VETERANS AID

England & Wales · Charity number 1095308

Details

Other names	THE EX-SERVICE FELLOWSHIP CENTRES, EFC
Status	Registered
Legal form	Charitable company
Company number	04544532
Registered	2003-01-09
Register	View on the Charity Commission register

Contact

Address	Veterans Aid 27 Victoria Square London SW1W 0RB
Phone	02078282468
Email	info@veterans-aid.net
Website	www.veterans-aid.net

Activities

Objects: 4 The charity's objects ("Objects") are specifically restricted to relieving distress among Ex-Service men and women of the Royal Navy, Royal Marines, Army, Royal Air Force and Merchant Service and their widow, widower. civil partner, parent, child, brother, sister, grandparent or grandchild who, at the time of application for assistance, are unemployed, homeless or for some reasonable cause in need.

Activities: Primarily involved in supporting homeless and vulnerable veterans who have served in the British armed forces. Services include the provision of accommodation, social work, alcohol counselling, and advocacy.

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Classification

- **How:** Makes Grants To Individuals, Provides Other Finance, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, The Prevention Or Relief Of Poverty, Accommodation/housing, Other Charitable Purposes
- **Who:** Elderly/old People, Other Defined Groups

Geography

- **Area of benefit:** NATIONAL
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£2,194,078	£2,223,592	£10,219,359	25
2024-09-30	£2,317,607	£2,112,486	£10,223,372	24
2023-09-30	£1,916,088	£1,993,866	£10,018,251	25
2022-09-30	£1,614,055	£1,871,332	£8,620,126	24
2021-09-30	£1,923,176	£1,807,647	£8,912,615	23
2020-09-30	£1,851,994	£1,888,995	£8,797,086	24

Trustees

Name	Role	Appointed
ANDREW GERARD WALLIS MBE OL DL	Chair	2011-03-22
COLONEL CHRISTOPHER DAVID MACKENZIE-BEEVOR CBE		2018-10-25
GILBERT HOLBOURN		2013-10-24
Major Jeremy David Kennard		2026-04-28
Major Rupert Alasdair Douglas Gibb		2025-12-01
Wing Commander Alex Charles South		2025-12-01

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Linked charities

- HOLLENDEN HOUSE (1095308-1)
- NEW BELVEDERE HOUSE (1095308-2)

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VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 4544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2025

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron The Dowager Viscountess Rothermere

Honorary Life President Brigadier J F Rickett CBE FinstD

Honorary Vice President Field Marshal the Lord Walker of Aldringham GCB CMG CBE DL

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees

A G Wallis MBE OL DL (Chairman)
Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) (retired on 2nd December 2025)
Major Rupert A D Gibb (appointed 1st December 2025)
Major David Kennard (Honorary Treasurer) (appointed 28th April 2026)
Colonel Christopher MacKenzie-Beevor CBE LVO
G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee)
Wing Commander Alex C South MA (appointed 1st December 2025)

Management

Wing Commander Prof Hugh Milroy OBE BTh MA PhD DCL (h.c.), Hon Prof of Social Work UEA, Prof (Social Work) Flinders University, Chief Executive, (Member of the Business Strategy Committee)
Natalia Michaelides BA MSc CG (Affiliated) (Chief Operating Officer)
Richard Greenhough BCom ACMA (Head of Financial Services)
Pat O'Connor MBE (New Belvedere House Manager)
John Boyle Dip SW (Head of Frontline Operations)
Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)

Advisors

Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor)
Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)

Legal Advisers

Merali Beedle Limited
Vicarage House
58-60 Kensington Church Street
London W8 4DB

Auditors

Saffery LLP
71 Queen Victoria Street
London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds TSB 1 Butler Place London SW1H 0PR Clydesdale Bank PLC (trading as Virgin Money) 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 14th May 2025.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY FOR THE YEAR ENDED 30 SEPTEMBER 2025

As Chair of the Board of Trustees, I am both pleased and proud to report that the Charity is in good shape and exactly where we want it to be. We continue to draw strength from the model we adopted some years ago focusing on evidence-based outcomes rather than peddling sad stories and misinformation about the scale of veterans in crisis.

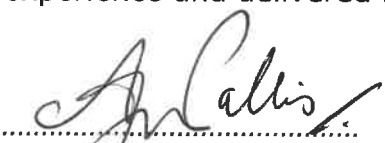
When we are blessed with a donation from a supporter, we form a lasting relationship and are able to explain EXACTLY how their donation was used to support those in our care. We are finding this transparency is generating trust and commitment from our donor base which in turn is allowing us to increase our capabilities and extend our 'reach' in providing care.

That authenticity is having a profound effect on individuals and institutions who are tired of dealing with charities who promote inaccurate data to garner donations that disappear into a pot with no measurable outcome. We are now forging links with those people who place tangible impact above theatrics and who are keen to know they are making a real difference through their giving.

When talking about the Charity I used to start conversations with 'We are Veterans Aid, you won't have heard of us, but . . .' This is no longer the case. I am now struck by how many people in the City of London have heard of us and how impressed they are with what they have been told. Again, it's all about authenticity and results.

Reputations are hard-won and easily lost. Years of hard work have given VA its reputation as a charity that solves problems quickly, intelligently, and with dignity.

We face the future with confidence knowing we have a model defined by need, honed by experience and delivered by the best team in the sector.



Andrew Wallis MBE OL DL
Chairman

30th April 2026

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2025

Veterans Aid occupies a unique place in the UK's support landscape: we prevent veteran homelessness by intervening early, acting quickly and removing the barriers that allow crises to escalate. Our founding principle remains unchanged namely, that no veteran should ever face homelessness or the chain of hardship that so often precedes. But the environment in which we operate has shifted dramatically. The pressures driving veterans into difficulty have become more complex, more immediate and more closely tied to poverty than ever before.

Poverty is the dominant factor in almost every case we see. It destabilises housing, employment, mental health and family life, and it does so rapidly. Yet it remains largely unaddressed by the systems designed to protect those who have served. Too often, support is triggered only after a veteran has already reached crisis point.

Veterans Aid has demonstrated that a different operational model delivers better outcomes. Our approach is built on agility, intelligent use of technology and a commitment to act at the moment help is needed rather than weeks or months later. We prioritise people over process, and we remove the friction that prevents veterans from accessing timely support. Increasingly, sign-posting agencies and traditional referral pathways slow this work down rather than strengthen it.

Across the wider sector, resources exist but they are frequently locked behind restrictive criteria, lengthy reporting requirements and funding structures that prioritise compliance over impact. This results in a system that measures activity rather than change. For frontline organisations, the administrative burden diverts capacity away from the very people the sector exists to serve. For example, we have just been asked to pay for a medical intervention by a Regimental Association that has £8m in reserves because it's not something they do!

To maintain and scale effective prevention, unrestricted, flexible and reality-based funding is essential. It allows us to intervene early, decisively and in ways that reflect the actual circumstances of veterans' lives. Restrictive funding, however well-intentioned, reinforces a model that is no longer fit for purpose in a landscape where crises develop quickly and unpredictably.

The challenges facing veterans will not be solved by maintaining the status quo. Poverty is not receding, and the pressures that flow from it are intensifying. If the UK is serious about safeguarding those who have served, prevention must become the organising principle of veteran support. That requires honest assessment of what is not working, a willingness to rethink entrenched systems and investment in approaches that deliver measurable, lasting outcomes.

Veterans Aid will continue to lead with clarity, urgency and innovation. Our operational model works, and the need for it has never been greater.

VETERANS AID

The veterans of this country deserve a system that prevents crisis rather than one that reacts to it

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Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.), Hon Prof of Social Work UEA, Professor of Social Work (Flinders University),
Chief Executive

30th April 2026

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2025

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2025. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102). This report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
In 2025, Veterans Aid completed a rigorous economic impact evaluation in collaboration with Cambridge Econometrics, an award-winning economic research consultancy, building on the methodology established through the original Pro Bono Economics Report. Across a sample of 246 veterans and 356 interventions, 88.8% of outcomes were recorded as successful - with crisis accommodation, the Charity's most critical intervention, achieving a remarkable 96% success rate. These are not abstract statistics; they represent veterans who have moved from homelessness to stable accommodation, from addiction to sustained recovery and from unemployment to meaningful work. The analysis estimated a net benefit of up to £2.6 million against an intervention cost of £484k, a powerful demonstration that investing in the most vulnerable pays dividends for individuals, families and society as a whole. Remarkably, the average persistence rate of eighteen (18) months confirms that this change endures. Veterans Aid does not simply manage crisis - it resolves it. This report, facilitated through PBE's corporate partner matching scheme, reaffirms the Welfare to Wellbeing© model as an exemplar of transformative social care, and positions Veterans Aid as a leader in evidence-based, human-centred practice within the sector.

- **Substance misuse**
  During the reporting year 76 clients were placed in substance misuse programmes across the country, compared to 82 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2025 the Charity placed 90 clients into some form of sustainable accommodation (2024: 75), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Transformative and life-saving services were delivered without interruption during the past year, allowing the Charity to effectively tackle clients' multiple problems, some of which had been exacerbated by the rising cost of living in the UK.

- **Raising awareness and appreciation of the Charity's capability** (continued) Media and PR activities remained focused on championing the Charity's leading role in keeping ex-service personnel and their families off the streets, safeguarding the wellbeing of those already in our care, and placing ever-greater emphasis on prevention. The Charity's regular editorials in Politics Home continue to attract the attention of key opinion formers, positioning it both as a critical thinker and a forward looking organisation. These articles, and occasional news releases, generate strong engagement and are invaluable assets in supporting both our fundraising and wider media strategy. They are regular top performers and VA's January op ed recorded just under 5k page views, far exceeding the platform benchmark of 700–1,000 views, alongside over 4k social media impressions.

  Complementing these digital efforts, VA established a partnership with the Worshipful Company of Marketors, who are working alongside the VA team to review the Charity's current marketing strategy and identify opportunities to further strengthen and expand its reach. This collaboration will provide VA with access to professional marketing expertise, supporting the organisation in developing a far-reaching marketing presence that reflects the ambition and mission of the Charity.

  Our database - and what it reveals - is a key element of our awareness-raising efforts, providing a credible and data-driven foundation for everything we communicate publicly. For instance, in the reporting period, analysis of our client data revealed that three issues — poverty, relationship breakdown, and mental health - accounted for over 80% of all recorded reasons for contact. This is a striking concentration that speaks directly to the interconnected nature of veteran hardship; these are not isolated problems but conditions that frequently compound one another, each capable of triggering or deepening the others. It is precisely this kind of evidence that allows us to move beyond anecdote and speak with confidence about the true scale and nature of veteran need.

  VA undertook a series of targeted engagements and presentations designed to raise its profile and strengthen its relationships with key stakeholders across the public, private, and charitable sectors. These included several exchanges between our CEO and Alexander Hoare, a prominent figure within British banking, who sought a candid account of the realities of the service charity sector. Of note, VA was also featured in Hoare's Bank's newly released book, reflecting the organisation's standing and the regard in which its work is held. The Lord Mayor of Westminster, Councillor Paul Dimoldenberg, visited Veterans Aid's Victoria headquarters - a meeting that carried particular significance. With the charity rooted in Westminster for over 90 years, many Lord Mayors have passed through these doors, each visit a reflection of a shared and enduring commitment to ensuring no veteran is left behind.

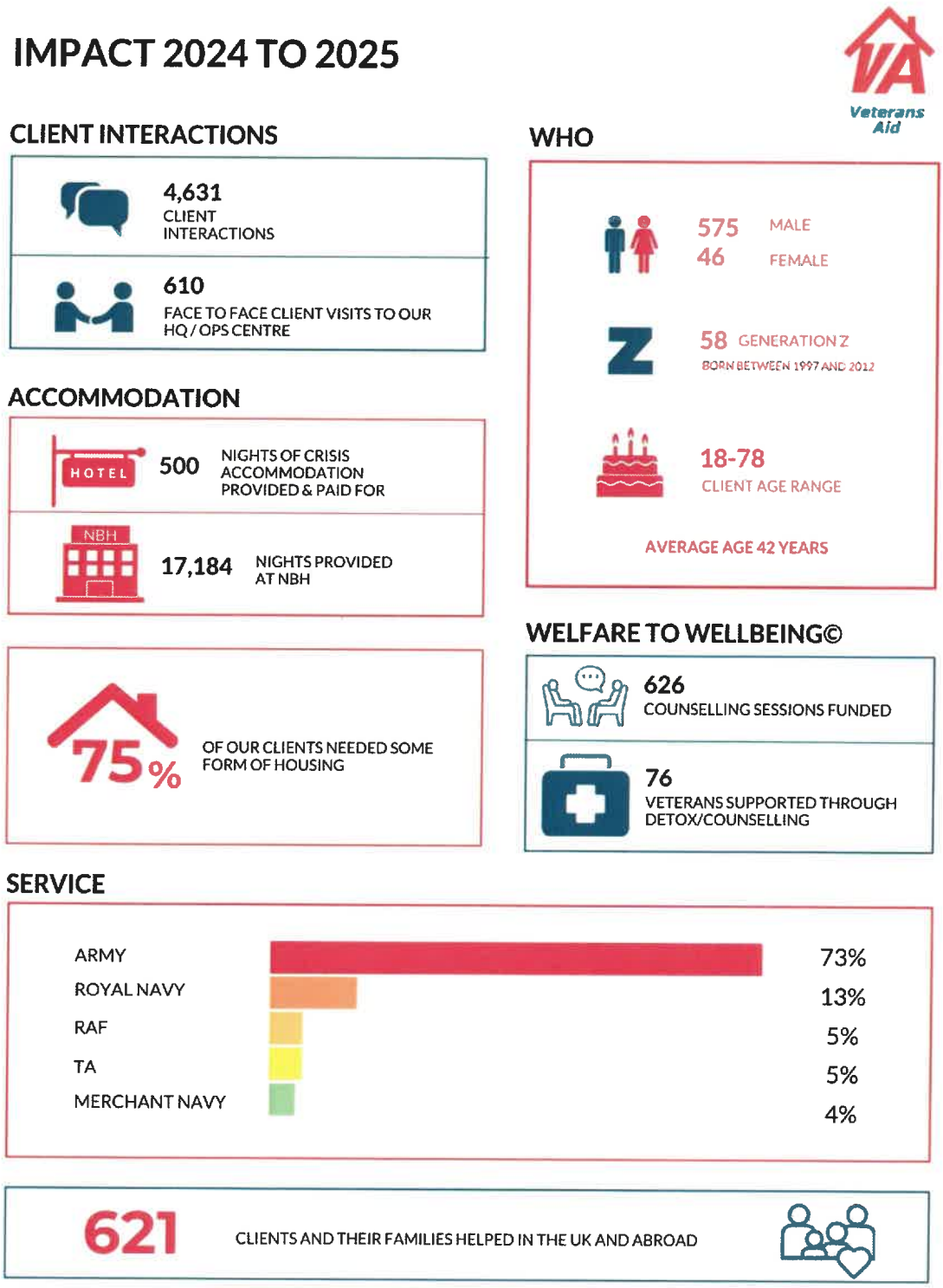
  In addition, Charity representatives attended a number of relevant events and forums, including the Belgravia Awards, and engaged with representatives from the Worshipful Company of Armourers and Brasiers and the Worshipful Company of Cutlers.

- **Raising awareness and appreciation of the Charity's capability** (continued) Collectively, these activities serve a purposeful role in advancing VA's mission. By engaging with individuals and institutions of influence across sectors, VA continues to raise awareness of the realities of veteran homelessness and poverty, and to champion the evidence-based pathways out of crisis that sit at the core of its model. Each relationship built, and each forum attended, is an opportunity to demonstrate that with the right intervention, at the right time, sustainable recovery is within reach.

  Building on our growing international academic profile, the Chief Executive (CEO) regularly briefs interested parties from around the globe; in particular he is building strong links with EUROMIL (European Organisation of Military Associations & Trade Unions). The engagement centred on the evidence-based foundations of the Welfare to Wellbeing© methodology, drawing significant interest from academics working at the intersection of veteran health and social policy. As ever, the charity remains committed to sharing the knowledge, practices and insights gained through its frontline work with homeless veterans, recognising that the lessons learned carry meaningful relevance for broader social care challenges beyond the veteran community.

  Strong foundations continue to underpin the Charity's relationship with the Greater London Authority (GLA), with another year of funding agreed. The CEO held an important briefing with the Regeneration and Armed Forces Champion, Councillor James Small-Edwards, reaffirming the shared commitment of both parties to supporting those who have served. Members of staff attended the Veterans Roundtable Meeting, hosted by the Armed Forces Champion for London and Chair of the London Assembly, the Lord Len Duvall OBE. Our presence at the forum reaffirms the Charity's position as a trusted and leading provider of early intervention and prevention services for veterans in crisis.

  Facebook and Instagram continue to perform strongly as key awareness-raising channels. Facebook content has generated 46,933 views. As in previous years, LinkedIn (an international online platform used for professional networking and workplace development) remains our largest and most engaged audience, growing to 3,660 followers and recording 33,985 impressions over the past year.


IMPACT 2024 TO 2025
Veterans Aid
CLIENT INTERACTIONS
4,631
CLIENT INTERACTIONS
610
FACE TO FACE CLIENT VISITS TO OUR HQ / OPS CENTRE
ACCOMMODATION
HOTEL
500
NIGHTS OF CRISIS ACCOMMODATION PROVIDED & PAID FOR
NBH
17,184
NIGHTS PROVIDED AT NBH
75%
OF OUR CLIENTS NEEDED SOME FORM OF HOUSING
WHO
575 MALE
46 FEMALE
Z
58 GENERATION Z
BORN BETWEEN 1997 AND 2012
18-78
CLIENT AGE RANGE
AVERAGE AGE 42 YEARS
WELFARE TO WELLBEING©
626
COUNSELLING SESSIONS FUNDED
76
VETERANS SUPPORTED THROUGH DETOX/COUNSELLING
SERVICE
ARMY 73%
ROYAL NAVY 13%
RAF 5%
TA 5%
MERCHANT NAVY 4%
621
CLIENTS AND THEIR FAMILIES HELPED IN THE UK AND ABROAD

Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive (CEO), thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. The CEO benefited from a very strong working relationship with Deputy Chair, Dr Paul Dyer, who served as the lead for governance with outstanding dedication until his retirement on 2nd December 2025. Governance responsibilities have since been assumed by the Chairman, Andrew Wallis, ensuring continuity and strong leadership oversight.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the CEO, to whom report the Chief Operating Officer, Head of Financial Services, New Belvedere House Manager, Head of Frontline Operations and Head of Fundraising.

Strategic plan

The Board agreed that there will be no changes to the business strategic plan. Our tried and tested Welfare to Wellbeing© (W2WB©) model demonstrates unparalleled versatility and effectiveness, as evidenced in the recent cost and benefit analysis. Our commitment lies in preserving the relevancy of our streamlined services, that are uniquely designed to address both - tackle immediate crises and inspire prevention.

There are no plans for expansion and the Charity remains focused on marshalling its resources to deliver tangible benefits for clients while further cultivating our successful W2WB© methodology. With its proven exportability and international recognition, we are dedicated to advancing our model as the gold standard in veteran care globally, empowering organisations worldwide to follow our evidence-based framework and transform lives through sustainable, impactful interventions.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives. Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives. Equally, Trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Ins and Outs
The Board welcomed three new Trustees: Rupert Gibb, a former officer of The Devon & Dorset Regiment with extensive post-service leadership experience, Alex South, a retired Wing Commander of the Royal Air Force with a distinguished record in HR and organisational management, and David Kennard, a former officer with the Irish Guards. Their appointments strengthen the Board's governance capacity and bring considerable operational and strategic expertise. The year also marked the retirement of Dr Paul Dyer in December 2025, following a period of exceptional and dedicated service to the Charity.

