

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.

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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, remuneration, 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.

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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.

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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.

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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.

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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.

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

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 19th 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.

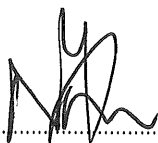
Independent examiner's statement

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.



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

22 September 2025

Date

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
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL INCOME AND ENDOWMENTS		<u>616,854</u>	<u>71,725</u>	<u>688,579</u>	<u>276,342</u>
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
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total expenditure	9	<u>489,023</u>	<u>71,725</u>	<u>560,748</u>	<u>400,433</u>
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	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		72,911	-	72,911	(83,836)
Fund balances brought forward	14	1,747,035	-	1,747,035	1,830,872
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Fund balances as at 31 March 2025	14	<u><u>1,819,945</u></u>	<u><u>-</u></u>	<u><u>1,819,945</u></u>	<u><u>1,747,035</u></u>

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 15th 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	<u>126,349</u>	<u>(208,491)</u>
Cash flows from investing activities:			
Purchase of fixed assets		-	(1,759)
Disposal of investments		-	-
Purchase of investments		-	-
Cash provided used in investment activities:		<u>-</u>	<u>(1,759)</u>
Cash flows from financing activities:			
Loan repayments		-	-
		<u>-</u>	<u>-</u>
Increase/ (Decrease) in cash and cash equivalents in the year		<u>126,349</u>	<u>(210,250)</u>
Cash and cash equivalents at the beginning of the year		257,746	467,996
Cash and cash equivalents at the end of the year		<u><u>384,095</u></u>	<u><u>257,746</u></u>

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.

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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.

Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of

- p) 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	<u>21,300</u>	<u>24,520</u>
	<u>155,207</u>	<u>136,395</u>

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	2024
	No.	No.
Generating funds	1	1
Furtherance of the charity's objects	<u>2</u>	<u>1</u>
	<u>3</u>	<u>2</u>

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.

BRITISH FORCES FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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
	<u>84,932</u>	<u>-</u>	<u>84,932</u>	<u>84,374</u>

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
	<u>337,646</u>	<u>-</u>	<u>337,646</u>	<u>295,826</u>

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
	<u>151,377</u>	<u>71,725</u>	<u>223,102</u>	<u>73,085</u>

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
	<u>286,919</u>	<u>257,187</u>

	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
	<u>286,919</u>	<u>257,187</u>

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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	<u>23,126</u>	<u>5,354</u>	<u>14,732</u>	<u>10,514</u>	<u>15,131</u>	<u>68,857</u>
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	<u>22,070</u>	<u>5,354</u>	<u>14,732</u>	<u>10,428</u>	<u>15,131</u>	<u>67,715</u>
Net book value						
At 31 March 2024	<u>1,056</u>	<u>-</u>	<u>-</u>	<u>86</u>	<u>-</u>	<u>1,142</u>
At 31 March 2023	<u>1,971</u>	<u>-</u>	<u>-</u>	<u>188</u>	<u>79</u>	<u>2,238</u>

12. DEBTORS

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

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	<u>62</u>	<u>1,590</u>
	<u>55,979</u>	<u>26,758</u>

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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)

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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	<u>10</u>	<u>10</u>

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.

BRITISH FORCES FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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
		<hr/>	<hr/>	<hr/>
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
		<hr/>	<hr/>	<hr/>
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
		<hr/>	<hr/>	<hr/>
Net movement in funds		30,886	(114,722)	(83,836)
Fund balances brought forward	14	1,716,150	114,722	1,830,872
		<hr/>	<hr/>	<hr/>
Fund balance as at 31 March 2024	14	1,747,036	-	1,747,036