well known to the Charity and particularly good at dealing with the specific difficulties of productions in war zones and on military property. Though not on any retainer, these people are permanently available to the Charity. Their impressive loyalty to the Charity remains worthy of note.

ENVIRONMENTAL CONSIDERATIONS

The Trustees take environmental issues seriously. To that end, they have encouraged, where possible, environmental considerations in all aspects of the Charity's operations. Whilst the Charity's expansion necessitates a high volume of travel and working hours, the Charity endeavours to use trains and public transport wherever possible and continue to minimise air travel.

The Charity has taken advantage of the Government 'Cycle to Work' initiative in the past and one employee regularly 'cycles to work'. This is similar to a policy internally developed by the Charity in previous years. The Charity has fully embraced the local council's recycling scheme.

OBJECTIVES AND ACTIVITIES

The principal objective of the Charity, as set out in the Memorandum and Articles of Association, is to "promote the efficiency of the Armed Forces by charitable means, by promoting the well-being and esprit de corps of all serving personnel primarily through entertainment".

OBJECTIVES AND ACTIVITIES continued

It remains the special intention of the Trustees that the Foundation contributes to the enhancement of both the quantity and quality of live entertainment currently provided to Service men and women both at home and overseas. This is achieved by the Foundation continuing to fund and produce its own shows to entertain the military community, especially, but not exclusively, those on operational tours of duty. The Foundation uses its influence to persuade major artistes to take part in its events and shows as charitable activity (i.e. charging no fee). The Charity will continue to ensure the provision of entertainment be on a 'need' basis evaluated to the outcomes, so as to ensure the right people get the right entertainment of the highest possible quality at the right time for the lowest cost to both the charity and in any formal arrangement the MOD.

The Charity remains contemporary and lateral in its approach as the Trustees seek other methods to enhance troop morale through entertainment and other mediums.

The Charity continues to highlight important aspects of welfare to the Ministry of Defence and government in general. In the year, the Charity carried out a few activities in partnership with other sector charities. The Charity will further develop these and other partnerships and is willing to consider a merger with other charities. Although considerable work has been done by the Charity in this area, not least to honour the agenda of COBSEO and the Charity Commission, it has encountered considerable reluctance from all those it has held discussions with. As a corollary to this the Charity also goes out of its way to make it known that it is happy to help and advise others on entertainment, events and using celebrities effectively.

The Charity is particularly pleased with the effect and popularity of its travelling Pantomime project that tours UK twice a year during the Easter and Christmas periods. The output has grown with demand to 80 shows in UK, Cyprus and Germany in this reporting period. These are very popular with serving families and increasingly single young serving personnel! This will continue to evolve. The effect of Covid meant that few shows could be 'live' so the charity switched to a live stream and film show that proved very popular.

The role of broadcast media as part of the Charity's output remains a feature of the Foundation's contribution to the Armed Services and to Service men and women. The expansion into making short films such as the annual Christmas message has been a significant development to the Charity's output activity, which will continue to expand in tandem with the Charity's Video on Demand (VOD) and digitisation programme, using social media to further communicate with Service men and women to offer support and boost morale. The Charity is still in discussions (delayed by guess what) about a Radio project, a TV one off programme project with BBC/ITV and a short film project.

Research is important to the Charity's activity and the Charity will look to conduct further research in important areas to assist it in providing help and assistance in the geographical areas that need it most and in hitherto neglected areas of welfare. Research is an important aspect of keeping evaluation and monitoring relevant and up to date.

The Charity contributes to a wide number of research projects.

ACHIEVEMENTS AND PERFORMANCE

During the year the Charity was unable to undertake major charitable projects for the benefit of Service men and women in the furtherance of its objectives and activities by putting on shows due to travel and Covid restrictions. Instead the charity ruthlessly cut costs by over 50%, mainly through pay cuts (up to 50%) agreed with staff and by significant levels of volunteering. Over 3000 hours were completed by the CEO alone. Tasks were very varied but included organising the traffic at recycling centres, people flow at vaccination centre and even working in Covid ICU wards assisting in times of extreme pressure on the NHS with 'patient handling' and other directed tasks. The charity also coordinated the Covid response for a small rural area close to its office. The Trustees are particularly satisfied with the credibility the Charity maintained throughout the pandemic with the Military and Ministry of Defence (MOD) and also the level of output it achieved in furtherance of its objects alongside significant volunteering tasks.