Review of activities
The scale and complexity of our life-saving interventions were captured clearly in this year's data, with operational activity remaining high at both HQ and NBH.

Across all communication channels, our dedicated Ops Team responded to, and engaged in, 4,631 calls for help and support – a notable increase from 3,908 the previous year. Seventy-five percent of our clients were homeless - i.e. sofa surfing, in temporary housing, sleeping in a car, or in precarious conditions - a fact that underscores the critical importance of our work for some of the most vulnerable people in our community.

Building and sustaining meaningful relationships with the City of London institutions remains a central pillar of our reputational strategy. The Vintners' Company continued to show deep and committed interest in our work, and their ongoing involvement serves as a reminder of how such connections can open new and valuable avenues for fundraising and support. The Worshipful Company of Founders returned for another visit, continuing a welcomed tradition, now in its third year, with successive Masters taking a keen and active interest in our work - a testament to Veterans Aid's ability to withstand the most rigorous due diligence.

A landmark moment was our adoption, as its charitable partner, by the Honourable Artillery Company (HAC) for a three-year term. In announcing the partnership, the HAC recognised VA as an organisation that operates with quiet determination and to profound effect, noting a close alignment of values and a shared commitment to those who have served. Such endorsement from one of the City of London's most distinguished and well-connected institutions is expected to yield considerable fundraising opportunities and open access to a broad and influential base of new supporters.

New Belvedere House welcomed a team of professional chefs from the Royal Logistic Corps, Royal Gurkha Rifles and Queen's Own Gurkha Logistic Regiment of the British Army, who delivered a series of practical cooking sessions for our residents. The sessions focused on the fundamentals of preparing nutritious meals using simple techniques, minimal equipment and modest budgets — skills that are often overlooked yet prove essential in independent living. For many of our residents, the ability to cook affordable, nourishing meals is a cornerstone of self-sufficiency and long-term wellbeing. This initiative reflects the very essence of the Welfare to Wellbeing© model, which places the holistic, everyday life needs of the individual at its heart.

Review of activities (continued)
Throughout the year, the Charity continued to strengthen its position as a leading knowledge hub for veteran care. A total of 766 enquiries were answered (2024:550), spanning partnership development, information exchange, research, media collaborations, volunteering and fundraising, from organisations and individuals both within the UK and overseas. Notably, 83% of these approaches originated from social care, criminal justice, health or charitable organisations, reflecting the growing recognition of our expertise and the breadth of our collaborative reach across the sector.

The Charity's annual Carol Service, held at the historic church of St Botolph-without-Bishopsgate, provided a fitting and meaningful setting to welcome the festive season. This year's event was by far the best attended, with guests and supporters gathering in a warm and celebratory atmosphere. Beyond the occasion itself, the evening offered a chance for attendees to meet with our staff and listen to powerful testimonies of the Charity's life-saving work, bringing to life the profound impact of our services for those who support us.

In line with a more than decade-long tradition, our CEO delivered two key lectures - at the King's College Institute of Psychiatry and the School of Social Work, University of East Anglia, showcasing the strength, depth and universal application of the Welfare to Wellbeing© model in alleviating poverty and homelessness. Engagement with the academic world remains of great importance to the Charity and the opportunity to present at two such well-regarded establishments is one we value greatly. These lectures serve as a powerful platform to promote our proven methodology as a transferable model for tackling social and economic disadvantage; one whose relevance and implications extend well beyond the veteran community, carrying significant meaning for the broader social care sector worldwide. The CEO has recently been appointed as the external member of the University of East Anglia School of Social Work Advisory Board.

Performance
The range of services provided by our substance misuse worker, military psychiatrist, social workers, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House can accommodate up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant. Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and, where appropriate, military clubs. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation). In total, 17,184 (2024: 16,688) nights of accommodation were provided at New Belvedere House over the course of the year. A further 500 (2024: 468) nights of crisis accommodation were arranged and funded through HQ and the Ops Centre, ensuring that no client in urgent need was left without shelter.

New Belvedere House, our flagship residential facility, operates outstandingly well, with the quality of care provided remaining consistently high. The emergency plans and procedures that were formed and aligned with the successful modernisation of the facility, can be implemented rapidly and effectively. The experience of working with infectious diseases, and with the health and safety standards that the organisation is

Performance (continued)
committed to, allow us to action changing protection measures at speed and in accordance with Government and NHS advice. Specifically, our policies are underpinned and reviewed in line with the Infection Prevention and Control (IPC) resource for Adult Social Care Settings in England.

Rigorous hygiene standards, including deep cleaning and handwashing, are maintained as a matter of everyday health and safety practice across the facility. Should a resident test positive for COVID-19 or another infectious disease, self-isolation protocols are immediately activated. Prior to moving in, all new residents are required to complete a health questionnaire, ensuring any potential risks are identified and managed from the outset. Advice and support continue to be sought from NHS England and NHS Tower Hamlets Integrated Care Board.

The HQ and Ops Centre have been operating as normal, within the parameters of the Charity's ongoing commitment to protecting the health and wellbeing of clients and staff against infectious diseases. Safety protocols are in place and are reviewed regularly and in keeping with the latest guidance from the Government and NHS.

Building on the internal immunisation programme launched in autumn 2024, staff and volunteers continue to be offered immunisations and boosters as part of the organisation's ongoing commitment to workforce health and safety. This in-house initiative directly responds to the Green Book's updated classification, which includes the homelessness workforce within the social care workers definition. This strategic approach reflects VA's commitment to mitigating health risks while safeguarding the provision of our critical services.

Income and investment
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and are addressed as such within this report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Income and investments (continued)
Analysis (continued)
Investments
Veterans Aid investments stand at £1,206k (2024: £1,050k), with a further £28k (2024: £43k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's liquid assets are unrestricted, as detailed in note 14 to the Accounts.

- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

- Permanent Endowment. The proceeds of the sale of the Hollenden House site in 2005 are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands, as detailed in note 12 to the accounts.

Freehold Land & Buildings
Veterans Aid owns the freehold of the New Belvedere House premises in East London, which are an integral part of the Charity's operations. The value of the land is treated as part of the Permanent Endowment, while the value of the buildings is treated as Restricted Funds and depreciated over fifty years; together they are identified on the Balance Sheet as Property Funds. Every five years a professional valuation of the site is undertaken and the values adjusted accordingly.

The latest (2023) external valuation estimated the land value at £2,640,000 (an increase of £264,000) and the buildings at £6,160,000 (an increase of £616,000). The total capital value in these accounts after depreciation is £8,553,600 (2024: £8,676,800).

Income and expenditure balance
The annual income of the charity is £2,194k (2024: £2,236k), excluding unrealised gains/(losses) on investments and premises. The intent is that expenditure should match this figure, with an aim to break even in its annual operation. In the year to September 2025, the unrestricted funds showed a surplus of £134k (2024: surplus of £325k) and the restricted funds showed a deficit of £139k (2024: deficit of £120k), which includes £123k depreciation charged on the buildings at New Belvedere House. The restricted revenue funds showed a deficit of £15k (2024: surplus of £3k).

Income Policy
General
The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, grants, donations and legacies

Income Policy (continued)
it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income
The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy
Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Trust against the long-term effects of inflation.

- The guideline is to achieve a balanced return to preserve and enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered appropriate.

Reserves Policy
The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

Reserves Policy (continued)
Free reserves, as defined in the Charity SORP, exclude the value of permanent endowment, restricted funds and assets that are used in fulfilling the charity's purposes and therefore not available for spending.

At 30 September 2025 the charity considers its free reserves to be as follows:

	2025 £	2024 £
Total funds	10,219,359	10,223,372
Less the value of property used for housing	(8,553,600)	(8,676,800)
Less restricted funds not available for spending	(1,123)	(16,432)
Less value of fixed assets used to carry out the charity's purpose	(203,807)	(126,073)
Free reserves available for spending	1,460,829	1,404,067

The actual value of unrestricted reserves of the Charity at 30 September 2025 is £1,665k (2024: £1,530k) which represents an estimated nine months operating costs. For this purpose, operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect of a period of one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern.

Remuneration Policy
The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising

To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow strictly the provisions of the Charities (Protection and Social Investment) Act 2016, other relevant legislation, and local government by-laws.

Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR regulations, responds promptly to complaints or requests to cease interaction. There have been no complaints received during the financial year. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. The Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principles that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.
In cases where donations are made at a time when the donor was not able to make an informed decision, donations will be returned.
Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR regulations.

Fundraising (continued)
All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

- The data is encrypted and stored on the VA Cloud
- Daily online and offline back-ups are arranged
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely)
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitor and immediately flag up potential and harmful activities 24/7.

Risk management

Risk
The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. This year, the Charity transitioned to a different pay-as-you-go online platform, better aligned with our lean administration footprint and focused specifically on sector-relevant training, workshops and policies. This model reflects our commitment to intelligent and practical risk mitigation, ensuring that expert guidance remains accessible, flexible and proportionate to our needs. In addition, utilising AI tools, a range of interactive compliance dashboards were designed in-house, affording the Administration team greater flexibility and real-time oversight of key risk and governance indicators. Underpinning all of this is a deliberate and sustained focus on Governance, ensuring the progressive identification and reduction of risk across the organisation.

In essence, we have concentrated on 7 main areas:

Damage to reputation
A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team that is supported by a professional and experienced Media and Communications Advisor. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result, we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such

Damage to reputation (continued)
as the Greater London Authority, Westminster Council and London Borough of Tower Hamlets.

Of particular relevance, has been the exceptional and continued success of our work with Politics Home, which provides direct and timely access to senior policymakers and key governmental influencers. Last year marked another outstanding period of engagement, with our articles significantly surpassing platform benchmarks and reaching an audience well beyond expectations. These results reflect the Charity's ability to reach the right audience, in the right place, in a consistent and organic manner, cementing Veterans Aid's standing as a thought leader in the sector and ensuring our voice carries genuine weight.

The Board's long-standing commitment to enhancing Veterans Aid's reputation as a strong delivery agency, forging partnerships with organisations distinctively relevant to its future as opposed to courting popularity, continues under the governance stewardship of the Chairman. Our growing profile in the City of London reflects this broader strategy, one that prioritises valuable, long-term connections over short-term transactional relationships. It has directly given rise to the new partnership with the Honourable Artillery Company (HAC), who selected VA as their charitable partner for a three-year term. Where necessary, we continue to seek professional legal services to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action being taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activities.

Our insurance extends beyond standard liability protection and includes policies addressing both traditional and emerging risks. The Charity has moved to a specialist provider that uniquely combines cyber insurance and active security in a single, integrated platform. This decision reflects a deliberate response to an increasingly complex and fast-changing cyber landscape, where traditional insurance alone is no longer sufficient. Cyber security is an area that demands active and ongoing management; each year the Charity reviews the market to ensure it holds the most appropriate and effective product available. The platform's active protection model provides ongoing threat monitoring, AI-powered security technology, dedicated incident response support and trusted partnerships to mitigate risk. The cover also includes comprehensive staff training delivered across different levels of the organisation.

Health & Safety and HR & Employment Law
A cost-effective and comprehensive training platform was introduced this year, offering invaluable cover across facilities management, health and safety, fire safety and human resources.

Health & Safety and HR & Employment Law (continued)
Our infectious disease control policies, risk assessments and work plans are being regularly monitored and supported by an independent health and safety professional. As far as New Belvedere House is concerned, robust PPM (planned preventative maintenance) plans are in place and reviewed on an annual basis, ensuring both safety of residents and staff and compliance with all relevant regulations.

Our approach is pre-emptive, focusing on addressing potential issues before they arise in collaboration with other working agencies such as the London Borough of Tower Hamlets Public Health Team.

As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor. This relationship is of considerable value, providing guidance through evolving employment legislation, ensuring that the Charity's practices remain compliant, current and reflective of the highest professional standards.

Cyber security & Data Protection
Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated and proactive controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data and all are trained on proper data handling protocols. Additionally, our systems feature limited accessibility with strict user rights management, ensuring sensitive information is only available to authorised personnel on a need-to-know basis.

We have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets. Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Cyber security and data protection are closely monitored by an internal working group, previously led by the Deputy Chair and now led by the Chairman following Dr Paul Dyer's retirement. The group, which consists of the CEO and COO, reports to the Board in detail on the current position and future plans.

Our strategic move to appoint the Cyber Security and Data Protection Advisor remains essential in maintaining high digital performance, meeting regulatory requirements, and preserving general security of our online systems. This engagement has allowed us to be in control and on top of fast-moving digital changes as well as enhancing the onsite and remote users experience. Additionally, it elevates cybersecurity from a technical

Cyber security & Data Protection(continued)
function to a board-level priority where digital resilience is embedded in organisational culture. Our focus on training and education continues to be a priority, with key staff attending certified courses in Generative Artificial Intelligence, Ethics in AI, Data Analytics and Security.

These programmes are designed to equip those in the most risk-exposed and responsible roles with the knowledge and skills required to navigate an increasingly complex digital environment. As reported above, the cyber insurance cover brings a web-based training programme, ensuring that staff development and digital protection are aligned and mutually reinforcing.

A number of hardware and software components were either replaced or upgraded, ensuring the Charity operates with the most appropriate and current products available on the market. As ever, we believe in proactive measures that inspire tailored, relevant and cost-effective solutions that minimise risks to our operations, clients and staff.

In a world of competing demands, with the emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures. This will always be an ongoing task.

Funding and donations
Charitable donations across the country are down by around 10%, whereas Veterans Aid has remained stable in this context.

The sector's ability to raise funds through voluntary income continues to be hampered by the economic uncertainty and cost of living crisis. Veterans Aid has always relied on diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation. As mentioned earlier in this report, our successfully methodology has been validated through diligent economic study conducted by Cambridge Econometrics. The report objectively quantifies the impact and value of our work with veterans in crisis and reaffirms our global position as leaders in addressing both homelessness and poverty; a position which is directly related to the credibility of our fundraising.

The retention and development of platinum-level relationships demands considerable and sustained effort, with each partnership carefully nurtured on an individual basis. The Michael Uren Foundation exemplifies this approach, and their increased giving is a direct reflection of the confidence that rigorous, personalised stewardship can build over time. Likewise, the Chief Executive provides ad hoc briefings to Hoare & Co. as required, maintaining an open and informed dialogue with the Bank's principals. These relationships are not maintained by circumstance; they are the product of deliberate, consistent, and highly focused engagement - an investment the Charity has made, and continues to make, as a matter of strategic priority.

Our fundraising efforts continue to be centred around effectiveness, transparency and sustainability and we carefully choose partners who can support our independent work.

Fraud

The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

Saffery LLP continue to be our auditors, a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

The value-added aspect of this relationship is that we are allowed significant interaction with our auditors throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to our reputation and a lack of public confidence if fraud were to take place.

Governance

Interaction between the Chief Executive and the board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation and demographics. The Deputy Chair was formally tasked with overseeing Governance; until his retirement in December 2025, Dr Paul Dyer had 16 interactions with the CEO. Governance oversight has since been assumed by the Chairman, who has recorded 6 interactions to date, ensuring continuity at Board level.

Finance and accounting review

The Charity has net assets of £10,219,359 (2024: £10,223,372), of which £8,757,407 (2024: £8,802,873) are tangible fixed assets.

At the balance sheet date, the charity had £167,050 (2024: £279,939) of cash balances available at one month's notice or less. The majority of the cash balances are held in deposit accounts.

Funds

As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stood, was sold in September 2009.

Funds (continued)

Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the Charity, and it is now represented by the freehold land at New Belvedere House.

- Restricted funds (note 13)
  Total restricted funds are £5,914,723 (2024: £6,053,232).

- Unrestricted Funds
  Unrestricted funds represent an estimated nine months operating costs of the Charity.

The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Statement of Trustees' responsibilities
The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

Statement of Trustees' responsibilities (continued)

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies

Auditors
A resolution proposing the re-appointment of Saffery LLP will be put to the Annual General Meeting in April 2026.

Approved by the Trustees on 30th April 2026 and signed on their behalf by

A G Wallis MBE OL DL
Chair of Trustees
30th April 2026

G J Holbourn FCA FCCA DChA
Trustee
30th April 2026

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information (continued)
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption from preparing a Strategic Report and in preparing the Trustees' Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Auditor's responsibilities for the audit of the financial statements (continued)
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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

Helen Wilkie

Helen Wilkie (Senior Statutory Auditor)
For and on behalf of
Saffery LLP

71 Queen Victoria Street
London
EC4V 4BE

Statutory Auditors

30 April 2026

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	Note	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2025 £	Total 2024 £
Income and Endowments							
Donations & Legacies		653,898	-	-	-	653,898	646,079
Charitable activities							
Rents		1,006,015	-	-	-	1,006,015	985,628
Grants		76,983	420,272	-	-	497,255	561,218
Other trading activities		3,983	-	-	-	3,983	15,501
Investments	8	32,927	-	-	-	32,927	27,380
Total income		**1,773,806**	**420,272**	**-**	**-**	**2,194,078**	**2,235,806**
Expenditure							
Raising Funds		148,985	-	-	-	148,985	139,884
Charitable activities		1,515,826	435,581	123,200	-	2,074,607	1,939,126
Other		-	-	-	-	-	33,378
Total expenditure	2	**1,664,811**	**435,581**	**123,200**	**-**	**2,223,592**	**2,112,388**
Net gains/(losses) on investments		25,501	-	-	-	25,501	81,802
Net income/(expenditure)		**134,496**	**(15,309)**	**(123,200)**	**-**	**(4,013)**	**205,220**
Actuarial (loss)/gain on defined benefit pension scheme	26	-	-	-	-	-	(99)
Net movement in funds		**134,496**	**(15,309)**	**(123,200)**	**-**	**(4,013)**	**205,121**
Total funds brought forward		1,530,140	16,432	6,036,800	2,640,000	10,223,372	10,018,251
Total funds carried forward	14	**1,664,636**	**1,123**	**5,913,600**	**2,640,000**	**10,219,359**	**10,223,372**

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 33 to 49 form part of these financial statements.
The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore, total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2025

	Note	£	2025 £	£	2024 £
Fixed assets					
Tangible fixed assets	**7**		8,757,407		8,802,873
Investments	**8**		1,233,484		1,093,027
			9,990,891		9,895,900
Current assets					
Stock	**9**	10,169		5,413	
Debtors	**10**	163,269		162,132	
Cash at bank and in hand		167,051		279,939	
		340,489		447,484	
Current liabilities					
Creditors: Amounts falling due in less than one year	**11**	(112,021)		(120,012)	
Net current assets			228,468		327,472
Net assets			10,219,359		10,223,372
Funds					
Property Funds:					
Permanent Endowment	**12**		2,640,000		2,640,000
Restricted funds	**13**		5,913,600		6,036,800
Revenue Funds:					
Restricted funds	**13**		1,123		16,432
General funds *(including revaluation reserve of £263,734 (2024: £295,403))*			1,664,636		1,530,140
Total funds	**14**		10,219,359		10,223,372

The notes on pages 33 to 49 form part of these financial statements.

The financial statements were approved by the trustees on 30th April 2026 and signed on their behalf by

G J Holbourn
Trustee

Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	Note	2025 £	2024 £
Net cash provided by/(used in) operating activities	**22**	**105,296**	**280,257**
Cash flows from investing activities			
Dividends and interest from investments		32,938	26,589
Purchase of property, plant and equipment	**7**	(136,158)	(47,768)
Proceeds from sale of investments		249,732	354,913
Purchase of investments	**8**	(380,272)	(358,010)
Net cash (used in)/provided by investing activities		(233,760)	(24,276)
Net (decrease)/increase in cash & cash equivalents		(128,464)	255,981
Cash and cash equivalents at the beginning of the year		322,355	66,374
Cash and cash equivalents at end of the year	**23,24**	**193,891**	**322,355**

The notes on pages 33 to 49 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

Veterans Aid is a registered charity in England and Wales (no. 1095308) and a company limited by guarantee registered in England and Wales (company number 4544532). Details of its registered office are provided on page 2.

These accounts have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)' and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is the probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives–

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees' meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1 Accounting policies (continued)

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings and Equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2023 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next valuation being due in September 2028. The Charity reviews annually whether interim valuations should be undertaken to ensure the value remains materially correct.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise (see Note 8).

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme. The pension costs charged in the SOFA are the costs relating to the defined contribution scheme and are charged to the SOFA when they are incurred. (see Note 26).

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property gifted to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House (see Note 12).

1.13 Restricted funds

Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds

Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

The balance in the General Fund at 30 September 2025 represents an estimated nine months operating costs (see Note 14).

1 **Accounting policies** (continued)

1.15 Revaluations

Investments are revalued to market value as at 30 September 2025 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost.

1.17 Critical estimate and judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Carrying value of New Belvedere House

The Trustees make judgements and estimates in applying the Charity's accounting policies that affect the carrying value of land and buildings, in particular New Belvedere House.

The property is carried at valuation, based on the most recent external professional valuation undertaken in September 2023, with the land treated as permanent endowment and the buildings depreciated over their estimated useful economic life. In the period since the last valuation, the Trustees have considered whether any events or changes in circumstances indicate that the carrying value may be materially misstated. Based on this review, the Trustees concluded that there were no indicators of material impairment or material change in value at the balance sheet date.

Depreciation of the buildings is based on the Trustees' estimates of useful economic life and residual value, currently assumed to be 50 years and nil respectively. These assumptions are reviewed annually. Changes to these estimates could result in a material adjustment to the depreciation charge and carrying value in future periods.

1.18 Comparative statements

Under charity accounting requirements, comparative statements for the preceding year are required for a number of the notes to the accounts, specifically notes 2, 12, 13, 14 and 15, and these are shown below the information for 2025 in each note.

2 Resources expended

2025	Direct Expenses		Support Costs		Total 2025
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	10,040	93,830	31,454	135,324
Investment management costs	-	12,590	-	-	12,590
Cost of goods sold	-	-	-	1,071	1,071
Charitable Activities					
Accommodation and support for homeless veterans	357,339	286,756	121,531	204,285	969,911
Rehabilitation and emergency care for homeless veterans	-	285,549	617,867	201,280	1,104,696
	357,339	**594,935**	**833,228**	**438,090**	**2,223,592**

2024	Direct Expenses		Support Costs		Total 2024
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	9,481	86,072	27,727	123,280
Investment management costs	-	12,383	-	-	12,383
Cost of goods sold	-	-	-	4,221	4,221
Charitable Activities					
Accommodation and support for homeless veterans	340,228	244,217	113,293	201,578	899,316
Rehabilitation and emergency care for homeless veterans	-	290,092	561,934	187,784	1,039,810
Other					
TPT (Pensions Trust) scheme withdrawal charge (see note 26)				33,378	33,378
	340,228	**556,173**	**761,299**	**454,688**	**2,112,388**

2 Resources expended (continued)

Total resources expended are stated after charging	2025 £	2024 £
Depreciation (see notes 1.8 and 7)	181,624	186,459
Auditors remuneration	25,198	22,385
Amounts payable under operating leases	102,478	102,378
Governance (included in Support Costs above)		
Audit fees	25,198	22,385
Trustee expenses	1,133	339
Staff Costs allocation	27,072	26,351
Office Costs allocation	8,023	7,670
Other	365	583
	61,791	**57,328**

3 Staff costs

	2025 £	2024 £
Wages and salaries	950,413	857,534
Social security	103,085	90,022
Pension costs	57,644	60,818
	1,111,142	1,008,374
Other staff costs	79,426	93,873
	1,190,567	1,102,246

One member of staff was made redundant during the year and £40,640 redundancy pay was paid out (2024: none).

Average number of staff:

The average number of staff, based on average head count, during the year was	2025 Number	2024 Number
NBH staff and care workers	16	16
Administration	9	8

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	2	2
£70,000 to £79,999	1	-
£90,000 to £99,999	1	1

	2025 £	2024 £
The total remuneration of key management personnel, who comprise the CEO and the New Belvedere House Manager was	185,271	179,829

4 Donations in Kind

	2025 £	2024 £
Donations in Kind	275	3,311
	275	3,311

Organisations and individuals donated food and other items totalling £275 (2024:3,311) during the year (note 13).

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £1,133 (2024: £339) were reimbursed to 1 (2024: 1) trustee in respect of travel and accommodation expenses when attending meetings and fundraising events, and no expenses (2024: £nil) were incurred in connection with a venue for a trustees' meeting.

No donations (2024: £3k) were received from trustees during the year.

6 Corporation tax

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 Tangible fixed assets

	Freehold land and buildings £	Fittings and Equipment £	Total 2025 £
Cost			
At 1 October 2024	8,800,000	938,439	9,738,439
Additions	-	136,158	136,158
At 30 September 2025	8,800,000	1,074,597	9,874,597
Depreciation			
At 1 October 2024	123,200	812,366	935,566
Charge for the year	123,200	58,424	181,624
At 30 September 2025	246,400	870,790	1,117,190
Net Book value			
At 1 October 2024	8,676,800	126,073	8,802,873
At 30 September 2025	8,553,600	203,807	8,757,407

All fixed assets are used for charitable purposes.

In the year ended 30 September 2023 a professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was carried out by Michael Rogers LLP, Chartered Surveyors. This placed an open market value on the premises of £8,800,000 which is reflected in these accounts. The historical cost of the land and buildings is £9,273,653. See Note 1.8.

The charity had no capital commitments at 30 September 2025 (2024 : nil).

8 Investments

	2025 £	2024 £
Quoted securities – UK	451,235	365,060
Quoted securities – Overseas	754,625	684,759
	1,205,860	1,049,819
Investment in subsidiary	2	2
Accrued interest on fixed-interest investments	781	790
Cash balances	26,841	42,416
Total	**1,233,484**	**1,093,027**

	Subsidiary £	Listed undertakings £	Total 2025 £	Total 2024 £
Quoted/unquoted securities:				
Market value at 1 October 2024	2	1,049,819	1,049,821	964,922
Additions at cost	-	380,272	380,273	358,010
Disposal at market value brought forward	-	(231,596)	(231,596)	(344,873)
Unrealised gains	-	7,365	7,365	71,762
Market value at 30 September 2025	**2**	**1,205,860**	**1,205,862**	**1,049,821**

	2025 £	2024 £
Investment income is made up of-		
Bank interest	7,268	6,094
Dividends	24,879	20,495
Accrued interest on fixed interest investments	780	791
	32,927	27,380

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company has not commenced trading and remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2025 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2025 £	2024 £
Clothing stock	7,765	2,785
Christmas cards stock	918	1,239
Miscellaneous stock	1,486	1,389
	10,169	5,413

10 Debtors

	2025 £	2024 £
Rent and housing benefits	40,474	49,244
Prepayments	68,987	67,047
Other debtors	53,808	45,841
	163,269	162,132

11 Creditors falling due in less than one year

	2025 £	2024 £
Trade creditors	47,200	20,612
Accruals	26,692	29,776
Other creditors	38,129	36,246
TPT (Pensions Trust) scheme withdrawal charge (see note 26)	-	33,378
	112,021	120,012

12 Permanent Endowment

This fund of £2,640,000 (2024: £2,640,000) is represented by the value of the freehold land in Stepney occupied by New Belvedere House. This fund's primary purpose is investment in real estate to be held by the charity. See note 1.12 for further details.

13 Restricted funds

		At 1 October 2024 £	Income £	Outgoing Resources £	Realised and Unrealised Gains (Losses) £	At 30 September 2025 £
a	New Belvedere House Development fund	6,036,800	-	(123,200)	-	5,913,600
	Property Funds	6,036,800	-	(123,200)	-	5,913,600
b	Not Forgotten Association (donation in kind)	-	175	(175)	-	-
c	Grants for individuals	-	59,767	(59,767)	-	-
d	Move-on costs	8,889	-	(8,889)	-	-
e	Clothing	-	4,411	(3,478)	-	933
f	Substance misuse	-	100,000	(100,000)	-	-
g	Other donations in kind	-	100	(100)	-	-
h	Employment Preparation & Training	3,854	-	(3,854)	-	-
i	Support for Westminster homeless	3,689	6,250	(9,939)	-	-
j	Aftercare Funding Programme	-	46,550	(46,550)	-	-
k	Accommodation, Detox and counselling	-	25,000	(25,000)	-	-
l	National Lottery Rapid Counselling Response	-	151,520	(151,520)	-	-
m	Fire Alarm upgrade	-	12,500	(12,500)	-	-
n	NBH Residents dinners	-	9,000	(9,000)	-	-
o	Sensory Garden Project	-	5,000	(4,810)	-	190
	Revenue Funds	16,432	420,272	(435,581)	-	1,123
		6,053,232	420,272	(558,781)	-	5,914,723

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
c. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
d. Grant from the Nationwide towards client move-on costs
e. A grant from the Hedley Foundation for clothing
f. A grant from the Sackler Trust for the Substance Misuse programme
g. Donations in kind - clothing & toiletries from one donor
h. Grants to help clients with training leading to employment

13 Restricted funds (continued)

Funds for operational expenses (Revenue Funds)(continued):

i. A grant from the City of Westminster Charitable Trust to help the homeless in Westminster
j. A grant from Gamble Aware to provide aftercare funding for clients with gambling addictions
k. A grant from the Julia Rausing Trust for accommodation, detox & counselling
l. A grant from the National Lottery to assist with rapid counselling response
m. A grant from the Hobson Charity towards the upgrade of the fire alarm system at New Belvedere House
n. Grants from supporting trusts for Christmas & Easter dinners for New Belvedere House residents
o. A grant from the B&Q Foundation towards the garden walls at New Belvedere House

	2024	At 1 October 2023 £	Income £	Expenditure £	Realised and unrealised Gains (Losses) £	At 30 September 2024 £
a	New Belvedere House Development fund	6,160,000	-	(123,200)	-	6,036,800
	Property Funds	6,160,000	-	(123,200)	-	6,036,800
b	Not Forgotten Association (donation in kind)	-	170	(170)	-	
c	Grants for individuals	-	85,033	(85,033)	-	
d	Move-on costs	-	50,000	(41,111)	-	8,889
e	NBH fixtures & fittings	-	25,000	(25,000)	-	
f	Substance Misuse	-	100,000	(100,000)	-	
g	Other Donations in kind	-	3,141	(3,141)	-	
h	Employment Preparation & Training	9,909	-	(6,055)	-	3,854
i	Support for Westminster homeless	-	8,000	(4,311)	-	3,689
j	Aftercare Funding Programme	3,426	49,500	(52,926)	-	
k	National Lottery Cost of Living Support	-	75,000	(75,000)	-	
l	National Lottery Rapid Counselling Response	-	74,855	(74,855)	-	
	Revenue Funds	**13,335**	**470,698**	**(467,600)**	-	**16,432**
		6,173,335	**470,698**	**(590,800)**	-	**6,053,232**

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds) continued:

b. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
c. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
d. Grant from the Nationwide towards client move-on costs
e. Grant from the Edward Gosling Foundation for NBH fixtures and fittings
f. A grant from the Sackler Trust for the Substance Misuse programme
g. Donations in kind - food, clothing etc. – from five donors
h. Grants to help clients with training leading to employment
i. A grant from the City of Westminster Charitable Trust to help the homeless in Westminster
j. A grant from Gamble Aware to provide aftercare funding for clients with gambling addictions
k. A grant from the National Lottery to provide cost of living support
l. A grant from the National Lottery to assist with rapid counselling response

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2025 £
Tangible fixed assets	203,807	-	5,913,600	2,640,000	8,757,407
Investments	1,233,484	-	-	-	1,233,484
Net current assets	227,345	1,123	-	-	228,468
	1,664,636	1,123	5,913,600	2,640,000	10,219,359

	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2024 £
Tangible fixed assets	126,073	-	6,036,800	2,640,000	8,802,873
Investments	1,093,027	-	-	-	1,093,027
Pension deficit provision	-	-	-	-	-
Net current assets	311,040	16,432	-	-	327,472
	1,530,140	16,432	6,036,800	2,640,000	10,223,372

15 Revaluation reserves

	2025 £	2024 £
Quoted securities	263,734	295,403
	263,734	295,403

The revaluation reserves form part of unrestricted funds in both years.

16 Commitment under operating leases

2025

	Land and buildings £	Other £	Total 2025 £
Due within one year	98,794	3,996	102,790
Between 2 and 5 years	24,698	2,598	27,296
	123,492	**6,594**	**130,086**

	Land and buildings £	Other £	Total 2024 £
Due within one year	98,794	3,996	102,790
Between 2 and 5 years	123,492	6,283	129,775
	222,286	10,279	232,565

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease was renewed on 1 January 2022 for a five year period.

Photocopiers are leased from CF Corporate Finance (ending June 2027). A franking machine is leased from Pitney Bowes (ending November 2026).

17 Related party transactions

There were no related party transactions other than those referred to in note 5.

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2025, the total of these guarantees was £40 (2024: £40).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable. See Note 13.

The effects of such a repayment cannot be quantified and the Trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the Trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2018: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is most appropriate for the charity to prepare its financial statements under the Charities SORP.

In addition private registered providers of social housing are required by section 127 of the Housing and Regeneration Act 2008 to comply with a direction of the Regulator of Social Housing about the preparation of their accounts – The Accounting Direction for registered providers of social housing. The Trustees have considered the information that is required by the Direction that is not already in the accounts and have concluded that further disclosure would not be useful to the users of the accounts and therefore these accounts do not comply with the Accounting Direction for registered providers of social housing.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2025 £	2024 £
Revenue grants (credited to restricted funds)	6,250	-
Revenue grants (credited to unrestricted funds)	76,983	84,983
	83,233	84,983

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2025 £	2024 £
Net (expenditure)/income	(4,013)	205,121
Depreciation charges	181,624	186,459
Investment income	(32,927)	(27,380)
Gain on investments	(25,501)	(81,802)
(Increase)/decrease in stocks	(4,756)	1,677
(Increase)/decrease in debtors	(1,137)	(20,950)
(Decrease)/increase in creditors	(7,994)	20,032
Movement in pension scheme provision	-	(2,900)
Net cash provided by operating activities	105,296	280,257

23 Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand and at bank	166,933	279,609
Cash with investment managers	26,841	42,416
Cash equivalents - vouchers	117	330
Total cash and cash equivalents	193,891	322,355

24 Analysis of changes in net debt

	At 1 October 2024	Cashflows	At 30 September 2025
Cash at bank and in hand	279,609	(112,676)	166,933
Cash with investment managers	42,416	(15,575)	26,841
Cash equivalents - vouchers	330	(213)	117
Total	322,355	(128,464)	193,891

25 Comparative statement of financial activities

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2024 £
Income and Endowments					
Donations & Legacies	646,079	-	-	-	646,079
Charitable activities					
Rents	985,628	-	-	-	985,628
Grants	90,521	470,697	-	-	561,218
Other trading activities	15,501	-	-	-	15,501
Investments	27,380	-	-	-	27,380
Total income	1,765,109	470,697	-	-	2,235,806
Expenditure					
Raising Funds	139,884	-	-	-	139,884
Charitable activities	1,348,325	467,600	123,200	-	1,939,125
Other	33,378	-	-	-	33,378
Total expenditure	1,521,587	467,600	123,200	-	2,112,387
Net gains on investments	81,802	-	-	-	81,802
Net income/(expenditure)	325,323	3,097	(123,200)	-	205,220
Actuarial losses on defined benefit pension scheme	(99)	-	-	-	(99)
Net movement in funds	325,224	3,097	(123,200)	-	205,121
Total funds brought forward	1,204,916	13,335	6,160,000	2,640,000	10,018,251
Total funds carried forward	1,530,140	16,432	6,036,800	2,640,000	10,223,372

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid formerly participated in The Pension Trust (TPT)'s Growth plan, a multi-employer scheme.

On 30 September 2024 Veterans Aid gave notice to TPT Retirement Solutions of its intention to withdraw from this pension scheme. The exit charge of £33,378 was accrued in the accounts for the year ending 30th September 2024 and paid in February 2025.

Veterans Aid is aware of future legal judgements that might lead to an additional charge being levied. At 30 September 2025 this was not able to be quantified and so no provision is made for that charge within these financial statements.

26.2 Royal London

26.2.1 Veterans Aid now offers a plan with Royal London to its employees; at the balance sheet date there were 14 active members (2024: 16).

26.2.2 Members paid contributions at rates between 5% and 15% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

26.3 Other schemes

26.3.1 Veterans Aid permits its employees to contribute to alternative schemes if they opt to do so. As at the balance sheet date there were 2 (2024: 1) employees doing so.

VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 4544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2024

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2024

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron	The Dowager Viscountess Rothermere
Honorary Life President	Brigadier J F Rickett CBE FinstD
Honorary Vice President	Field Marshal the Lord Walker of Aldringham GCB CMG CBE DL

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees	A G Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF (Chairman) Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) Colonel Christopher MacKenzie-Beevor CBE LVO (Honorary Treasurer) G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee)
Management	Wing Commander Prof Hugh Milroy OBE BTh MA PhD DCL (h.c.), Hon Prof of Social Work UEA, Prof (Social Work) Flinders University, Head of Wellbeing World Veterans Federation (Chief Executive, Member of the Business Strategy Committee) Natalia Dabrowska BA MSc CG (Affiliated) (Chief of Staff) Richard Greenhough BCom ACMA (Head of Financial Services) Pat O'Connor MBE (NBH Manager) John Boyle Dip SW (Head of Frontline Operations) Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)
Advisors	Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor) Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)
Legal Advisers	Spencer West LLP Longbow House 20 Chiswell Street London EC1Y 4TW
Auditors	Saffery LLP Chartered Accountants 71 Queen Victoria Street London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds TSB 1 Butler Place London SW1H 0PR Clydesdale Bank PLC (trading as Virgin Money) 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 14th May 2025.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY
FOR THE YEAR ENDED 30 SEPTEMBER 2024

I am delighted to report another twelve months of exemplary service delivered by the team here at Veterans Aid and urge you to look at the statistics that illustrate what we achieved last year. By any yardstick these are impressive results for a frontline charity.

Maybe the most startling revelation is that 62% of all the veterans we supported were driven to us through poverty - a situation we fear will only get worse in the short to medium-term future.

This charity's achievements are only possible due to the generosity of donors and its Board regards transparency as being of paramount importance. We are proud of the fact that our supporters are able to track every penny from the point of donation to the point of delivery of effective, appropriate services to our clients.

Of particular note last year was VA's decision to once again demonstrate its social value by inviting independent, external scrutiny of its activities. A report illustrating how much our interventions save the taxpayer will soon be published in full.

To those who are new to the work of VA, I commend this Report and urge you to read it carefully. It offers just a small snapshot of how hard the charity is working to support those servicemen and women who are in need. To our existing supporters, I urge you to see how your money was used last year and what we achieved through your generous donations.