Sadly a number of tours to multiple locations around the Middle East during the year were set up and then cancelled at short notice due to changes in Covid regulations at home and in destination countries. Nonetheless the charity was keen always to be prepared to go as soon as it was possible. Therefore the number of shows in Operational Theatres decreased during the year.

ACHIEVEMENTS AND PERFORMANCE continued

A particular achievement of the year was the successful trial of BFF VOD. It is fully tested in the most arduous of deployed conditions and has been extremely well received. The SF trial Unit concluded their report by saying 'we consider it inconceivable that we will deploy without the BFF box again'. Trying to get acknowledgement from civil servants and officers in the welfare space has been extremely frustrating. The reason; considerable lobbying against and misinformation by contractors with a vested interest and in some cases basic inefficiency. What is in no doubt is; the BFF VOD works, is wanted, is extremely popular and is different from anything else that is provided as well as being particularity adapt at servicing the areas most welfare cannot reach. The story is not untypical. Such an innovative and contemporary solution embraced by the young men and women of the Armed Forces will always experience a lag whilst those much older, yet nonetheless in positions to make decisions on their behalf, catch up. The pace of change in habits, taste and use of entertainment is rapid and to an extent the lack of comprehension is understandable. The consequence is however a grave failing to those who deserve better. The charity will continue to be outspoken and forthright on their behalf, especially where it concerns this innovation.

The Trustees are very satisfied with the beneficiary feedback and monitoring and the high praise BFF has received from the Military and PJHQ for its conduct and effectiveness during the year.

Compensating for the cancelled contract whilst maintaining historic levels of output has presented a real challenge to the Charity's resources as the volume of work and the commensurate expense has increased above expectation. The argument for the contract being cancelled due to a lack of 'requirement' has been seen by events to be wrong. The evidence and irony of this has been the significant demand from Units themselves and not least the former contracting Authority (PJHQ and RN) itself. A successful bid for Libor funds has offered significant assistance (starting April 2017) albeit with the increased burden of the Charity having to raise an extra £200,000 per annum to support the 'welfare gap' programme and a further estimated £300,000 pa to compensate for the cancellation of the contract altogether. The Trustees are delighted at how well the charity responded to this challenge and especially that it has maintained a very high and consistent level of quality output. The numerous testimonials, letters and social media posts from beneficiaries highlight this effect (published on the website). This situation converging into Covid has not been helpful but the charity remains strong and cognisant of this challenge ahead.

The Charity's relations with broadcast media continue to be sound and it has worked on a variety of programmes and projects during this reporting period.

During the year the Charity further developed its digitisation programme, with website development and social media interactivity. These programmes are firmly meant to communicate between the public and those on the frontline. This corollary of the Charity's activity continues to be endorsed by the Charity's on-going 'Lap of Honour' programme/campaign although it is acknowledged that in recent years this has lost momentum due to the lack of kinetic military activity, which is a good thing.

The Trustees are satisfied that the Charity is progressing as intended and are content that the aims of year twenty one, in so far as was possible have been achieved. The Charity's website www.bff.org.uk has detailed accounts of all BFF input and output activity.

Trustees wish to draw particular attention to the fact that the Charity achieves impressive leverage from the donations of individuals' (major stars) time and talent. Independent valuations of such donations in kind far outstrip the total income of the Charity. The Charity is indebted to those who give their time and considerable talent, in difficult circumstances, in this way.

The fundraising targets of the Charity are being reached. A satisfactory level of funding is achieved for the Charity's output activities. It is worthy of note that fundraising is challenging due to economic circumstances.

The Trustees are confident the Charity is achieving all its objectives and continues to be lateral and imaginative in its approach and remains a going concern.