In closing, I offer my personal thanks and those of the entire Board of Trustees, to our advocates, to the agencies who work with us and, most importantly, to the hard-working team at Head Office and at New Belvedere House without whom we could not operate.

Andrew Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF
Chairman

14th May 2025

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2024

When I took up the role of Chief Executive of Veterans Aid some 20 years ago, I had a very clear ambition, which was to make the charity so effective that, by the time I left, we had beaten the spectre of homelessness among veterans and there would be no need for its services.

We have gone a long way towards achieving that goal and the number of genuine street homeless veterans across the country is low. However, the underlying cause of homelessness is both insidious and growing. Sadly, in any long-term way, it is almost unaddressed - by the military charity sector in particular and by the Government in general.

Our data collection indicates that the almost singular toxic cause is poverty; that might sound obvious, but it is a complex issue which confronts the charity every single day. Unhappily, it throws up so many related problems for our clients that I think we are at a point where the sector and Government engagement with veterans needs to be reimagined. Acknowledgement that current systems are simply reactive would be a good start.

The old methodology of top-down intervention is no longer adequate for a variety of reasons: speed of need, the constantly rising cost of doing charity business, the complex nature of people's problems and unwieldy delivery processes within the benevolent sector, to name a few. As our successes have demonstrated, effective use of the internet has obviated the need for large organisations and Government schemes.

Overwhelmingly, the system for veteran support seems to have ended up in firefighting mode with no eye to long-term prevention. Ironically, the military charity sector is wealthy, but often so bogged down in obstructive and unhelpful delivery criteria that its outcomes are less about helping individuals than providing feedback for funders. I support the need to spend money wisely, but the processes for accessing funds, and the attendant reporting burdens, are often so onerous for medium-sized organisations like Veterans Aid that the diversion of effort to 'comply' simply can't be justified. It's much better to focus on finding unrestricted funds which allow us to intervene effectively and precisely in direct response to client needs. Dictating how monies are spent and slavishly supporting failed orthodoxy, simply doesn't address the needs of veterans in Britain today.

In my two decades as CEO, despite all the projects, research papers and politics about helping the veteran community, nothing seems to have changed; indeed if anything it is worse, which is why we are getting busier by the day. The sector and Government need to accept that poverty among veterans and society is not going to go away and that investment in prevention is the only solution.

.....

Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.), Hon Prof of Social Work UEA, Professor of Social Work (Flinders University), Head of Wellbeing World Veterans Federation
Chief Executive

14th May 2025

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2024

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2024. The Trustees have adopted the provisions of the 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).

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
Building on the successful Pro Bono Economics Report, the Charity produced an enhanced economic impact evaluation through a prestigious collaboration with Cambridge Econometrics - an award-winning economic research practice. Following the original methodology, we applied Unit Cost Database value estimates across seven metrics in housing, education, employment, health, and wellbeing. The analysis estimated that VA's successful interventions generated a £2.6m annual net benefit from a sample of 246 veterans. Remarkably, the persistence rate which refers to sustainability and longevity of positive outcomes after intervention has ended, is on average eighteen (18) months, clearly demonstrating that impact of our work is transformative. This partnership, facilitated through PBE's corporate partner matching scheme, further cements our position as a leading service charity. These findings also reaffirm the Welfare to Wellbeing© model as an exemplar of social care for the veteran community and beyond.

- **Substance misuse**
  During the reporting year 82 clients were placed in substance misuse programmes across the country, compared to 83 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2024 the Charity placed 75 clients into some form of sustainable accommodation (2023: 118), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Transformative and life-saving services were delivered without interruption during the past year, allowing the Charity to effectively tackle clients' multiple problems, some of which had been exacerbated by the rising cost of living in the UK.

  Media and PR activities remained focused on promoting the Charity's leading role in keeping ex-service personnel and their families off the streets, protecting the wellbeing of those already in the Charity's care and putting ever-growing emphasis on prevention. Online editorials and news releases in Politics Home, continued to draw interest and are valuable assets for fundraising and media purposes, recording just under 6k page views and over 4k social media impressions.

- **Raising awareness and appreciation of the Charity's capability** (continued)
  Integral components of the Charity's efforts in raising awareness are longevity, a clear voice, consistent messaging underpinned by the Welfare to Wellbeing© model and data findings from our independent and custom-built database. The latter remains a valuable tool for demonstrating the efficacy of our pioneering methodology and captures compelling insights about trends and service users (for example, the fact that 62% of clients contacted the Charity because of poverty and 23% of those were in some form of employment).

  A major expansion of the database's reporting capabilities last year greatly refined our analytics infrastructure. This strategic investment directly supported our collaboration with Cambridge Econometrics, which resulted in a comprehensive cost-benefit analysis report that measures the economic value of our work.

  We hosted several international presentations for representatives of shared interest groups e.g. Emmanuel Jacob at Euromil, Óglaigh Náisiúnta na hÉireann/Organisation of National Ex-Service Personnel (ONE), the All Veterans and Martyrs' Families Association (Turkey) and Tramicia Garner from US veterans non-profit, Swords to Plowshares. They were briefed on VA's effective care and recovery practices that combine swift intervention with long-term investment of time and resources. A notable visitor was Lieutenant Colonel Tomohiko Kimura of the Japan Ground Self-Defense Force who visited Veterans Aid while conducting research for his Master's degree at the National Defense Academy of Japan. His study on military command and leadership builds upon a decade-long academic collaboration between his supervisor, Professor Hitoshi Kawano, and VA's CEO. This international dialogue reinforces Veterans Aid's contributions to military studies, leadership development, and veteran support across borders.

  Closer to home, our strategic partnership with Concerto, an independent consultancy firm, continues to grow from strength to strength. The CEO participated in several briefings and, most recently, served as keynote speaker at a management event organised by the company. The Charity also took an active part in the Lloyd's Military Network events, raising awareness about our prevention-focused services.

  Two significant fact-finding visits have cemented Veterans Aid's international connections with Ukraine's veteran community. In April, MP Iryna Nykorak, Chair of the Ukrainian Parliament's Sub-committee on Veteran Rehabilitation and founder of 'Arm Women Now', led a parliamentary delegation exploring VA's approach to veteran care. This was followed by a Ukrainian psychologists' visit under the wider international military training initiative called OP INTERFLEX. Through detailed discussions, the visiting psychologists explored the charity's Welfare to Wellbeing© model, which led to valuable exchanges about both immediate intervention strategies and long-term recovery solutions. The visit involved a tour of VA's Victoria HQ/Operations Centre and talks with our frontline staff about integrated approaches in addressing complex needs, including addiction, homelessness, social isolation, and trauma.

- **Raising awareness and appreciation of the Charity's capability** (continued) These visits underscored VA's position as a global thought leader in veteran care practices and highlighted the universal nature of post-service challenges that transcend national boundaries and political ideologies.

  The academic weight of Veterans Aid's Welfare to Wellbeing© methodology has been further validated through Flinders University in Australia, where our CEO was awarded a professorship in recognition of his globally acknowledged expertise on veterans' wellbeing. Through collaborative research, the University's 'Open Door' initiative has embraced our transformative model, recognising its innovative approach that prioritises veteran resilience and strength over traditional deficit-based support practices. The CEO's advocacy and influence were welcomed as inspirational and paradigm-shifting.

  Our strategic ties with the GLA remain strong. The support from the Armed Forces Champion for London has been particularly important in reaffirming the Capital's commitment to the Armed Forces community. VA is a recognised provider of immediate routes off the streets as well as prevention services for veterans in crisis. Through cooperative efforts with the GLA, the Charity plays its part in making London a safer and better place for ex-servicemen and women.

  Facebook and Instagram remain effective social media tools for raising awareness, recording increases of 21% and 17% content interactions respectively over the past year. The LinkedIn community (an international online platform used for professional networking and workplace development) remains our largest audience with 3,498 followers.

IMPACT 2023 TO 2024

CLIENT INTERACTIONS

3908 CLIENT INTERACTIONS

634 TOTAL NUMBER OF CLIENTS AND THEIR FAMILIES SUPPORTED

REASON FOR CONTACT
+62% POVERTY

EMPLOYMENT AND TRAINING

46 INTO WORK OR ONTO TRAINING COURSES

ACCOMMODATION

20620 NIGHTS OF ACCOMMODATION

151 CLIENTS PUT IN EMERGENCY ACCOMMODATION WITHIN 24H OF INITIAL CONTACT.

75 NUMBER OF CLIENTS APPROPRIATELY HOMED

WHO

607 MALE
27 FEMALE

38 GENERATION Z
BORN BETWEEN 1997 AND 2012

19-82 CLIENT AGE RANGE

AVERAGE AGE 45 YEARS

REFERRALS

34% REFERRAL FROM A MILITARY CHARITY

6% REFERRAL FROM A NON-MILITARY CHARITY

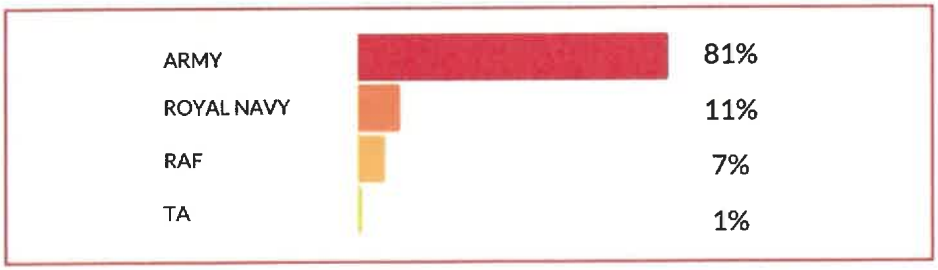
60% (INTERNET, WORD OF MOUTH, POLICE REFERRAL)

WELFARE TO WELLBEING©

479 COUNSELLING SESSIONS FUNDED

82 VETERANS SUPPORTED THROUGH DETOX/COUNSELLING

SERVICE



Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive, thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. In particular, the CEO has a very strong working relationship with the Deputy Chair, Dr Paul Dyer, who is responsible for governance.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the Chief Executive, to whom report Chief of Staff, Head of Financial Services, NBH Manager, Head of Frontline Operations and Head of Fundraising.

Strategic plan

The Board agreed that there will be no changes to the business strategic plan. Our tried and tested W2WB© model demonstrates unparalleled versatility and effectiveness, as evidenced in the recent cost and benefit analysis. Our commitment lies in preserving the relevancy of our streamlined services, that are uniquely designed to address both - tackle immediate crises and inspire prevention.

There are no plans for expansion and the Charity remains focused on marshalling its resources to deliver tangible benefits for clients while further cultivating our successful Welfare to Wellbeing© methodology. With its proven exportability and international recognition, we are dedicated to advancing our model as the gold standard in veteran care globally, empowering organisations worldwide to follow our evidence-based framework and transform lives through sustainable, impactful interventions.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives.

Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives.

Equally, Trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Review of activities

Our operational activity, at both the HQ and NBH, remained high throughout the year, with comprehensive data findings confirming both the scale and complexity of our life-saving interventions. Our dedicated staff answered 3,908 calls for help, across all communication channels, marking a major increase (i.e. 2,858) from the previous year. The referral patterns were consistent with previous years, with 34% of clients continuing to come through other service charities.

The age of veterans seeking our help have remained consistent in recent years, with a steady number of Generation Z clients (individuals born between 1997-2012). The Charity's established multi-range support pathways for younger veterans continue to prove invaluable in addressing their needs. This demographic profile challenges a persistent misconception about ex-service personnel - that they are predominantly represented by an elderly population. In reality, our client base spans multiple generations, with the average age continuing to be mid-forties, illustrative of the fact that veterans requiring assistance represent a much broader demographic than one commonly portrayed in public discourse.

In a significant post-election engagement, the Charity contested the above stated misconceptions with the Shadow Minister for Veterans Affairs, Andrew Bowie, Conservative MP for West Aberdeenshire and Kincardine. This timely briefing explored the shortfall of integrated veteran care that over the years has been driven by political ambition rather than actual need. The CEO shared his concerns about over-medicalisation of ex-service community problems while ignoring the underlying key issue, which is poverty. The importance of looking at outcomes when allocating funding was also discussed as a necessary shift from the sector's current practices, which often lack standardised and measurable methodology. A follow-up visit of the New Belvedere House is planned in 2025.

The Charity recognises that homelessness and poverty affect populations beyond military communities and actively engages with strategic partners. This summer our staff attended key civic engagements – raising the Armed Forces flag at City Hall and the Annual Civic Service at Westminster Abbey. Being part of the wider community of Westminster as well as London, remains a central VA commitment. Multi-agency collaborations expand our reach and eliminate replication of effort.

VA played a small role in commemorating the 80th Anniversary of the D-Day landings by collaboration with 5.11 Tactical, an American apparel brand specialising in outdoor clothing and uniforms for military and safety personnel. In less than a week, 500 D-Day patches were successfully sold and processed from our HQ in Victoria, with orders from customers in Brazil, Canada, Mexico and Australia. All proceeds were donated to the Charity, including the added value of brand exposure to international stakeholders at no additional advertising cost.

The Charity maintained its position as the knowledge hub of veteran care. A total of 550 enquiries were recorded (2023:421), from the UK and overseas, regarding partnership, information exchanges, research, media collaborations, volunteering and fundraising. Remarkably, 75% of these approaches (2023: 65%) came from other social and health care organisations.

Review of activities (continued)
Over the past year, Veterans Aid has strengthened its initiatives with various police services both within and beyond the capital. Our close relationship with the City of London Police has continued to flourish, highlighted by the Commissioner's visit to VA HQ and the prestigious Commander's commendations awarded to the CEO and Criminal Justice Outreach Officer for establishing and maintaining this valuable partnership. Several presentations were delivered to City of London probationer and response officers. Looking ahead, VA plans to extend these educational efforts through further presentations to Metropolitan Police officers, reinforcing our commitment to informing and supporting police forces.

Enhancing VA's presence in the City is part of a broader strategy to build lasting and meaningful connections with established institutions. The Vintners' Company, The Worshipful Company of Founders and The Worshipful Company of Coopers are among those who take active interest in our history as well as our daily operations. We have welcomed their respective Masters to in-depth briefings on the most urgent issues among ex-military population and the value of providing high-quality care at point of need.

The Charity hosted its annual Carol Service at St Botolph-without-Bishopsgate to usher in the festive season. Building on previous years, it was a particularly well-received Carol Service, creating a warm and welcoming atmosphere for all invited. Guests and supporters had a valuable opportunity to engage directly with our staff and hear compelling firsthand accounts of the Charity's lifesaving services.

The strength and depth of the Welfare to Wellbeing© model and its universal application in alleviating poverty and homelessness were highlighted in two key annual lectures delivered by our CEO at King's College Institute of Psychiatry and the University of East Anglia. The purpose of those yearly presentations is to promote our evidence-based methodology as a sustainable framework for social support systems worldwide.

Lastly, our partnership with GambleAware, now in its second year, has built on the first year's success. This collaboration with the independent charity, which commissions gambling education and treatment services across Great Britain, has provided funding that was crucial to the development of our sophisticated early intervention protocols and educational resources. Our staff also participated in numerous events, workshops, and learning exchanges focused on gambling, harm prevention and treatment.

Performance
The range of services provided by our substance misuse worker, military psychiatrist, social workers, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House can accommodate up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant. Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and, where appropriate, military clubs. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation).

Performance (continued)
New Belvedere House, our flagship residential facility, operates outstandingly well, with the quality of care provided remaining consistently high. The emergency plans and procedures that were formed and aligned with the successful modernisation of the facility, can be implemented rapidly and effectively. The experience of working with infectious diseases, and with the health and safety standards that the organisation is committed to, allow us to action changing protection measures at speed and in accordance with Government and NHS advice. Specifically, our policies are underpinned and reviewed in line with the Infection Prevention and Control (IPC) principles for Adult Social Care Settings in England.

Safety protocols - that include self-isolation, deep cleaning, handwashing, wearing of face-masks (if a resident tests positive), lateral testing before moving in, vaccination and boosters (for those who qualify) - are observed in full. Advice and support continue to be sought from the NHS England and NHS Tower Hamlets Integrated Care Board.

The HQ and Ops Centre have been operating as normal, within the parameters of the Charity's ongoing commitment to protecting the health and wellbeing of clients and staff against infectious diseases. Safety protocols are in place and are reviewed regularly and in keeping with the latest guidance from the Government and NHS.

An internal immunisation programme for staff and volunteers was launched in autumn 2024, underpinned by the Green Book, the Government's official publication on immunisation. This in-house initiative directly responds to the Green Book's updated classification, which includes the homelessness workforce within the social care workers definition. This strategic approach reflects VA's commitment to mitigating health risks while safeguarding the provision of our critical services.

Income and investments
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and are addressed as such within this report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Income and investments (continued)
Analysis (continued)
Investments
Veterans Aid investments stand at £1,050k (2023: £965k), with a further £43k (2023: £34k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's net assets are unrestricted, as detailed in note 14 to the Accounts.

- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

- Permanent Endowment. The proceeds of the sale of the Hollenden House site in 2005 are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands.

Freehold Land & Buildings
Veterans Aid owns the freehold of the New Belvedere House premises in East London, which are an integral part of the Charity's operations. The value of the land is treated as part of the Permanent Endowment, while the value of the buildings is treated as Restricted Funds and depreciated over fifty years; together they are identified on the Balance Sheet as Property Funds. Every five years a professional valuation of the site is undertaken and the values adjusted accordingly.

The 2023 valuation estimated the land value at £2,640,000 (an increase of £264,000) and the buildings at £6,160,000 (an increase of £616,000) and the total capital value in these accounts after depreciation is £8,676,800 (2023: £8,800,000).

Income and expenditure balance
The annual income of the charity is £2,236k (2023: £1,916k), excluding unrealised gains/(losses) on investments and premises. The intent is that expenditure should match this figure, with an aim to break even in its annual operation. In the year to September 2024, the unrestricted funds showed a surplus of £325k (2023: surplus of £125k) and the restricted funds showed a deficit of £120k (2023: deficit of £147k), which includes £123k depreciation charged on the buildings at New Belvedere House. The restricted revenue funds showed a surplus of £3k (2023: deficit of £39k).

Income Policy
General
The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, grants, donations and legacies

Income Policy (continued)
it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income
The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy
Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Trust against the long-term effects of inflation.

- The guideline is to achieve a balanced return to preserve and enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered appropriate.

Reserves Policy
The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

Reserves Policy (continued)
Free reserves, as defined in the Charity SORP, exclude the value of permanent endowment, restricted funds and assets that are used in fulfilling the charity's purposes and therefore not available for spending.

At 30 September 2024 the charity considers its free reserves to be as follows:

	2024 £	2023 £
Total funds	10,223,372	10,018,251
Less the value of property used for housing	(8,676,800)	(8,800,000)
Less restricted funds not available for spending	(16,432)	(13,335)
Less value of fixed assets used to carry out the charity's purpose	(126,073)	(141,564)
Free reserves available for spending	1,404,067	1,063,332

The actual value of unrestricted reserves of the Charity at 30 September 2024 is £1,530k (2023: £1,205k) which represents an estimated eight months operating costs. For this purpose, operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect of a period of one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern.

Remuneration Policy
The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer, Deputy Chair and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising

To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow strictly the provisions of the Charities (Protection and Social Investment) Act 2016, other relevant legislation, and local government by-laws.

Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR regulations, responds promptly to complaints or requests to cease interaction. There have been no complaints received during the financial year. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. The Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principles that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.
In cases where donations are made at a time when the donor was not able to make an informed decision, donations will be returned.
Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR regulations.

Fundraising (continued)
All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

- The data is encrypted and stored on the VA Cloud,
- Daily online and offline back-ups are arranged,
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely).
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitor and immediately flag up potential and harmful activities 24/7.

Risk management

Risk
The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. Over three years ago, to take risk management to the next level and mitigate vulnerability in a more intelligent way, we employed an online-based agency that is flexible and available 24/7. It provides tailored and needs-centred advice to the Administration team, who can rely on expert consultants. This practical and customised support guides us through ad-hoc / minor issues as well as helping us to maintain best practice policies. In addition, we have deliberately focused on Governance to ensure a progressive reduction of risk.

In essence, we have concentrated on 7 main areas:

Damage to reputation
A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team that is supported by a professional and experienced Media and Communications Advisor. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result, we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such as the Greater London Authority, Westminster Council and London Borough of Tower Hamlets.

Of particular relevance, has been the exceptional and continued success of our work with Politics Home, which provides direct, timely access to senior policy makers and key

Damage to reputation (continued)
governmental influencers. Last year marked another outstanding period of engagement, significantly amplifying our advocacy voice and strengthening our position as a thought leader in the sector.

Our Board Member for governance was very keen for us to enhance our reputation as a strong delivery-agency with organisations which were distinctively relevant to our future as opposed to courting popularity. We have chosen to work with agencies that have a common goal for the benefit of the Charity. Our growing profile in the City of London is an example of a broader strategy that emphasizes building valuable connections, instead of pursuing short-term transactional relationships that fail to yield sustainable support. If necessary, we seek professional legal services to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action being taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activities.

Our insurance extends beyond standard liability protection and includes policies addressing both traditional and emerging risks. Of particular note, is our enhanced cyber security cover, managed by specialised insurers and complemented by a purpose-built cyber security platform included as part of the digital cover. This comprehensive cyber protection provides staff training, threat monitoring, incident response protocols and preventative services—creating a robust digital defence perimeter.

Health & Safety and HR & Employment Law
A cost-effective and comprehensive training platform was introduced this year, offering invaluable cover across facilities management, health and safety, fire safety and human resources.

Our infectious disease control policies, risk assessments and work plans are being regularly monitored and supported by an independent health and safety professional. As far as NBH is concerned, robust PPMs plans (planned preventative maintenance) are in place and reviewed on an annual basis, ensuring both safety of residents and staff and compliance with all relevant regulations.

Our approach is pre-emptive, focusing on addressing potential issues before they arise in collaboration with other working agencies such as the London Borough of Tower Hamlets Public Health Team.

As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor.

Cyber security & Data Protection

Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated and proactive controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data and all are trained on proper data handling protocols. Additionally, our systems feature limited accessibility with strict user rights management, ensuring sensitive information is only available to authorised personnel on a need-to-know basis.

We have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets. Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Cyber security and data protection are being closely monitored by the internal working group led by the Deputy Chair that consists of the CEO and Chief of Staff who report to the Board in detail on the current position and future plans.

Our strategic move to appoint the Cyber Security and Data Protection Advisor remains essential in maintaining high digital performance, meeting regulatory requirements, and preserving general security of our online systems. This engagement has allowed us to be in control and on top of fast-moving digital changes as well as enhancing the onsite and remote users experience. Additionally, it elevates cybersecurity from a technical function to a board-level priority where digital resilience is embedded in organisational culture. Our focus this year centred around training and education, with key staff responsible for this area attending certified courses. Introduction of a multi-layered cyber defence and interactive training platform allowed us to promote awareness and vigilance amongst staff, especially those in the most risk-exposed roles.

We completed the upgrades to our IT estate, including reduction of on-premises infrastructure and replacement of network switches. As ever, we believe in pro-active measures that inspire tailored, relevant and cost-effective solutions that minimise risks to our operations, clients and staff.

In a world of competing demands, with the emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures. This will always be an ongoing task.

Funding and donations

The sector's ability to raise funds through voluntary income continues to be hampered by the economic uncertainty and cost of living crisis. Veterans Aid has always relied on

Risk Management (continued)
Funding and donations (continued)
diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation. As mentioned earlier in the report, our successfully methodology has been validated through diligent economic study conducted by Cambridge Econometrics. The report objectively quantifies the impact and value of our work with veterans in crisis and reaffirms our global position as leaders in addressing both homelessness and poverty. A position which is directly related to the credibility of our fundraising.

This year's National Lottery Community Fund grant (£460k) represents another independent and external acknowledgement of our successful model. Beyond substantial funding, this multi-year award serves as a quality mark validating our credibility and trustworthiness through rigorous due diligence. Specifically, we were delighted with NLCF recognition of our pioneering work where speed of response to crisis is of essence. Similarly, other platinum givers such as The Michael Uren Foundation have increased their giving which clearly reflects their continued confidence in the charity's model and impact of our life-saving support services.

Our fundraising efforts continue to be centred around effectiveness, transparency and sustainability and we carefully choose partners who can support our independent work.

Fraud
The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

Saffery LLP continue to be our auditors, a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

The value-added aspect of this relationship is that we are allowed significant interactivity with our auditors throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to our reputation and a lack of public confidence if fraud were to take place.

Governance
Interaction between the Chief Executive and the board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation

Governance (continued)
and demographics. The Deputy Chair is formally tasked with overseeing Governance; last year the Deputy Chair and the CEO had 29 interactions.

Finance and accounting review
The Charity has net assets of £10,223,372 (2023: £10,018,251), of which £8,802,873 (2023: £8,941,564) are tangible fixed assets.

At the balance sheet date, the charity had £279,939 (2023: £32,064) of cash balances available at one month's notice or less. The majority of the cash balances are held in deposit accounts.

Funds
As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stood, was sold in September 2009.

  Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the Charity, and it is now represented by the freehold land at New Belvedere House.

- Restricted funds (note 13)
  Total restricted funds are £6,053,232 (2023: £6,173,335).

- Unrestricted Funds
  Unrestricted funds represent an estimated eight months operating costs of the Charity.

Statement of Trustees' responsibilities
The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Auditors
A resolution proposing the re-appointment of Saffery LLP will be put to the Annual General Meeting in May 2025.

Approved by the Trustees on 14th May 2025 and signed on their behalf by

A G Wallis MBE OL DL
Honorary Colonel for Beds & Herts ACF
Chair of Trustees
14th May 2025

G J Holbourn FCA FCCA DChA

Trustee
14th May 2025

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information (continued)
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption in preparing the Trustees' Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Auditor's responsibilities for the audit of the financial statements (continued)
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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

Cara Turtington (Senior Statutory Auditor)
For and on behalf of
Saffery LLP

71 Queen Victoria Street
London
EC4V 4BE

Statutory Auditors

14 May 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account) FOR THE YEAR ENDED 30 SEPTEMBER 2024

	Note	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2024 £	Total 2023 £
Income and Endowments							
Donations & Legacies		646,079	-	-	-	646,079	671,608
Charitable activities							
Rents		985,628	-	-	-	985,628	835,634
Grants		90,521	470,697	-	-	561,218	369,536
Other trading activities		15,501	-	-	-	15,501	11,308
Investments	8	27,379	-	-	-	27,379	28,002
Total income		1,765,108	470,697	-	-	2,235,805	1,916,088
Expenditure							
Raising Funds		139,884	-	-	-	139,884	153,284
Charitable activities		1,348,325	467,600	123,200	-	1,939,125	1,840,582
Other		33,378	-	-	-	33,378	
Total expenditure	2	1,521,587	467,600	123,200	-	2,112,387	1,993,866
Net gains/(losses) on investments	8	81,802	-	-	-	81,802	53,333
Net (expenditure)/income		325,323	3,097	(123,200)	-	205,220	(22,445)
Net gain/(loss) on Fixed Assets Revaluation	7	-	-	-	-	-	1,420,795
Actuarial (loss)/gain on defined benefit pension scheme		(99)	-	-	-	(99)	(225)
Net movement in funds		325,224	3,097	(123,200)	-	205,121	1,398,125
Total funds brought forward		1,204,916	13,335	6,160,000	2,640,000	10,018,251	8,620,126
Total funds carried forward	14	1,530,140	16,432	6,036,800	2,640,000	10,223,372	10,018,251

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 31 to 46 form part of these financial statements.

The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore, total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2024

	Note	£	2024 £	£	2023 £
Fixed assets					
Tangible fixed assets	**7**		8,802,873		8,941,564
Investments	**8**		1,093,027		999,231
			9,895,900		9,940,795
Current assets					
Stock	**9**	5,413		7,090	
Debtors	**10**	162,132		141,182	
Cash at bank and in hand		279,939		32,064	
		447,484		180,336	
Current liabilities					
Creditors: Amounts falling due in less than one year	**11**	(120,012)		(99,980)	
Net current assets			327,472		80,356
Less: Pension deficit provision			-		(2,900)
Net assets			10,223,372		10,018,251
Funds					
Property Funds:					
Permanent Endowment	**12**		2,640,000		2,640,000
Restricted funds	**13**		6,036,800		6,160,000
Revenue Funds:					
Restricted funds	**13**		16,432		13,335
General funds			1,530,140		1,204,916
Total funds	**14**		10,223,372		10,018,251

The notes on pages 32 to 47 form part of these financial statements.

The financial statements on pages 28 to 46 were approved by the trustees on 14th May 2025 and signed on their behalf by

G J Holbourn
Trustee

Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2024

	Note	2024 £	2023 £
Net cash provided by/(used in) operating activities	**22**	**280,257**	**27,522**
Cash flows from investing activities			
Dividends and interest from investments		26,589	28,002
Purchase of property, plant and equipment	**7**	(47,768)	(115,877)
Proceeds from sale of investments		354,913	142,343
Purchase of investments	**8**	(358,010)	(136,406)
Net cash (used in)/provided by investing activities		**(24,276)**	**(81,938)**
Net increase (decrease) in cash & cash equivalents		255,981	(54,416)
Cash and cash equivalents at the beginning of the year		66,374	120,790
Cash and cash equivalents at end of the year	**23,24**	**322,355**	**66,374**

The notes on pages 31 to 46 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

These accounts have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is the probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives–

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees' meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1 **Accounting policies** (continued)

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings and Equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2023 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next valuation being due in September 2028.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise (see Note 8).

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme and The Pensions Trust Growth Plan, a defined benefit multi-employer scheme. The pension costs charged in the SOFA are determined as follows:

(i) The costs relating to the defined contribution scheme are charged to the SOFA when they are incurred.

(ii) The Pensions Trust Growth Plan is an occupational defined benefit scheme. The current service costs are charged to the SOFA within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. The scheme liabilities are measured on an actual basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet (see Note 26).

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property gifted to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House (see Note 12).

1 **Accounting policies** (continued)

1.13 Restricted funds
Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds
Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

Trustees can designate a portion of the unrestricted funds to reflect their intention to invest strategically in future plans.

The balance in the General Fund at 30 September 2024 represents an estimated eight months operating costs (see Note 14).

1.15 Revaluations
Investments are revalued to market value as at 30 September 2024 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments
The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.17 Critical estimate and judgements and key sources of estimation uncertainty
In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements in applying the Charity's accounting policies
There are no critical accounting judgements in 2024 or 2023.

Critical accounting estimates and assumptions
(i) Defined benefit pension schemes

The Charity has an obligation to pay pension benefits to certain employees and former employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, asset valuations and discount rate on corporate bonds. Management estimates these factors in determining the net pension liability in the Balance Sheet. The assumptions reflect the historical experience and current trends. The valuation is particularly sensitive to the impact of the discount rate on the schemes' liabilities. See note 26 for the disclosures relating to the defined benefit scheme.

1.18 Comparative statements
Under charity accounting requirements, comparative statements for the preceding year are required for a number of the notes to the accounts, specifically notes 2, 13, 14 and 15, and these are shown below the information for 2024 in each note.

2 Resources expended

2024	Direct Expenses		Support Costs		Total 2024
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	9,481	86,072	27,727	123,280
Investment management costs	-	12,383	-	-	12,383
Cost of goods sold	-	-	-	4,221	4,221
Charitable Activities					
Accommodation and support for homeless veterans	340,228	244,217	113,293	201,578	899,316
Rehabilitation and emergency care for homeless veterans	-	290,092	561,934	187,783	1,039,809
Other					
TPT (Pensions Trust) scheme withdrawal charge (see note 26)				33,378	33,378
	340,228	**556,173**	**761,299**	**454,687**	**2,112,387**

2023	Direct Expenses		Support Costs		Total 2023
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	10,688	97,673	32,366	140,727
Investment management costs	-	10,562	-	-	10,562
Cost of goods sold	-	-	-	1,995	1,995
Charitable Activities					
Accommodation and support for homeless veterans	337,082	225,350	115,372	165,377	843,181
Rehabilitation and emergency care for homeless veterans	-	272,010	528,417	196,974	997,401
	337,082	**518,610**	**741,462**	**396,712**	**1,993,866**

Total resources expended are stated after charging	2024 £	2023 £
Depreciation (see notes 1.8 and 7)	186,459	149,194
Auditors remuneration	22,385	21,420
Amounts payable under operating leases	102,378	102,378
Governance (included in Support Costs above)		
Audit fees	22,385	21,420
Trustee expenses	339	234
Staff Costs allocation	26,351	25,774
Office Costs allocation	7,670	7,691
Other	583	601
	57,328	**55,720**

3 Staff costs

	2024 £	2023 £
Wages and salaries	857,534	849,306
Social security	90,022	84,859
Pension costs	60,818	54,882
	1,008,374	989,047
Other staff costs	93,873	90,426
	1,102,247	1,079,473

No members of staff (2023: 1) were made redundant during the year and no redundancy pay was paid out (2023 :£2,855).

One member of staff was provided on full-time secondment until July 2023. This donation in kind has been valued based on the costs of a staff member undertaking the same role. Salaries of £27,300 and social security costs of £2,800 for this secondee are included in the above figures. (see Note 4).

Average number of staff:

The average number of staff, based on average head count, during the year was	2024 Number	2023 Number
NBH staff and care workers	16	15
Administration	8	10

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	2	2
£90,000 to £99,999	1	1

During the year the pension contributions on behalf of these three (2023: three) members of staff amounted to £18,698 (2023 : £18,472)

	2024 £	2023 £
The total remuneration of key management personnel, who comprise the CEO and the New Belvedere House Manager was	179,829	176,077

4 Donations in Kind

	2024 £	2023 £
Donations in Kind	3,310	37,689
	3,310	37,689

Organisations and individuals donated food and other items totalling £3,310 (2023:£7,589) during the year (note 13). In 2023, the seconded staff valued at £30,100 were included as a donation in kind, there was no similar donation in 2024

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £339 (2023: £24) were reimbursed to 1 (2023: 1) trustee in respect of travel and accommodation expenses when attending meetings and fundraising events, and expenses of £nil (2023: £210) were incurred in connection with a venue for a trustees' meeting.

Donations of £3,000 (2023: £1,000) were received from trustees during the year.

6 Corporation tax

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 Tangible fixed assets

	Freehold land and buildings £	Fittings and Equipment £	Total 2024 £
Cost			
At 1 October 2023	8,800,000	890,671	9,690,671
Additions	-	47,768	47,768
Revaluations	-	-	-
At 30 September 2024	8,800,000	938,439	9,738,439
Depreciation			
At 1 October 2023	-	749,107	749,107
Charge for the year	123,200	63,259	186,459
Depreciation write-back from revaluation	-	-	-
At 30 September 2024	123,200	812,366	935,566
Net Book value			
At 30 September 2023	8,800,000	141,564	8,941,564
At 30 September 2024	8,676,800	126,073	8,802,873

All fixed assets are used for charitable purposes.

In the year ended 30 September 2023 a professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was carried out by Michael Rogers LLP, Chartered Surveyors. This placed an open market value on the premises of £8,800,000 which is reflected in these accounts. The historical cost of the land and buildings is £9,273,653. See Note 1.8.

Capital commitments
The charity had the following capital commitments at 30 September 2024:

	2024 £	2023 £
Authorised, contracted but not provided for	Nil	Nil

8 Investments

	2024 £	2023 £
Quoted securities – UK	365,060	456,028
Quoted securities – Overseas	684,759	508,892
	1,049,819	964,920
Investment in subsidiary	2	2
Accrued interest on fixed-interest investments	790	97
Cash balances	42,416	34,212
Total	**1,093,027**	**999,231**

	Subsidiary £	Listed undertakings £	Total 2024 £	Total 2023 £
Quoted/unquoted securities:				
Market value at 1 October 2023	2	964,920	964,922	915,526
Additions at cost	-	358,010	358,010	136,406
Disposal at market value brought forward	-	(344,873)	(344,873)	(140,083)
Unrealised gains/(losses)	-	71,762	71,762	53,073
Market value at 30 September 2024	**2**	**1,049,819**	**1,049,821**	**964,922**
Historic cost of securities			754,415	708,093

	2024 £	2023 £
Investment income is made up of-		
Bank interest	6,094	2,650
Dividends	20,496	25,255
Accrued interest on fixed-interest investments	790	97
	27,380	28,002

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company has not commenced trading and remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2024 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2024 £	2023 £
Clothing stock	2,785	4,074
Christmas cards stock	1,239	1,009
Miscellaneous stock	1,389	2,007
	5,413	7,090

10 Debtors

	2024 £	2023 £
Rent and housing benefits	49,244	42,044
Prepayments	67,047	57,573
Other debtors	45,841	41,565
	162,132	141,182

11 Creditors falling due in less than one year

	2024 £	2023 £
Trade creditors	20,612	36,459
Accruals	29,776	29,921
Other creditors	36,246	33,600
TPT (Pensions Trust) scheme withdrawal charge (see note 26)	33,378	-
	120,012	99,980

12 Permanent Endowment

This fund of £2,640,000 (2023: £2,640,000) is represented by the value of the freehold land in Stepney occupied by New Belvedere House.