INVESTMENT POLICY and PERFORMANCE

A reserve of cash deposits is held with banks authorised by the Trustees. The purpose of this reserve is to be available to cover fluctuations in cash requirements through the course of the year and to allow for an orderly restructuring of the organisation in the event of a sudden and sharp reduction of income.

INVESTMENT POLICY and PERFORMANCE continued

The remaining reserves are marked for the medium-term development of the Charity. The most important objective of this fund is to earn the highest total return within an acceptable level of financial risk. The principal investments are holdings in the Armed Forces Common Investment Fund with the BlackRock Group, Seven Investment Management Fund and in the St James' Place Recovery Fund. The investments were monitored regularly during the year against a composite index of benchmarks. The quoted investments showed a capital gain during this year of £252,404 (2020 - £115,948 loss). The investment performance over the period was good. Against comparable products the Charity's investments performed very well.

As a response to Covid the charity secured a short term (12 month) loan for £150,000 and liquidated considerable investments (35% of holdings) to guarantee it could ride out any fluctuations and meet demand without disruption.

Trustees are grateful that the policy to build Reserves has proved incredibly prudent during the Transition post Op Herrick, the cancellation of the Live Entertainment contract and uncertainty over MOD welfare funding. As a policy the charity has never relied on MOD funding.

The Charity carried out an Internal Governance review and a Strategic review during the year and is satisfied with its governance procedures and oversight and is monitoring identified areas of potential concern. It believes its current strategy is extant for at least the next two years. The stress of Covid prove the charity is extremely resilient, flexible and well run.

FINANCIAL REVIEW

Donations and sponsorship of £137,757 (2020 - £500,266) were received in the year. Net assets at the balance sheet date amounted to £1,851,484 (2020 - £1,612,405).

The Trustees are satisfied with the financial position of the Charity at 31 March 2021.

The Trustees have ensured the Charity has fulfilled its legal obligation to PAYE employees by providing a Workplace Pension through NEST. One employee has chosen to opt out of the NEST plan.

RESERVES

The Charity holds reserves that equate to approximately two years' operating costs (including output costs) from which interest is earned and placed in the Charity's general funds.

Financially the Charity is stable but for it to develop further it would be prudent to have greater cash resources to underwrite any potential drop in income and to cope with a possible increase and widening of the demand for activities and new projects.

At the balance sheet date the Charity had free reserves of £374,212 (2020 - £138,549).

PLANS FOR FUTURE PERIODS

The charity hopes to celebrate its 21st year in 2021 as all events planned in 2020 have been postponed.

During the 23rd year of operation the intention of the Charity is to: *continue to concentrate on consolidating running costs whilst maximising income through increased event profitability and donations. In particular, the Charity will continue to develop its appeal to Trusts and companies that have been so successful in recent years.*

The Charity will seek to resume its output levels to pre Covid levels, albeit within the constraints of available funds. It will continue to plug the gap created by the termination of the Live Entertainment Worldwide Contract. The Charity expects in the next two years to draw down on its reserves to compensate for this. The Charity will continue to engage with the services to develop a sustainable model by which to provide its output.

Support to Operational personnel will be the charity's main effort, in furtherance of its objects, for the next year. The uncertainty over welfare direction is a challenge for the charity and is frustrating long term planning. Whatever the resolution may be, there is unquestionably an issue that means personnel are missing out on a significant amount of important welfare provision, especially in the areas that seek to mitigate against isolation on Operations. This is an area the Trustees are determined to identify to the Authority and work with them in providing a satisfactory solution.

PLANS FOR FUTURE PERIODS continued

The Charity is aware of the significant beneficial impact it has on 'Unit cohesion" and will remain mindful to maintain that and increase the impact where possible. Little of this activity is achievable under Covid restrictions. The inability to collect an audience together and travel safely overseas under Covid restrictions to all intents and purposes cancelled the live events and fundraising plans of the financial year 2020/21 and is having a similar impact of the first two quarters of 2021/22: core activities to Output and Input.