13 Restricted funds

	2024	At 1 October 2023 £	Income £	Expenditure £	Realised and Unrealised Gains (Losses) £	At 30 September 2024 £
a	New Belvedere House Development fund	6,160,000	-	(123,200)	-	6,036,800
	Property Funds	6,160,000	-	(123,200)	-	6,036,800
b	Not Forgotten Association (donation in kind)	-	170	(170)	-	-
c	Grants for individuals	-	85,032	(85,032)	-	-
d	Move-on costs	-	50,000	(41,111)	-	8,889
e	NBH fixtures and fittings	-	25,000	(25,000)	-	-
f	Substance misuse	-	100,000	(100,000)	-	-
g	Other donations in kind	-	3,140	(3,140)	-	-
h	Employment Preparation & Training	9,909	-	(6,055)	-	3,854
i	Support for Westminster homeless	-	8,000	(4,311)	-	3,689
j	Aftercare Funding Programme	3,426	49,500	(52,926)	-	-
k	National lottery cost of living support	-	75,000	(75,000)	-	-
l	National Lottery Rapid Counselling Response	-	74,855	(74,855)	-	-
	Revenue Funds	13,335	470,697	(467,600)	-	16,432
		6,173,335	470,697	(590,800)	-	6,053,232

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
c. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
d. Grant from the Nationwide towards client move-on costs
e. Grant from the Edward Gosling Foundation for NBH fixtures and fittings
f. A grant from an anonymous charitable trust for the Substance Misuse programme
g. Donations in kind - food, clothing etc – from five donors
h. Grants to help clients with training leading to employment
i. A grant from the City of Westminster Charitable Trust to help homeless in Westminster
j. A grant from Gamble Aware to provide aftercare funding for clients with gambling addictions
k. A grant from the National Lottery to provide cost of living support
l. A grant from the National Lottery to assist with rapid counselling response

13 Restricted funds (continued)

	2023	At 1 October 2022 £	Income £	Expenditure £	Realised and unrealised Gains (Losses) £	At 30 September 2023 £
a	New Belvedere House Development fund	4,975,311	-	(108,159)	1,292,848	6,160,000
	Property Funds	4,975,311	-	(108,159)	1,292,848	6,160,000
b	Outreach workers (donation in kind)	-	30,100	(30,100)	-	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-	-
d	Grants for individuals	-	124,419	(124,419)	-	-
e	Substance Misuse	-	55,000	(55,000)	-	-
f	Clothing & footwear	-	10,000	(10,000)	-	-
g	Other Donations in kind	-	7,430	(7,430)	-	-
h	Employment Preparation & Training	52,642	-	(42,733)	-	9,909
i	Grants for direct assistance to clients	-	11,500	(11,500)	-	-
j	Grant for NBH fire alarm replacement	-	7,000	(7,000)	-	
k	Aftercare funding programme		51,000	(45,574)		3,426
	Revenue Funds	52,642	296,608	(335,915)	-	13,335
		5,027,953	296,608	(444,074)	1,292,848	6,173,335

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. Support for the Outreach Workers posts has come from SSAFA
c. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
d. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
e. A grant from an anonymous charitable trust for the Substance Misuse programme
f. A grant from the Hedley Foundation for clothing & footwear
g. Donations in kind - food, clothing etc
h. Grants to help clients with training leading to employment
i. Grants from four trust funds for client assistance
j. A grant from the John Slater Foundation to contribute to cost of replacing NBH fire alarm system
k. A grant from Gamble Aware to provide aftercare funding for clients with gambling addictions

14 Analysis of net assets between funds

2024	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	Total 2024 £
Tangible fixed assets	126,073	-	6,036,800	2,640,000	8,802,873
Investments	1,093,027	-	-	-	1,093,027
Net current assets	311,040	16,432	-	-	327,472
	1,530,140	16,432	6,036,800	2,640,000	10,223,372

2023	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	Total 2023 £
Tangible fixed assets	141,564	-	6,160,000	2,640,000	8,941,564
Investments	999,232	-	-	-	999,232
Pension deficit provision	(2,900)	-	-	-	(2,900)
Net current assets	67,020	13,335	-	-	80,355
	1,204,916	13,335	6,160,000	2,640,000	10,018,251

15 Revaluation reserves

Included within the funds explained in notes 12 to 14 are revaluation reserves with the following values:

	2024 £	2023 £
Quoted securities	295,403	256,829
	295,403	256,829

The revaluation reserves form part of unrestricted funds in both years

16 Commitment under operating leases

2024	Land and buildings £	Other £	Total 2024 £
Due within one year	98,794	3,996	102,790
Between 2 and 5 years	123,492	6,282	129,774
	222,286	10,278	232,564

2023	Land and buildings £	Other £	Total 2023 £
Due within one year	98,794	3,814	102,608
Between 2 and 5 years	222,286	9,914	232,200
	321,080	13,728	334,808

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease was renewed on 1 January 2022 for a five year period.

Photocopiers are leased from CF Corporate Finance (ending June 2027). A franking machine is leased from Pitney Bowes (ending November 2026).

17 Related party transactions

There were no other related party transaction other than those referred to in note 5.

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2024, the total of these guarantees was £40 (2023: £40).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable. See Note 13.

The effects of such a repayment cannot be quantified and the Trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the Trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2018: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is most appropriate for the charity to prepare its financial statements under the Charities SORP.

In addition private registered providers of social housing are required by section 127 of the Housing and Regeneration Act 2008 to comply with a direction of the Regulator of Social Housing about the preparation of their accounts – The Accounting Direction for registered providers of social housing. The Trustees have considered the information that is required by the Direction that is not already in the accounts and have concluded that further disclosure would not be useful to the users of the accounts and therefore these accounts do not comply with the Accounting Direction for registered providers of social housing.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2024 £	2023 £
Revenue grants (credited to unrestricted funds)	84,983	68,962

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2024 £	2023 £
Net income (expenditure)	205,121	(22,447)
Depreciation charges	186,459	149,195
Investment income	(27,380)	(28,002)
Gain on investments	(81,802)	(55,333)
Decrease/(increase) in stocks	1,677	(89)
(Increase)/decrease in debtors	(20,950)	(17,751)
Increase/(decrease) in creditors	20,032	4,202
Movement in pension scheme provision	(2,900)	(2,253)
Net cash provided by operating activities	280,257	27,522

23 Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand and at bank	279,609	31,820
Cash with investment managers	42,416	34,309
Cash equivalents - vouchers	330	245
Total cash and cash equivalents	322,355	66,374

24 Analysis of changes in net debt

	At 1 October 2023	Cashflows	At 30 September 2024
Cash at bank and in hand	31,820	247,789	279,609
Cash with investment managers	34,309	8,107	42,416
Cash equivalents - vouchers	245	85	330
Total	66,374	255,981	322,355

25 Comparative statement of financial activities - 2023

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2023 £
Income and Endowments					
Donations & Legacies	671,608	-	-	-	671,608
Charitable activities					
Rents	835,634	-	-	-	835,634
Grants	72,928	296,608	-	-	369,536
Other trading activities	11,308	-	-	-	11,308
Investments	28,002	-	-	-	28,002
Total income	1,619,480	296,608	-	-	1,916,088
Expenditure					
Raising Funds	153,284	-	-	-	153,284
Charitable activities	1,396,508	335,915	108,159	-	1,840,582
Total expenditure	1,549,792	335,915	108,159	-	1,993,866
Net gains on investments	55,333	-	-	-	55,333
Net income/(expenditure)	125,021	(39,307)	(108,159)	-	(22,445)
Net gain on Fixed Assets Revaluation	-	-	1,292,848	127,947	1,420,795
Actuarial losses on defined benefit pension scheme	(225)	-	-	-	(225)
Net movement in funds	124,796	(39,307)	1,184,689	127,947	1,398,125
Total funds brought forward	1,080,120	52,642	4,975,311	2,512,053	8,620,126
Total funds carried forward	1,204,916	13,335	6,160,000	2,640,000	10,018,251

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid participates in The Pension Trust (TPT)'s Growth Plan, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, sets out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the Company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

On 30 September 2024 the Company gave notice to TPT Retirement Solutions of its intention to withdraw from this pension scheme.

After the year end the Company was notified of the exit charge (section 75 debt on withdrawal), which totalled £33,378. The whole of this amount has been accrued and is included within creditors (see note 11).

The Company is aware of future legal judgements that might lead to an additional charge being paid. At 30 September 2024 this could not be quantified and so no provision is made for that amount within the financial statements.

26.1.1 Members paid contributions at rates between 5% and 30% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

Veterans Aid has closed the plan to new entrants.

As at the balance sheet date there were 2 (2023 : 3) active members of the Plan employed by Veterans Aid. These two employees withdrew from the scheme as of 30 September 2024.

26.2 Royal London

26.2.1 Veterans Aid now offers a plan with Royal London to its employees; at the balance sheet date there were 16 active members (2023: 17).

26.2.2 Members paid contributions at rates between 5% and 15% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

26.3 Other schemes

26.3.1 Veterans Aid permits its employees to contribute to alternative schemes if they opt to do so. As at the balance sheet date there was 1 (2023: 1) employee doing so.

VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 4544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2023

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2023

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron	The Dowager Viscountess Rothermere
Honorary Life President	Brigadier J F Rickett CBE FinstD
Honorary Vice President	Field Marshal the Lord Walker of Aldringham GCB CMG CBE DL

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees	A G Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF (Chairman) Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) Colonel Christopher MacKenzie-Beevor CBE LVO (Honorary Treasurer) Field Marshal The Lord Walker of Aldringham GCB, CMG, CBE, DL (retired on 27th April 2023) G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee)
Management	Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) Hon Prof of Social Work UEA (Chief Executive, Member of the Business Strategy Committee) Natalia Dabrowska BA MSc CG (Affiliated) (Chief of Staff) Richard Greenhough BCom ACMA (Head of Financial Services) Pat O'Connor MBE (NBH Manager) John Boyle Dip SW (Head of Frontline Operations) Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)
Advisors	Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor) Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)
Legal Advisers	Spencer West LLP Longbow House 20 Chiswell Street London EC1Y 4TW
Auditors	Saffery LLP Chartered Accountants 71 Queen Victoria Street London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds TSB 1 Butler Place London SW1H 0PR Clydesdale Bank PLC (trading as Virgin Money) 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 3rd April 2014.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY
FOR THE YEAR ENDED 30 SEPTEMBER 2023

The production of this report causes me to look back and to look forward. Reflecting on what 2023 was like I have to say, it was hard... *very hard.*

The retrenchment of other charities in this sector saw our traffic increase by over 20%, which is a massive uptick in operations for any institution to handle. Did it break us? No, it did not - because our model works, and its 'scalability' is one of the many strengths that VA has developed over the years.

Sadly, the move towards alleged 'efficiency' has resulted in many charities requiring prospective clients to apply for assistance online; not an easy task if you're living under a bush and you don't own a mobile phone!

Despite the challenges, Veterans Aid ended the year in a good place. Much progress continues to be made in our operations centre and at our residential facility. Our staff continue to be innovative in the way they successfully handle cases that other agencies have deemed 'impossible to resolve'. Our Patron, Lady Rothermere, rightly highlighted their frustration at the upsetting cases they are required to deal with - many of which were entirely preventable.

However, we started 2024 fit for purpose; our governance is tight, and our methodology regarded as exemplary. Thanks to the continued (and increasing) support from our valued benefactors, the diversification of our revenue streams, the dedication of our brilliant and professional staff, we face the year ahead with the mixture of resilience and fortitude that comes from being tested in battle and emerging stronger for the experience.

At Veterans Aid we know EXACTLY how hard it is to survive as a socially excluded veteran and, in the present climate, we are needed more than ever.

.....

Andrew Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF
Chairman

17th April 2024

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2023

Last year was challenging for the charity; difficult, primarily, because many organisations within the sector were not delivering (on many levels) the help required for those who needed it most.

However, it would be wrong to assume that we were victims of our own success. The increase in activity was, in part, directly related to the notable rise of process in the military charity sector.

Benevolence, in particular, has embraced this approach which, for those socially excluded veterans who seek our help, is now clearly out of synch with life in Britain today. Put simply, processes are too long, and sums given simply do not take account of the economic crisis. Delay is often a critical factor. We frequently try to overcome this, but the heavily bureaucratic charities often say that they won't help unless their ponderous processes are followed. My reaction to this is that we rarely have the luxury of time. I would argue that by embracing process to the exclusion of any other way of accessing funds, is fundamentally a backwards step when the context dictates that we should be removing the barriers that delay delivery of help to those most in need. The upshot is delivery of only short-term solutions; 'quick fixes' that inevitably create downstream difficulties and are totally inappropriate for addressing the complex problems that veterans present to us daily. For many of our clients the system isn't working. Sadly, I am of the view that we won't see the changes in the sector that are so badly needed until veterans are put before process. Thankfully, many years ago, we realised that reliance on restricted fund benevolence would lead to single-point failure. Accordingly, through diversification of income streams and wide collaboration, we have both guaranteed our stability and ensured continuity of effective service delivery.

The freedom to act without the restriction of ringfenced funding is critical. I am often asked why, and how, it affects what we do. The answer is that we simply don't know what is needed until our clients tell us.

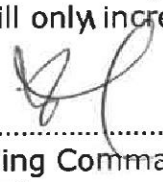
I'm often told that VA does not collaborate - which couldn't be further from the truth. We typically interact with around 70 agencies a week - but based on the needs of clients, not at the direction of outside agencies! So, we end the year in a strong position which, in the current state of the charity world, is unusual. Our impact continues to be direct and effective.

In the past three years we have delivered over 40,000 nights of accommodation. Our W2WB© model is increasingly being acknowledged for its effectiveness and, in recognition of this, we received the 2023 World Veterans Federation Award for Veteran Rehabilitation. Visitors continue to call and reach out to us from around the globe. They come to learn. Vasey RSL, in Australia, has taken our model to develop an innovative centre which is attracting great interest.

Our wonderful backers, such the The Michael Uren Foundation, continue to believe in our methods, for which we are truly indebted.

The staff, in our superb New Belvedere House and in the HQ, continue to deliver an exemplary service which has been enhanced by Mr Paul Ellis who volunteered to help us further develop relationships with our support Police Services across the country. Everyone who visits is stunned by our staff's focus and sheer determination to alleviate distress and poverty among our clients. Their practical compassion and ability to see clients' problems in the round enables them to deal with the challenges of complex and multiple issues effectively. This rare ability has much to do with our high success rate.

In sum, by diligent planning and sheer dedication, Veterans Aid has landed firmly on the national stage as the name to call when a veteran is in crisis. As ever, I look forward to a day when we are no longer needed, but with poverty on the increase and an uncertain future facing us all, now is not that time. Indeed, I fear that the need for our services will only increase dramatically in the months ahead.



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Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) Hon Prof of Social Work UEA
Chief Executive

17th April 2024

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2023

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2023. The Trustees have adopted the provisions of the 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).

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
For example, one of the key findings in the independent Pro Bono Economics Report (2018) on Veterans Aid is that the potential economic value of the successful outcomes in the client sample of 166 veterans is equivalent to £965k per annum. This figure is derived by multiplying the number of successful outcomes in each of the intervention areas by the relevant value estimate in the Unit Cost Database. Last year we formally approached PBE and completed a scoping phase of the upcoming evaluation project, that included presenting our data collection samples and rationale for further advocacy project. Due to PBE's existing commitments, progress has been paused and is due to restart in May 2024.

- **Substance misuse**
  During the reporting year 83 clients were placed in substance misuse programmes across the country, compared to 72 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2023 the Charity placed 118 clients into some form of sustainable accommodation (2022: 121), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Transformative and life-saving services were delivered without interruption during the past year, allowing the Charity to effectively tackle clients' multiple problems, some of which had been exacerbated by the pandemic and cost of living crisis.

  Media and PR activities remained focused on promoting the Charity's leading role in keeping ex-service personnel and their families off the streets, protecting the wellbeing of those already in the Charity's care and putting ever-growing emphasis on prevention.

  Online editorials and news releases in Politics Home, continued to draw interest and are valuable assets for fundraising and media purposes, recording just under 4k page views and over 9k social media impressions. Integral components of the Charity's efforts in raising awareness are longevity, a clear voice, consistent messaging underpinned by the Welfare to Wellbeing© model and data findings

- **Raising awareness and appreciation of the Charity's capability** (continued) from our independent and custom-built database. The latter remains a valuable tool for demonstrating the efficacy of our pioneering methodology and captures compelling insights about trends and service users (for example, the fact that 63% of clients contacted the Charity because of poverty and 60% of those were in some form of employment).

  We hosted several domestic and international visits, which were in no small part due to the Rehabilitation Award received from the World Veterans Federation (WVF) the year before. Some prominent visitors included Euromil President Emmanuel Jacob; Rotarian Eileen Hawkins Ferrand from the Rotary Club of La Motte International; General Representative Bart Brosius from Embassy of Belgium and the Argentinian Ambassador, HE Javier Figueroa.

  A poignant example of our global reach was a virtual meeting between our CEO and the executive team from the Ukrainian Veterans Foundation. Briefings of such nature are real reminders that veterans are 'true brothers-in-arms'. In line with the strategic plan objectives, we are committed to sharing our understanding of 'wellbeing' as a state that puts veterans first, regardless of their rank, service, or nationality. Our membership and prominent role within WVF, reminds us of the universality of ex-service problems, and the need for collaborative and effective care practice.

  The most important academic endorsement of our model, came from Flinders University in Australia, in the recently published paper 'Open Door: Understanding and Supporting Service Personnel and their Families College of Education, Psychology and Social Work for the Royal Commission into Defence and Veteran Suicide', VA's Welfare to Wellbeing© methodology was applauded for its unique understanding and delivery of social care packages for veterans and their families. The co-authors of the research commended our approach as one that that moved beyond broken soldier optics towards celebration of the resilience and strengths of service personnel.

  The generosity of transatlantic comic book creators Geoff Johns and Gary Franks surprised the Charity once more. After producing a unique and highly collectible Veterans Edition of a mythical military hero - the proceeds of which were shared between VA and its US counterpart, the National Coalition for Homeless Veterans (NCHV) - the superstar duo launched a Junkyard Joe Veteran's Day T-shirt sale. Profits from the merchandise are set to be donated to the two charities.

  Closer to home, the Charity secured further funding from Mayor of London Sadiq Khan's Life off the Streets programme. The flourishing partnership between VA and the GLA brings strategic value and reinforces the Charity's position as the only provider of immediate routes off the streets as well as prevention services to veterans in crisis. It is a prime example of delivery agencies working together to make the Capital a safer and fairer place.

- **Raising awareness and appreciation of the Charity's capability** (continued)

Prioritising primary interventions that address the root causes of poverty and social breakdown, puts our clients in much stronger position to respond to the domestic and international challenges of the 21st Century. One of these, gambling, is now dealt with in partnership with Gamble Aware, the leading national independent charity that commissions research, prevention and treatment services. The relationship, as well as bringing funding, helped us to standardise wrap-around support service for clients harmed by gambling and those in recovery.

Facebook and Instagram remain effective social media tools for raising awareness, recording increases of 86% and 100% content interactions respectively over the past year. Instagram recorded an 18% increase in follower numbers. The Linked In community (an international online platform used for professional networking and workplace development) remains our largest audience with 3.3k followers (up by 7.7%).

IMPACT

Veterans Aid

CLIENT INTERACTIONS

2858 CLIENT INTERACTIONS

1138 CALLS TAKEN BY OPS TEAM

426 OFFICE DROP INS

REASON FOR CONTACT
+63% POVERTY
+45% STRUGGLING WITH MORE THAN ONE ISSUE

642 TOTAL NUMBER OF CLIENTS HELPED

149 CLIENTS BOOKED INTO HOTEL & CRISIS ACCOMMODATION

ACCOMMODATION

118 APPROPRIATELY HOMED

190 AVERAGE NUMBER OF NIGHTS SPENT AT NBH

77 NUMBER OF VETERANS ACCOMMODATED AT NBH

£3500 AVERAGE COST OF MOVE ON

£84 AVERAGE COST PER NIGHT OF CRISIS ACCOMMODATION

WHO

380 NEW CLIENTS

599 MALE
43 FEMALE

18-86 CLIENT AGE RANGE

AVERAGE AGE 45 YEARS

WELFARE TO WELLBEING©

159 COUNSELLING SESSIONS FUNDED

83 VETERANS SUPPORTED THROUGH DETOX/COUNSELLING

EMPLOYMENT AND TRAINING

76 INTO WORK OR ONTO TRAINING COURSES

REFERRALS

34% REFERRAL FROM A MILITARY CHARITY
33% INTERNET
2% POLICE REFERRAL
12% WORD OF MOUTH
11% REFERRAL FROM A NON-MILITARY CHARITY
8% OTHER (FAMILY SUGGESTION, CONTACT MADE BY GP ETC.)

Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive, thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. In particular, the CEO has a very strong working relationship with the Deputy Chair, Dr Paul Dyer, who is responsible for governance.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the Chief Executive, to whom report Chief of Staff, Head of Financial Services, NBH Manager, Head of Frontline Operations and Head of Fundraising.

Strategic plan

In 2019 the Board agreed that during the next 5 years the Charity should marshal its resources, focus on ability to provide tangibles that benefit clients and cultivate VA's successful Welfare to Wellbeing© methodology. The model is exportable, and we should continue seizing this historic opportunity to allow others to follow our example and to make lives better and fulfilled in similar situations across the globe.

The Board had reiterated at the last Board Meeting that there will be no changes to the business strategic plan. The W2WB© that allowed the Charity to respond remarkably well to the pandemic, is entirely agile and viable. It also supported our recent expansion in other areas, namely health, criminal justice system and housing.

The Charity has successfully achieved all elements of the 5-year plan, with executive team exceeding goals set out in relation to brand and reputation, that gained global reach. Strategic Committee will look at the next iteration of the plan over the next 12 months. We wish to preserve relevancy of our streamlined services that are designed to address both - tackle crisis and inspire prevention. The promotion of the model as exemplar of social care for veteran community will remain VA's priority.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives.

Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and

Recruitment, induction and training of trustees (continued)
updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives.
Equally, Trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Review of activities
The increase in daily operational activity was the most notable feature of the year with a 36% increase in number of clients contacting the Charity for the first time and a 39% upsurge in client interactions. Despite a number of ambitious initiatives and programmes launched across the sector to support veterans, 34% of referrals came from other, typically larger, military charities. Our hard work did not go unnoticed - Sir Julian Lewis, Conservative MP for New Forest East, endorsed in the House of Commons what he described as the 'inspirational leadership' of our Chief Executive. He urged others to regard VA as an exemplar and draw on the example of the Charity's vast experience in delivering frontline support to veterans who fall on hard times.

Because VA understands that homelessness and destitution are not issues exclusive to the military community, the Charity continues to actively value and seek out partnerships beyond the military orbit. With some key agencies, such as the Greater London Authority, cooperation based on mutual understanding has grown from strength to strength over the years. As well as receiving additional funding (mentioned earlier in the Report) the Charity actively engaged with GLA on several occasions - attended flag raising ceremony at the City Hall, worked with GLA Rough Sleeping Outreach Team and advised veteran committee panel.

An unexpected and much welcomed letter was received from London Mayor Sadiq Khan in summer, directly thanking the Charity for the innovative approach of its Welfare to Wellbeing© model and acknowledging the impact of the holistic support provided at New Belvedere House, on transforming so many lives.

The Charity's position as the knowledge hub of veteran care continues to be strong. A total of 421 enquiries were registered (2022:393), from the UK and overseas, regarding partnership, information exchanges, research, media collaborations, volunteering and fundraising. Sixty-five percent of those approaches were seeking advice in relation to helping people out of poverty and prevention of homelessness.

Over two years ago, VA formalised its work with the criminal justice system and developed important links with police services in London. In 2023 this initiative was extended beyond the Capital and the charity has partnered with Staffordshire and Warwickshire Police who share our commitment to supporting former service personnel and their families. These partnerships champion delivery of help without delays or the thorny bureaucracy that often prevents communities from accessing support services. A similar relationship was established with Police Care UK, a national charity focused on harm prevention amongst serving and retired police officers.

Review of activities (continued)
In over 90 years of uninterrupted service, VA has retained a lean and relatively small footprint while building global reach. This was achieved largely through the intelligent and targeted collaborations that helped us expand our impact – examples include briefings to the East India Club and Merchant Taylor's Chairmen; meetings with Give Us Time and Wings for Warriors charities, and dealings with the Worshipful Company of Coopers. The latter is a natural extension of our efforts in building a presence in the City and among corporate organisations. In the past twelve months, Veterans Aid has actively nurtured already existing relationships with prominent industry names such as Bloomberg, BA Systems and Concerto.

Another Carol Service was hosted at St Botolph-without-Bishopsgate to mark the beginning of the festive season. With generous support from Knight Frank the charity enjoyed a convivial evening with its supporters, who had the opportunity to meet staff and hear first-hand stories of our life-saving services.

Presence within the world of academia remains an important element of promoting VA's operating model, Welfare to Wellbeing©. Thanks to the Chief Executive's Honorary Professorship and appointment as a member of staff on the Advisory Board at the University of East Anglia Social School of Work, VA has maintained its visibility and links with an academic institution renowned internationally for its role in social work and research. This, combined with the CEO's appointment to Head of the World Veterans Federation's (WVF) newly established Wellbeing Division, consolidates our global position as modern, holistic and relevant veteran care providers.

Performance
The range of services provided by our substance misuse worker, military psychiatrist, social workers, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House can accommodate up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant.

Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and, where appropriate, military clubs. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation).

New Belvedere House, our flagship residential accommodation facility, operates outstandingly well, with the quality of care provided remaining consistently high. The emergency plans and procedures that were formed and aligned with the successful modernisation of the facility, can be implemented rapidly and effectively. The experience of working with infectious diseases, and with the health and safety standards that the organisation is committed to, allow us to action changing protection measures at speed and in accordance with Government and NHS advice. Specifically, our policies are underpinned and reviewed in line with the Infection Prevention and Control (IPC) principles for Adult Social Care Settings in England.

Performance (continued)
Since the previous financial year, we recorded no COVID-19 outbreaks at our premises (NB 'outbreak' refers to two cases linked in time and place) and no positive cases of COVID-19 were identified at NBH. Safety protocols - that include self-isolation, deep cleaning, handwashing, wearing of face-masks (if a resident tests positive), lateral testing before moving in, vaccination and boosters (for those who qualify) - are observed in full. Advice and support continue to be sought from the NHS England and NHS Tower Hamlets ICB.

The HQ and Ops Centre have been operating as normal, within the parameters of the Charity's ongoing commitment to protecting the health and wellbeing of clients and staff in the post-pandemic environment. Safety protocols are in place and are reviewed regularly and in keeping with the latest guidance from the Government and the NHS.

Our local links with health agencies in the boroughs of Westminster and Tower Hamlets offer direct access to more targeted vaccine programmes; these are aimed at those at higher risk of developing serious COVID-19 infection and for social care staff. University College London Hospitals Foundation, whose outreach teams work with frontline organisations, has become our new partner in accessing vaccines and subsequent boosters. As ever, the Charity stays proactive in seeking meaningful collaborations and staying close to our working partners.

Income and investment
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and are addressed as such within this report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Investments
Veterans Aid investments stand at £965k (2022: £916k), with a further £34k (2022: £64k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Income and investments (continued)
Analysis (continued)
Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's net assets are unrestricted, as detailed in note 14 to the Accounts.

- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

- Permanent Endowment. The proceeds of the sale of the Hollenden House site in 2005 are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands.

Freehold Land & Buildings
Veterans Aid owns the freehold of the New Belvedere House premises in East London, which are an integral part of the Charity's operations. The value of the land is treated as part of the Permanent Endowment, while the value of the buildings is treated as Restricted Funds; together they are identified on the Balance Sheet as Property Funds. Every five years a professional valuation of the site is undertaken and the values adjusted accordingly. As long as the value of the buildings shows an increase, the depreciation for the previous five years is written back, so that the accounts carry forward the full amount of the new valuation.
The 2023 valuation estimated the land value at £2,640,000 (an increase of £264,000) and the buildings at £6,160,000 (an increase of £616,000) so the total capital value in these accounts is £8,800,000 (2022: £7,920,000).

Income and expenditure balance
The annual income of the charity is £1,916k (2022: £1,614k), excluding unrealised gains/(losses) on investments and premises. The intent is that expenditure should match this figure, with an aim to break even in its annual operation. In the year to September 2023, the unrestricted funds showed a surplus of £125k (2022: deficit of £236k) and the restricted funds showed a deficit of £147k (2022: deficit of £56k), which includes £108k depreciation charged on the buildings at New Belvedere House before taking into account the New Belvedere House revaluation. The restricted revenue funds showed a deficit of £39k (2022: surplus of £52k).

Income Policy
General
The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, grants, donations and legacies it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income
The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy
Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Trust against the long-term effects of inflation.

- The guideline is to achieve a balanced return to preserve and enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered appropriate.

Reserves Policy
The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

Free reserves, as defined in the Charity SORP, exclude the value of permanent endowment, restricted funds and assets that are used in fulfilling the charity's purposes and therefore not available for spending.

At 30 September 2023 the charity considers its free reserves to be as follows:

Reserves policy (continued)

	2023 £	2022 £
Total funds	10,018,251	8,620,126
Less the value of property used for housing	(8,800,000)	(7,487,364)
Less restricted funds not available for spending	(13,335)	(52,642)
Less value of fixed assets used to carry out the charity's purpose	(141,564)	(66,722)
Free reserves available for spending	1,063,332	1,013,398

The actual value of unrestricted reserves of the Charity at 30 September 2023 is £1,205k (2022: £1,080k) which represents an estimated seven months operating costs. For this purpose, operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect of a period of one year from the date of approval of these financial statements.

The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern.

Remuneration Policy
The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer, Deputy Chair and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising
To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow the provisions of the Charities Act 2016 (Protection and Social Investment), other relevant legislation, and local government by-laws.

Fundraising (continued)
Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR regulations, responds promptly to complaints or requests to cease interaction. There have been no complaints received during the financial year. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. The Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principle that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.
In cases where donations are made at a time when the donor was not able to make an informed decision, donations will be returned.
Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR regulations.

All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting. This year, the database was successfully transferred onto new virtual server to optimise its back-ups, security and general running of the system.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

Fundraising (continued)

- The data is encrypted and stored on the VA Cloud,
- Daily online and offline back-ups are arranged,
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely).
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitor and immediately flag up potential and harmful activities 24/7.

Risk management

Risk

The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. Over three years ago, to take risk management to the next level and mitigate vulnerability in a more intelligent way, we have employed an online-based agency that is flexible and available 24/7. It provides tailored and needs-centred advice to the Administration team, who can rely on expert consultants. This practical and customised support guides us through ad-hoc / minor issues as well as helping us to maintain best practice policies. In addition, we have deliberately focused on Governance to ensure a progressive reduction of risk.

In essence, we have concentrated on 7 main areas:

Damage to reputation

A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team that is supported by a professional and experienced Media and Communications Advisor. Similarly to last year, we prepared a swift and comprehensive draft when approached by the New York Times, who published our statement as the only agency who responded to their article on Sackler's family philanthropy of which we receive funds for detox. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result, we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such as the Greater London Authority, Westminster Council and London Borough of Tower Hamlets.

Of particular relevance here has been the runaway success of our work with Politics Home which provides timely access to policy makers and key influencers.

Our Board Member for governance was very keen for us to enhance our reputation as a strong delivery-agency with organisations which were distinctively relevant to our future as opposed to courting popularity. We have chosen to work with agencies which have a

Risk Management (continued)
common goal for the benefit of the Charity. If necessary, we seek professional legal services to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action being taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activity.

Health & Safety and HR & Employment Law
A decision to contract a market-leading consulting platform that offers comprehensive advice services covering the areas of facilities management, health and safety, human resources and employment legislation has proved to be of invaluable help since the COVID-19 outbreak. This interactive system continues to shape our post-pandemic and infection control policies and work plans that are being constantly monitored.

Additionally, with every major update from the Government we seek guidance from an independent health and safety professional. As mentioned earlier in this report, key members of staff responsible for oversight of Health and Safety matters regularly attend training and workshops, particularly those arranged by the LBTH Public Health Team.

Health & Safety and HR & Employment Law (continued)
As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor.

Cyber security & Data Protection
Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated and proactive controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data. It is self-evident that cyber security is directly linked to this issue and as a result we have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets. Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Cyber security and data protection are being closely monitored by the internal working group led by the Deputy Chair that consists of the CEO and Chief of Staff who report to the Board in detail on the current position and future plans.

Risk Management (continued)
Three years ago, we appointed the Cyber Security and Data Protection Advisor to support the Charity's efforts in maintaining high digital performance, meeting regulatory requirements, and preserving general security of our online systems. This engagement has allowed us to be in control and on top of fast-moving digital changes as well as enhancing the onsite and remote users experience. A number of investments, based on an organisation wide audit of our IT estate, were made this year – replacement of hosting servers, introduction of smart back-up services that are AI-powered, streamline of network management software. Additionally, telecom services were migrated, allowing charity to operate from virtually any location and with enhanced security. As ever, we believe in pro-active measures that inspire tailored, relevant and cost-effective solutions that minimise risks to our operations, clients and staff.

In a world of competing demands, with the emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures. This will always be an ongoing work.

Funding and donations
The sector's ability to raise funds through voluntary income continues to be hampered by the economic outlook and cost of living crisis. Veterans Aid has always relied on diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation. Our successful and credible brand brought us international recognition and Rehabilitation Prize at the recent World Veterans Congress in Belgrade. We have attained a global position as leaders in our field. A position which is directly related to the credibility in fundraising.

We have invested in and expanded our database to meet the expectations of a growing number of funders who are asking for evidence-based reports and impact evaluations. As referred to earlier in the report, newly built segments allow us to draw comprehensive data reports that are consistent and in line with the W2WB© model. We have also activated a range of ground-breaking initiatives within the criminal justice system, housing, and NHS that support and are interlinked with our core operations. Our fundraising efforts continue to be centred around effectiveness, transparency and sustainability and we carefully choose partners who can support our independent work.

Fraud
The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

Saffery LLP continue to be our auditors, a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

Risk Management (continued)
The value-added aspect of this relationship is that we are allowed significant interactivity with our auditors throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to our reputation and a lack of public confidence if fraud were to take place.

Governance
Interaction between the Chief Executive and the board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation and demographics. The Deputy Chair is formally tasked with overseeing the Governance; last year the Deputy Chair and the CEO had 34 interactions.

Finance and accounting review
The Charity has net assets of £10,018,251 (2022: £8,620,126), of which £8,941,564 (2022: £7,554,086) are tangible fixed assets. Much of the increase in the value of the tangible fixed assets is due to the revaluation of the land and buildings at New Belvedere House (£880k) and the associated write-back of depreciation on the buildings (£541k).

At the balance sheet date, the charity had £32,064 (2022: £56,870) of cash balances available at one month's notice or less. The majority of the cash balances are held in deposit accounts.

Funds
As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stood, was sold in September 2009.

  Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the Charity, and it is now represented by the freehold land at New Belvedere House. The five-year revaluation of the land resulted in an increase in the value of the endowment to £2,640,000 (2022: 2,512,053).

- Restricted funds (note 13)
  Total restricted funds are £6,173,335 (2022: £5,027,953). The increase is mainly due to the revaluation of the freehold buildings at New Belvedere House and the associated write-back of depreciation.

- Unrestricted Funds
  Unrestricted funds represent an estimated seven months operating costs of the Charity.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Auditors
A resolution proposing the re-appointment of Saffery LLP will be put to the Annual General Meeting in April 2024.

Approved by the Trustees on 17th April 2024 and signed on their behalf by

A G Wallis MBE OL DL
Honorary Colonel for Beds & Herts ACF
Chair of Trustees
17th April 2024

G J Holbourn FCA FCCA DChA

Trustee
17th April 2024

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information (continued)
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption in preparing the Trustees' Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Auditor's responsibilities for the audit of the financial statements (continued)
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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

Cara Turtington (Senior Statutory Auditor)
For and on behalf of
Saffery LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

17 April 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)
FOR THE YEAR ENDED 30 SEPTEMBER 2023

	Note	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2023 £	Total 2022 £
Income and Endowments							
Donations & Legacies		671,608	-	-	-	671,608	620,459
Charitable activities							
Rents		835,634	-	-	-	835,634	539,192
Grants		72,928	296,608	-	-	369,536	417,315
Other trading activities		11,308	-	-	-	11,308	9,524
Investments	8	28,002	-	-	-	28,002	27,565
Total income		1,619,480	296,608	-	-	1,916,088	1,614,055
Expenditure							
Raising Funds		153,284	-	-	-	153,284	153,410
Charitable activities		1,396,508	335,915	108,159	-	1,840,582	1,717,922
Total expenditure	2	1,549,792	335,915	108,159	-	1,993,866	1,871,332
Net gains/(losses) on investments		55,333	-	-	-	53,333	(52,912)
Net (expenditure)/income		125,021	(39,307)	(108,159)	-	(22,445)	(310,189)
Net gain/(loss) on Fixed Assets Revaluation	7	-	-	1,292,848	127,947	1,420,795	-
Actuarial (loss)/gain on defined benefit pension scheme	26	(225)	-	-	-	(225)	17,700
Net movement in funds		124,796	(39,307)	1,184,689	127,947	1,398,125	(292,489)
Total funds brought forward		1,080,120	52,642	4,975,311	2,512,053	8,620,126	8,912,615
Total funds carried forward	14	1,204,916	13,335	6,160,000	2,640,000	10,018,251	8,620,126

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 32 to 48 form part of these financial statements.

The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore, total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2023

	Note	£	2023 £	£	2022 £
Fixed assets					
Tangible fixed assets	**7**		8,941,564		7,554,086
Investments	**8**		999,231		979,446
			9,940,795		8,533,532
Current assets					
Stock	**9**	7,090		7,000	
Debtors	**10**	141,182		123,430	
Cash at bank and in hand		32,064		56,870	
		180,336		187,300	
Current liabilities					
Creditors: Amounts falling due in less than one year	**11**	(99,980)		(95,778)	
Net current assets			80,356		91,522
Less: Pension deficit provision	**26**		(2,900)		(4,928)
Net assets			10,018,251		8,620,126
Funds					
Property Funds:					
Permanent Endowment	**12**		2,640,000		2,512,053
Restricted funds	**13**		6,160,000		4,975,311
Revenue Funds:					
Restricted funds	**13**		13,335		52,642
General funds			1,204,916		1,080,120
Total funds	**14**		10,018,251		8,620,126

The notes on pages 32 to 48 form part of these financial statements.

The financial statements on pages 29 to 48 were approved by the trustees on 17 April 2024 and signed on their behalf by

G J Holbourn
Trustee

Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2023

	Note	2023 £	2022 £
Net cash provided by/(used in) operating activities	**22**	**27,522**	**(144,027)**
Cash flows from investing activities			
Dividends and interest from investments		28,002	27,565
Purchase of property, plant and equipment	**7**	(115,877)	(52,775)
Proceeds from sale of investments		142,343	341,574
Purchase of investments	**8**	(136,406)	(190,826)
Net cash (used in)/provided by investing activities		**(81,938)**	**125,538**
Net (decrease) in cash & cash equivalents		(54,416)	(18,489)
Cash and cash equivalents at the beginning of the year		120,790	139,279
Cash and cash equivalents at end of the year	**23,24**	**66,374**	**120,790**

The notes on pages 32 to 48 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

These accounts have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is the probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives–

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1 Accounting policies (continued)

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings and Equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2023 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next valuation being due in September 2028.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise.

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme and The Pensions Trust Growth Plan, a defined benefit multi-employer scheme. The pension costs charged in the SOFA are determined as follows:

(i) The costs relating to the defined contribution scheme are charged to the SOFA when they are incurred.

(ii) The Pensions Trust Growth Plan is an occupational defined benefit scheme. The current service costs are charged to the SOFA within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. The scheme liabilities are measured on an actual basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet (see Note 26).

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property gifted to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House.

1 **Accounting policies** (continued)

1.13 Restricted funds
Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds
Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

Trustees can designate a portion of the unrestricted funds to reflect their intention to invest strategically in future plans.

The balance in the General Fund at 30 September 2023 represents an estimated seven months operating costs (see Note 14).

1.15 Revaluations
Investments are revalued to market value as at 30 September 2023 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments
The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.17 Critical estimate and judgements and key sources of estimation uncertainty
In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements in applying the Charity's accounting policies
There are no critical accounting judgements in 2023 or 2022.