The campaign to establish a greater understanding of the Charity's status in the eyes of the MOD and Services is in progress and has been partially successful but must continue in perpetuity due to the high turnover of personnel with the Ministry. This point has become more evident in the last year. The Charity feels strongly that it could play a significant role using its celebrity contacts to more effectively 'message' welfare issues to service personnel. It now believes it has been successful in moving entertainment to a 'need' footing. BFF projects remain the highest profile and effective provision of entertainment to the Armed Forces.

The Charity will always be open to discussion and keen to participate fully in Joint Ventures with other charities. It will also continue to seek out possible merger opportunities.

VOD (BFFTV) project development will continue.

The Charity believes it has a strong and positive role to play with positive 'messaging' to the serving community and is looking at how this can be effectively achieved.

The Charity will consider in detail the concept of forming a grant giving Foundation/Trust for morale projects to further help with the demand created by the contract demise but also as an expansion of its charitable activity for serving personnel.

The impact of the Charity's benefit to Service men and women, families and others is measured by an approved qualitative monitoring process. The effect on morale and esprit de corps is beneficial at both group and individual level. Testimonies from serving personnel, family members and commanding officers show that the Charity's activities have a positive impact on those serving or injured. The Charity commissioned an independent report on 'morale' published in 2012 by the Institute of Psychiatry at King's College London University, which looked in detail at the impact and effect of its projects. The conclusion was that the

Charity makes a significant impact to morale and the feeling of support from the general public and that the creation of such conditions has a significant effect along with other conditions in reducing the incidents of stress and mental disorders later on. Recent experience in the reporting period has further endorsed this view. The Charity intends to commission further research for publication in 2023.

In these difficult financial times, government welfare budgets are being cut and therefore the role of charities particularly those that assist 'serving' military personnel will become more important and significant. The Charity is in a strong position to expand into areas of welfare that may no longer be publicly funded and to work in partnership with MOD to this end. This will be a particular area of focus in 2021/22.

The Trustees plan to build up funds to a level that will guarantee the Charity's long-term future and provide a greater measure of confidence in its ability to deliver quality output to the Services. Last year we wrote *"Despite our endless optimism Covid has been simultaneously a metaphoric pain in the arse and kick in the teeth! (to coin a few phrases). Nonetheless it remains the intention to replace and then increase any lost reserves under investment, the interest from which will help guarantee a satisfactory minimum level of output in the future ".* The year of this reporting has not brought cause to change the Trustees opinion!

2021 will in effect be the year in which we celebrate The British Forces Foundations 21st year and significant beneficiary focused events are being planned.

2021/22 will also see a comprehensive and forensic review of all the charities activities and produce a revision of the 2017 Strategy.

21 Years Of The
BRITISH FORCES
FOUNDATION

The BFF at work

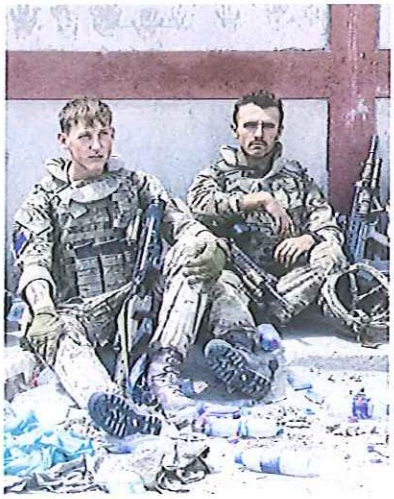


Front line

"The British Forces Foundation's assistance has been critical to supporting the moral component and enabling us to maintain cohesion and motivation for those isolated in quarantine."

Director Crisis Operations Cell





"The demands of Operation Pitting exposed our people to numerous traumatic experiences. It was essential to provide them with an appropriate Post Operational Stress Management package. Thank you for helping us to look after our people and ensure their future welfare"

Commander, 16 Air Assault Bde

& Families

"We had the pleasure of seeing you all on Monday night and you were fantastic! My kids thoroughly enjoyed it – they clapped and laughed and danced. It meant so much to us as their dad is away on deployment and we thought Christmas wouldn't be special. You made this week amazing for them – thank you."



STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and the group and of the surplus or deficit of the group for that period. In preparing these accounts, the Trustees are required to:

a) Select suitable accounting policies and then apply them consistently.
b) Observe the methods and principles of the Charities SORP 2015 (FRS 102).
c) Make judgements and accounting estimates that are reasonable and prudent.
d) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
e) 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

EXEMPTION

The Trustees' report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees on 6/12/21 and signed on their behalf by

Laura Mansfield

L Mansfield - Chairman
Trustee

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF

BRITISH FORCES FOUNDATION

I report to the charity trustees on my examination of the accounts of British Forces Foundation (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

2. The accounts do not accord with those records; or

3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or

4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

....

Simon Ellingham FCA DChA
Fawcetts LLP
Chartered Accountants
Windover House
St. Ann Street
Salisbury
SP1 2DR

Date

BRITISH FORCES FOUNDATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted £	Restricted £	2021 Total £	2020 Total £
INCOME AND ENDOWMENTS FROM:					
Donations and sponsorships		96,357	41,400	137,757	500,266
Income from charitable activities					
Fundraising		27,057	-	27,057	143,107
Investment and other income	5	75,429	-	75,429	54,691
TOTAL INCOME AND ENDOWMENTS		198,843	41,400	240,243	698,064
EXPENDITURE ON:					
Charitable activities					
Direct costs	6	109,846	83,838	193,684	449,916
Raising funds					
Fundraising costs	7	60,409	-	60,409	135,024
Total expenditure	9	170,255	83,838	254,093	584,940
NET (EXPENDITURE)/INCOME		28,588	(42,438)	(13,850)	113,124
Gain/(loss) on investments	10	252,929	-	252,929	(115,809)
Net movement in funds		281,517	(42,438)	239,079	(2,685)
Fund balances brought forward	14	1,274,407	337,998	1,612,405	1,615,090
Fund balances as at 31 March 2021	14	1,555,924	295,560	1,851,484	1,612,405

Details of comparatives by fund are disclosed in Note 20.
All of the above results are derived from continuing activities. There were no recognised gains or losses other than those stated above.

BRITISH FORCES FOUNDATION

(Company number 3745373)

CONSOLIDATED AND COMPANY BALANCE SHEETS

AS AT 31 MARCH 2021

	Note	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Fixed assets					
Tangible fixed assets	11	7,060	13,233	7,060	13,233
Investments	10	1,171,650	1,369,523	1,171,652	1,369,525
Investment in Joint Venture		-	100	-	100
		1,178,710	1,382,856	1,178,712	1,382,858
Current assets					
Stock		29,977	31,301	29,977	31,301
Debtors	12	49,438	52,186	49,438	52,186
Cash at bank and in hand		798,192	239,853	798,192	239,853
		877,607	323,340	877,607	323,340
Creditors: amounts due within one year	13	204,833	93,791	204,835	93,793
Net current assets		672,774	229,549	672,772	229,547
Net assets		1,851,484	1,612,405	1,851,484	1,612,405
Funds					
Unrestricted funds:	14	1,555,924	1,274,407	1,555,924	1,274,407
Restricted funds	14	295,560	337,998	295,560	337,998
Total funds	15	1,851,484	1,612,405	1,851,484	1,612,405

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

1 The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

2 The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved and authorised for issue by the trustees on 6/12/21 and signed on their behalf by

Laura Mansfield

L Mansfield - Chairman
Trustee

BRITISH FORCES FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash provided used in operating activities:	16	(91,975)	44,655
Cash flows from investing activities:			
Purchase of fixed assets		-	(7,606)
Sale of fixed assets		214	-
Disposal of investments		500,100	-
Purchase of investments		-	(30,000)
Cash provided used in investment activities:		500,314	(37,606)
Cash flows from financing activities:			
Loan received		150,000	-
Increase/ (Decrease) in cash and cash equivalents in the year		558,339	7,049
Cash and cash equivalents at the beginning of the year		239,853	232,804
Cash and cash equivalents at the end of the year		798,192	239,853

1. ACCOUNTING POLICIES

a) British Forces Foundation is a company limited by guarantee incorporated and registered in England and Wales. The charity constitutes a Public Benefit Entity as defined by FRS 102. 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 Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP 2015 (FRS 102)), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Sterling (£) which is the functional currency of the charitable company.

b) The accounts consolidate the results of the company and its wholly-owned subsidiary undertaking on a line by line basis. A separate Statement of Financial Activities for the company itself is not presented because the company has taken advantage of the exemptions afforded by Section 408 of the Companies Act 2006.

c) Donations, grants and legacies are recognised in full in the statement of financial activities in the year in which they are receivable. When donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable. Donated items, assets or services are included at the market value at the time of receipt and are unrestricted unless disclosed otherwise.

d) All investment income, including deposit interest, is shown on the basis of amounts received and receivable.

e) All resources expended are accounted for on an accruals basis. Costs are classified under headings that aggregate all similar costs and which can then be related to costs of generating funds, charitable activities and governance costs. Where costs cannot be directly attributed to those expenditure categories they are attributed to management and administration, which in turn is re-allocated to fundraising costs, charitable activities and governance costs. Governance costs are those associated with constitutional and statutory requirements.

f) Quoted investments are included in the accounts at market value as at 31 March 2021. The unquoted investments are included in the accounts at cost plus attributable accrued interest.

g) Gains/losses arising on disposal are recognised in the income and expenditure account and credited/charged to the accumulated fund.

h) 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.

i) Depreciation is provided at rates calculated to write down the cost or valuation, less estimated residual value, of each asset over its expected useful life. The depreciation rates in use are as follows:

Sound and lighting equipment	20% straight line basis
Property improvements	20% straight line basis
Fixtures and fittings	25% straight line basis
Office equipment	25% straight line basis
Computer equipment	33% straight line basis

j) Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

k) Unrestricted funds are donations and other incoming resourced receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

l) Designated funds are unrestricted funds set aside by the Trustees for particular purposes.

m) Restricted funds are those where the donor has specifically restricted the purpose for which they can be used. The balance in the fund represents the amount still remaining for future expenditure.

n) Debtors are measured at their recoverable amounts.

o) Creditors and provisions are recognised where the company 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. ACCOUNTING POLICIES (CONTINUED)

p) The company makes contributions into one employee's personal pension scheme. The contributions to the scheme are charged to the profit and loss account as they accrue.

q) Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rates ruling at the balance sheet date. All exchange differences are taken to the profit and loss account.

r) The charity has received support from the UK Government as part of a package of measures introduced to support businesses during the coronavirus pandemic. Government grants are recognised in the financial statements in the period in which they become receivable.

2. NET INCOME AND ENDOWMENTS

Income and endowments are derived wholly from within the United Kingdom.

3. STAFF COSTS

Staff costs were as follows:	2021 £	2020 £
Salaries and wages	81,541	156,829
Social security costs	4,292	16,388
Other pension costs	11,897	6,782
	97,730	179,999

During the year there were termination payments made which amounted to £10,250 (2020 - £Nil).

The key management personnel of the charity comprise of the trustees and the Chief Executive Officer. The total remuneration of the key management personnel was £58,811 (2020 - £127,009). The key management personnel also received pension contributions totalling £11,465 (2020 - £5,588).

The average number of employees analysed by function was:

	2021 No.	2020 No.
Generating funds	1	1
Furtherance of the charity's objects	1	1
	2	2

Trustees are not remunerated. During the year none of the Trustees received reimbursed expenses (2020: £Nil)

4. TAXATION

The Foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

5. INVESTMENT AND OTHER INCOME

	Unrestricted £	Restricted £	2021 £	2020 £
Bank interest - gross	131	-	131	581
Rents receivable	6,500	-	6,500	7,250
Investment income	49,200	-	49,200	46,570
Covid-19 business support grants	8,000	-	8,000	-
Coronavirus job rentention scheme	11,598	-	11,598	290
	75,429	-	75,429	54,691

6. DIRECT COSTS

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Charitable output expenses	30,559	18,967	49,526	236,255
Share of support costs (note 8)	79,287	64,871	144,158	213,661
	109,846	83,838	193,684	449,916

7. FUNDRAISING COSTS

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Fundraising costs	12,356	-	12,356	63,803
Share of support costs (note 8)	48,053	-	48,053	71,221
	60,409	-	60,409	135,024

8 SUPPORT COSTS

	2021	2020
	£	£
Bank charges and interest	222	277
Consultancy fees	41,884	29,449
Accountancy	3,600	3,795
Bookkeeping	828	1,428
Depreciation	4,708	4,339
General expenses	5,149	9,018
Insurance	2,028	2,027
Printing, postage and stationery	678	2,680
Rent and rates	14,752	14,953
Repairs and equipment hire	4,467	3,305
Salaries and NIC	97,730	179,999
Subscriptions and donations	4,584	8,433
Telephone and electricity	4,133	8,654
Travel and entertaining	4,724	11,927
Website	288	487
Computer expenses	1,185	1,869
Marketing	-	2,242
Loss on disposal of assets	1,251	-
	192,211	284,882

	2021	2020
	£	£
Allocated to:		
Costs of Charitable Activities (output costs) (note 6) 75%	144,158	213,661
Fundraising costs (input costs) (note 7) 25%	48,053	71,221
	192,211	284,882

9. EXPENDITURE

	Support Costs £	Other Costs £	Total 2021 £	Total 2020 £
Expenditure on direct costs				
Output expenses	144,158	49,526	193,684	449,916
Expenditure on raising funds				
Fundraising costs	48,053	12,356	60,409	135,024
Total expenditure	192,211	61,882	254,093	584,940

10. INVESTMENTS

	Quoted £	Unquoted £	Total £
Group			
Market value			
1 April 2020	1,358,674	10,849	1,369,523
Disposals	(500,000)	-	(500,000)
Reinvestments	49,200	-	49,200
(Loss)/Gain in the year	252,404	525	252,929
Market value 31 March 2021	1,160,278	11,374	1,171,652
Historical cost 31 March 2021	384,851	7,000	391,851

Company

Investments held by the company also include an additional £2 (2020 - £2) investment in the subsidiary, Forces Events Limited, at cost being the whole of the issued Ordinary share capital. The subsidiary ceased trading on 31 March 2009 and has been dissolved in April 2021.

11. TANGIBLE FIXED ASSETS

Group and Company

	Sound & lighting equipment £	Property improv-ements £	Fixtures & fittings £	Office equipment £	Computer equipment £	Total £
Cost						
At 1 April 2020	21,367	5,354	14,732	10,104	17,875	69,432
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	(3,298)	(3,298)
At 31 March 2021	21,367	5,354	14,732	10,104	14,577	66,134
Depreciation						
At 1 April 2020	16,623	5,354	13,326	10,104	10,792	56,199
Charge for the year	1,045	-	412	-	3,251	4,708
Eliminated on disposals	-	-	-	-	(1,833)	(1,833)
At 31 March 2021	17,668	5,354	13,738	10,104	12,210	59,074
Net book value						
At 31 March 2021	3,699	-	994	-	2,367	7,060
At 31 March 2020	4,744	-	1,406	-	7,083	13,233

12. DEBTORS

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Other debtors	-	290	-	290
Prepayments and accrued income	49,438	51,896	49,438	51,896
	49,438	52,186	49,438	52,186

13. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	30,925	30,856	30,925	30,856
Social security and other taxes	1,567	8,062	1,567	8,062
Accruals and deferred income	18,203	50,685	18,203	50,685
Other creditors	4,138	4,188	4,138	4,188
Amount due to subsidiary	2	-	2	2
Bank loan	150,000	-	150,000	-
	204,835	93,791	204,835	93,793

14. ANALYSIS OF FUNDS

	Balance at 1.4.20 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance at 31.3.21 £
Unrestricted funds					
General fund	1,271,407	198,843	82,674	-	1,552,924
Designated tangible asset fund	3,000	-	-	-	3,000
Total unrestricted funds	1,274,407	198,843	82,674	-	1,555,924
Restricted funds					
Panto Bus	-	38,400	(38,400)	-	-
Libor Grant	337,998	-	(42,438)	-	295,560
VOD/ BFF TV	-	3,000	(3,000)	-	-
Total restricted funds	337,998	41,400	(83,838)	-	295,560
Total funds	**1,612,405**	**240,243**	**(1,164)**	**-**	**1,851,484**

Panto Bus	The donations were given towards the cost of the Panto Bus entertaining Forces families in the UK.
Libor Grant	The grant was given to support costs towards performing shows for military personnel.
VOD/ BFF TV	The donations were given to help fund the project on BFF TV and Video On Demand

15. ALLOCATION OF NET ASSETS

	Unrestricted General fund	Designated fund	Restricted fund	Total
	£	£	£	£
Tangible assets	7,060	-	-	**7,060**
Investments	1,171,652	-	-	**1,171,652**
Net current (liabilities)/assets	374,212	3,000	295,560	**672,772**
	1,552,924	3,000	295,560	**1,851,484**

16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the year as per SOFA	(13,850)	113,124
Adjustments for:		
Depreciation of tangible fixed assets	4,708	4,339
Decrease/(Increase) in debtors	2,748	(6,908)
(Decrease) in creditors	(38,956)	(24,394)
Non cash investment income	(49,200)	(46,581)
Decrease in stock	1,324	5,075
Loss on disposal of assets	1,251	-
Net cash flow from operating activities	(91,975)	44,655

17. RELATED PARTY TRANSACTIONS

The Charity paid £12,000 (2020 - £12,000) rent, £1,608 (2020 - £1,738) service charges and £698 (2020 - £Nil) other business supplies to CU2 Limited. CU2 Limited is a company in which M J A Cann is a director and Mrs E Cann, wife of M J A Cann, is a director and sole shareholder.

The Charity paid £3,300 (2020 - £1,807) for fundraising support to Chariadmin Ltd a company in which M J A Cann is a director.

The Charity paid £Nil (2020 - £1,250) to a company of which a Trustee, Laurie Mansfield is a director of. The payment was for Artists fees and was paid at the normal market rate.

18. MEMBERS GUARANTEE

The company is incorporated under the Companies Act 1985 and not having a share capital, is limited by guarantee. The guarantee of each member is limited to a maximum of £10 and is for a maximum period of 12 months after ceasing to be a member. The position at the year end concerning members giving a guarantee was as follows:

	2021	2020
Number of members giving a guarantee at the year end	11	10

19. COMMITMENTS

The company has an operating lease commitment in respect of its office building of £12,000 per annum (2020 - £12,000) for three years expiring 30 April 2022. The lease may be terminated by either the company or the landlord giving three months' notice.

20. PRIOR YEAR COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted £	Restricted £	2020 Total £
INCOME AND ENDOWMENTS FROM:				
Donations and sponsorships		96,634	403,632	500,266
Income from charitable activities				
Fundraising		143,107	-	143,107
Investment and other income	5	54,691	-	54,691
TOTAL INCOME AND ENDOWMENTS		294,432	403,632	698,064
EXPENDITURE				
Expenditure on charitable activities				
Direct costs	6	152,349	297,567	449,916
Expenditure on raising funds				
Fundraising costs	7	135,024	-	135,024
Total expenditure	9	287,373	297,567	584,940
NET EXPENDITURE		7,059	106,065	113,124
Gain/(loss) on investments	10	(115,809)	-	(115,809)
Net movement in funds		(108,750)	106,065	(2,685)
Fund balances brought forward	14	1,383,157	231,933	1,615,090
Fund balance as at 31 March 2020	14	1,274,407	337,998	1,612,405