Critical accounting estimates and assumptions
(i) Defined benefit pension schemes

The Charity has an obligation to pay pension benefits to certain employees and former employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, asset valuations and discount rate on corporate bonds. Management estimates these factors in determining the net pension liability in the Balance Sheet. The assumptions reflect the historical experience and current trends. The valuation is particularly sensitive to the impact of the discount rate on the schemes' liabilities. See note 26 for the disclosures relating to the defined benefit scheme.

1.18 Comparative statements
Under charity accounting requirements, comparative statements for the preceding year are required for a number of the notes to the accounts, specifically notes 2, 12, 13, 14 and 15, and these are shown below the information for 2023 in each note.

2 Resources expended

2023	Direct Expenses		Support Costs		Total 2023
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	10,688	97,673	32,366	140,727
Investment management costs	-	10,562	-	-	10,562
Cost of goods sold	-	-	-	1,995	1,995
Charitable Activities					
Accommodation and support for homeless veterans	337,082	225,350	115,372	165,377	843,181
Rehabilitation and emergency care for homeless veterans	-	272,010	528,417	196,974	997,401
	337,082	**518,610**	**741,462**	**396,712**	**1,993,866**

2022	Direct Expenses		Support Costs		Total 2022
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	11,392	101,081	32,150	144,623
Investment management costs	-	6,544	-	-	6,544
Cost of goods sold	-	-	-	2,243	2,243
Charitable Activities					
Accommodation and support for homeless veterans	316,295	214,061	113,362	161,235	804,953
Rehabilitation and emergency care for homeless veterans	-	251,423	497,513	164,033	912,969
	316,295	**483,420**	**711,956**	**359,661**	**1,871,332**

Total resources expended are stated after charging	2023 £	2022 £
Depreciation (see notes 1.8 and 7)	149,194	143,671
Auditors remuneration	21,420	19,175
Amounts payable under operating leases	102,378	102,485

Governance (included in Support Costs above)		
Audit fees	21,420	19,175
Trustee expenses	234	55
Staff Costs allocation	25,774	25,585
Office Costs allocation	7,691	7,412
Other	601	502
	55,720	**52,729**

3 Staff costs

	2023 £	2022 £
Wages and salaries	849,306	850,176
Social security	84,859	83,387
Pension costs	54,882	46,733
	989,047	980,296
Other staff costs	90,426	47,955
	1,079,473	1,028,251

One member of staff was made redundant during the year and received redundancy pay of £2,855 (2022 :0).

One member of staff (2022: 1) was provided on full-time secondment until July 2023. These donations in kind have been valued based on the costs of a staff member undertaking the same role. Salaries of £27,300 (2022: £32,150) and social security costs of £2,800 (2022: £3,700) for this secondee are included in the above figures.

Average number of staff:

The average number of staff, based on average head count, during the year was	2023 Number	2022 Number
NBH staff and care workers	15	14
Administration	10	10

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	2	2
£90,000 to £99,999	1	1

During the year the pension contributions on behalf of these three (2022: three) members of staff amounted to £18,472 (2022 : £18,285)

	2023 £	2022 £
The total remuneration of key management personnel, who comprise the CEO and the New Belvedere House Manager was	176,077	171,957

4 Donations in Kind

	2023 £	2022 £
Donations in Kind	37,689	40,580
	37,689	40,580

In addition to the seconded member of staff (note 3 - £30,100), other organisations and individuals donated food and other items totalling £7,589 (2022: £4,730) during the year (note 13).

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £24 (2022: £55) were reimbursed to 1 (2022: 1) trustee in respect of travel and accommodation expenses when

5 **Trustees** (continued)

attending meetings and fundraising events, and expenses of £210 (2022: nil) were incurred in connection with a venue for a trustees' meeting. Donations totalling £1,000 (2022: £2,000) were received from trustees during the year.

6 **Corporation tax**

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 **Tangible fixed assets**

	Freehold land and buildings £	Fittings and Equipment £	Total 2023 £
Cost			
At 1 October 2022	7,920,000	774,794	8,694,794
Additions	-	115,877	115,877
Revaluations	880,000	-	880,000
At 30 September 2023	8,800,000	890,671	9,690,671
Depreciation			
At 1 October 2022	432,636	708,072	1,140,708
Charge for the year	108,159	41,035	149,194
Depreciation write-back from revaluation	(540,795)	-	(540,795)
At 30 September 2023	-	749,107	749,107
Net Book value			
At 30 September 2022	7,487,364	66,722	7,554,086
At 30 September 2023	8,800,000	141,564	8,941,564

All fixed assets are used for charitable purposes.

In the year ended 30 September 2023 a professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was carried out by Michael Rogers LLP, Chartered Surveyors. This placed an open market value on the premises of £8,800,000 which is reflected in these accounts. The historical cost of the land and buildings is £12,035,561. See Note 1.8.

Capital commitments
The charity had the following capital commitments at 30 September 2023:

	2023 £	2022 £
Authorised, contracted but not provided for	Nil	Nil

8 Investments

	2023 £	2022 £
Quoted securities – UK	456,028	461,608
Quoted securities – Overseas	508,892	453,916
	964,920	915,524
Investment in subsidiary	2	2
Accrued interest on fixed-interest investments	97	82
Cash balances	34,212	63,838
Total	**999,231**	**979,446**

	Subsidiary £	Listed undertakings £	Total 2023 £	Total 2022 £
Quoted/unquoted securities:				
Market value at 1 October 2022	2	915,524	915,526	1,119,186
Additions at cost	-	136,406	136,406	190,826
Disposal at market value brought forward	-	(140,083)	(140,083)	(351,023)
Unrealised (losses)/gains	-	53,073	53,073	(43,463)
Market value at 30 September 2023	**2**	**964,920**	**964,922**	**915,526**
Historic cost of securities			708,093	699,077

	2023 £	2022 £
Investment income is made up of-		
Bank interest	2,650	60
Dividends	25,255	27,423
Accrued interest on fixed-interest investments	97	82
	28,002	27,565

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company has not commenced trading and remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2023 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2023 £	2022 £
Clothing stock	4,074	4,379
Christmas cards stock	1,009	843
Miscellaneous stock	2,007	1,778
	7,090	7,000

10 Debtors

	2023 £	2022 £
Rent and housing benefits	42,044	25,539
Prepayments	57,573	57,551
Other debtors	41,565	40,340
	141,182	123,430

11 Creditors falling due in less than one year

	2023 £	2022 £
Trade creditors	36,459	42,116
Accruals	29,921	23,426
Other creditors	33,600	30,236
	99,980	95,778

12 Permanent Endowment

This fund of £2,640,000 (2022: £2,512,053) is represented by the value of the freehold land in Stepney occupied by New Belvedere House. Following a valuation in September 2023 the value of the fund has been increased by £127,947.

13 Restricted funds

		At 1 October 2022 £	Income £	Expenditure £	Realised and Unrealised Gains (Losses) £	At 30 September 2023 £
a	New Belvedere House Development fund	4,975,311	-	(108,159)	1,292,848	6,160,000
	Property Funds	4,975,311	-	(108,159)	1,292,848	6,160,000
b	Outreach workers (donation in kind)	-	30,100	(30,100)	-	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-	-
d	Grants for individuals	-	124,419	(124,419)	-	-
e	Substance Misuse	-	55,000	(55,000)	-	-
f	Clothing & footwear	-	10,000	(10,000)	-	-
g	Other Donations in kind	-	7,430	(7,430)	-	-
h	Employment Preparation & Training	52,642	-	(42,733)	-	9,909
j	Grant for direct assistance to clients	-	11,500	(11,500)	-	-
k	Grant for NBH fire alarm replacement	-	7,000	(7,000)	-	-
l	Aftercare Funding Programme	-	51,000	(47,574)	-	3,426
	Revenue Funds	52,642	296,608	(335,915)	-	13,335
		5,027,953	296,608	(444,074)	1,292,848	6,173,335

		At 1 October 2021 £	Income £	Expenditure £	Realised and unrealised Gains (Losses £	At 30 September 2022 £
a	New Belvedere House Development fund	5,083,470	-	(108,159)	-	4,975,311
	Property Funds	5,083,470	-	(108,159)	-	4,975,311
b	Outreach workers (donation in kind)	-	35,850	(35,850)	-	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-	-
d	Grants for individuals	-	112,687	(112,687)	-	-
e	Substance Misuse	-	50,000	(50,000)	-	-
f	Clothing & footwear	650	-	(650)	-	-
g	Other Donations in kind	-	4,571	(4,571)	-	-
h	Employment Preparation & Training	-	65,000	(12,358)	-	52,642
i	Kettles	-	500	(500)	-	-
	Revenue Funds	650	268,767	(216,775)	-	52,642
		5,084,120	268,767	(324,934)	-	5,027,953

13 Restricted funds (continued)

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. Support for the Outreach Workers posts has come from SSAFA
c. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
d. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
e. A grant from an anonymous charitable trust for the Substance Misuse programme
f. A grant from the Hedley Foundation for clothing & footwear
g. Donations in kind - food, clothing etc
h. Grants to help clients with training leading to employment
i. A grant from the G S Plaut Charitable Trust to purchase kettles for NBH residents
j. Grants from four trust funds for client assistance
k. A grant from the John Slater Foundation to contribute to cost of replacing NBH fire alarm system
l. A grant from Gamble Aware to provide aftercare funding for clients with gambling addictions

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2023 £
Tangible fixed assets	141,564	-	6,160,000	2,640,000	8,941,564
Investments	999,232	-	-	-	999,232
Pension deficit provision	(2,900)	-	-	-	(2,900)
Net current assets	67,020	13,335	-	-	80,355
	1,204,916	13,335	6,160,000	2,640,000	10,018,251

14 Analysis of net assets between funds (continued)

	Unrestricted funds	Restricted Revenue funds	New Belvedere House Development Fund	Hollenden Endowment Reserve	2022
	£	£	£	£	£
Tangible fixed assets	66,722	-	4,975,311	2,512,053	7,554,086
Investments	979,446	-	-	-	979,446
Pension deficit provision	(4,928)	-	-	-	(4,928)
Net current assets	38,880	52,642	-	-	91,522
	1,080,120	52,642	4,975,311	2,512,053	8,620,126

15 Revaluation reserves

Included within the funds explained in notes 12 to 14 are revaluation reserves with the following values:

	2023	2022
	£	£
Quoted securities	256,826	216,446
	256,826	216,446

The revaluation reserves form part of unrestricted funds in both years

16 Commitment under operating leases

	Land and buildings	Other	Total 2023
	£	£	£
Due within one year	98,794	3,814	102,608
Between 2 and 5 years	222,286	9,914	232,200
	321,080	13,728	334,808

	Land and buildings	Other	Total 2022
	£	£	£
Due within one year	98,794	3,505	102,299
Between 2 and 5 years	321,079	12,572	333,651
	419,873	16,077	435,950

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease was reviewed on 1 January 2022 for a five year period.

Photocopiers are leased from CF Corporate Finance (ending June 2027). A franking machine is leased from Pitney Bowes (ending November 2026).

17 Related party transactions

The only related party transaction in 2023 was a donation totalling £1k (2022: £2k) from a trustee (see note 5).

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2023, the total of these guarantees was £40 (2022: £50).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable. See Note 13.

The effects of such a repayment cannot be quantified and the Trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the Trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2018: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is most appropriate for the charity to prepare its financial statements under the Charities SORP.

In addition private registered providers of social housing are required by section 127 of the Housing and Regeneration Act 2008 to comply with a direction of the Regulator of Social Housing about the preparation of their accounts - The Accounting Direction for registered providers of social housing. The Trustees have considered the information that is required by the Direction that is not already in the accounts and have concluded that further disclosure would not be useful to the users of the accounts and therefore these accounts do not comply with the Accounting Direction for registered providers of social housing.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2023 £	2022 £
Revenue grants (credited to unrestricted funds)	68,962	60,941
	68,962	60,941

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2023 £	2022 £
Net (expenditure)/income	(22,445)	(310,189)
Depreciation charges	149,195	143,671
Investment income	(28,002)	(27,565)
Loss/(gain) on investments	(55,333)	52,912
Decrease/(increase) in stocks	(89)	140
Decrease/(increase) in debtors	(17,751)	(14,888)
Increase/(decrease) in creditors	4,202	17,031
Movement in pension scheme provision	(2,251)	(5,139)
Net cash (used in)/provided by operating activities	27,522	(144,027)

23 Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand and at bank	31,820	56,597
Cash with investment managers	34,309	63,920
Cash equivalents - vouchers	245	273
Total cash and cash equivalents	66,374	120,790

24 Analysis of changes in net debt

	At 1 October 2022	Cashflows	At 30 September 2023
Cash at bank and in hand	56,597	(24,777)	31,820
Cash with investment managers	63,920	(29,611)	34,309
Cash equivalents - vouchers	273	(28)	245
Total	120,790	(54,416)	66,374

25 Comparative statement of financial activities

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2022 £
Income and Endowments					
Donations & Legacies	620,459	-	-	-	620,459
Charitable activities					
Rents	539,192	-	-	-	539,192
Grants	148,548	268,767	-	-	417,315
Other trading activities	9,524	-	-	-	9,524
Investments	27,565	-	-	-	27,565
Total income	1,345,288	268,767	-	-	1,614,055
Expenditure					
Raising Funds	153,410	-	-	-	153,410
Charitable activities	1,392,988	216,775	108,159	-	1,717,922
Total expenditure	1,546,398	216,775	108,159	-	1,871,332
Net losses on investments	(52,912)	-	-	-	(52,912)
Net income/(expenditure)	(254,022)	51,992	(108,159)	-	(310,189)
Actuarial losses on defined benefit pension scheme	17,700	-	-	-	17,700
Net movement in funds	(236,322)	51,992	(108,159)	-	(292,489)
Total funds brought forward	1,316,442	650	5,083,470	2,512,053	8,912,615
Total funds carried forward	1,080,120	52,642	4,975,311	2,512,053	8,620,126

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid participates in The Pension Trust (TPT)'s Growth Plan, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2022 to 31 January 2025:	£3,312,000 per annum		(payable monthly)

Unless a concession has been agreed with TPT the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2019 to 30 September 2025:	£11,243,000 per annum		(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

26 Pension Plans

26.1.1 Present Values of Provision for Veterans Aid

	2023 £	2022 £
Present value of provision	2,900	4,928

26.1.2 Reconciliation of opening and closing provisions for Veterans Aid

	2023 £	2022 £
Provision at start of period	4,928	27,767
Unwinding of the discount factor (interest expense)	223	181
Deficit contribution paid	(2,253)	(5,139)
Remeasurements - impact of any change in assumptions	2	(288)
Remeasurements - amendments to the contribution schedule	-	(17,593)
Provision at end of period	2,900	4,928

26.1.3 Income and Expenditure Impact

The gain recognised in the Statement of Financial Activities for the year was £225 (2022: cost of (£17,700) made up as follows:

	Period Ending 2023 £	Period Ending 2022 £
Interest expense	223	181
Remeasurements – impact of any change in assumptions	2	(288)
Remeasurements – amendments to the contribution schedule	-	(17,593)
Costs recognised in income and expenditure account	225	(17,700)

26.1.4 Assumptions

	2023 % per annum	2022 % per annum
Rate of discount	5.88	6

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Members paid contributions at rates between 5% and 30% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

As at the balance sheet date there were 3 (2022: 3) active members. Veterans Aid has closed the Plan to new entrants.

26 Pension Plans

26.2 Royal London

26.2.1 Veterans Aid now offers a plan with Royal London to its employees; at the balance sheet date there were 17 active members (2022: 12).

26.2.2 Members paid contributions at the rate of between 5% and up to a maximum 10% of gross salary during the accounting period. Veterans Aid matched the members contributions.

VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 4544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2022

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2022

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron	The Dowager Viscountess Rothermere
Honorary Life President	Brigadier J F Rickett CBE FinstD

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees	A G Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF (Chairman) Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) Colonel Christopher MacKenzie-Beevor CBE LVO (Honorary Treasurer) Field Marshal The Lord Walker of Aldringham GCB, CMG, CBE, DL G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee) Air Chief Marshal Sir Stephen John Hillier GCB CBE DFC MA (retired 27th September 2022)
Management	Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) Hon Prof of Social Work UEA (Chief Executive, Member of the Business Strategy Committee) Natalia Dabrowska BA MSc CG (Affiliated) (Chief of Staff) Richard Greenhough BCom ACMA (Head of Financial Services) Pat O'Connor MBE (NBH Manager) Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)
Advisors	Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor) Robert Emmet FCA (Honorary Compliance Advisor) (retired 9th February 2023) Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)
Legal Advisers	Spencer West LLP Longbow House 20 Chiswell Street London EC1Y 4TW
Auditors	Saffery Champness LLP Chartered Accountants 71 Queen Victoria Street London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds Bank 1 Butler Place London SW1H 0PR Clydesdale Bank PLC (trading as Virgin Money) 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 3rd April 2014.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY
FOR THE YEAR ENDED 30 SEPTEMBER 2022

Time and tide wait for no-one, so once again we find ourselves reflecting on the year past and the one in prospect. If anyone reading this is wondering why they should support our marvellous charity I urge them to read our Chief Executive's Message. The big charities in this sector are well supported and have fundraising mechanisms fully deployed, but in truth many are actually drifting away from delivering services to veterans in favour of referring them to us.

These are hard times, yet we are being asked to do more and more with less and less. The fantastic teams at our Ops Centre and New Belvedere House continue to innovate and to be highly creative in their use of limited resources; indeed, they are actively taking the fight to the enemy and fully engaged in shifting the focus from rehabilitation to prevention.

Early intervention, before a life spirals out of control, is far preferable to remediation and is highly cost effective. Assistance with managing debt is far cheaper than having to sort out substance abuse after it all becomes 'too much' to handle. You will see in the CEOs Report that we spent well over £500k on combating addiction last year. It's a hugely expensive process - but it saves lives.

Our Welfare to Wellbeing© model continues to receive acclaim, both at home and abroad and its singular success was acknowledged most recently by presentation of The World Veterans Federation's first Award for Rehabilitation. Due in no small part to the efforts of our CEO and his team, health and wellness (i.e. 'wellbeing') has become a major element of this international organisation's work. As special advisor, and author of its newly adopted Veterans Wellbeing Strategy, Dr Milroy has taken its work to a new level.

He must also be congratulated on having had the title of 'Professor' conferred upon him by the University of East Anglia where he lectures about the issues surrounding adversity and homelessness in the veterans' community. Not only is this welcome recognition for his outstanding work, but it also adds immeasurable gravitas to the Veterans Aid 'voice' in the sector. Increasing numbers of politicians, practitioners and academics of all persuasions are finding their way to VA to hear the unvarnished truth about how practice trumps process in terms of successful outcomes. It's not easy to swim against the tide and one politician described his fact-finding session at VA as necessary but 'highly uncomfortable'.

In a world where 'fake news' is very much present, it is deeply comforting to know that our charity is utterly transparent in how it operates and accounts for its activities. Having been independently audited both at home and abroad, found 'fit for purpose' and given awards for our work, I am confident that we are without parallel in the sector. Sadly, accolades rarely translate into practical support. So, we face the forthcoming year scarred and bloody, but up for the fight! Please help us if you are able.

.....

Andrew Wallis MBE OL DL Honorary Colonel for Beds & Herts ACF
Chairman

27th April 2023

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2022

If the global pandemic and the world we now find ourselves in has taught us a single lesson it is that care for veterans is an evolutionary and increasingly complex process. But the big changes in the field of social care have been in context. Costs are rising all around us, to an extent that is eye-watering. This, coupled with the speed of change, is making life at Veterans Aid very difficult. However, the impact on our clients has been profound. Debt and lack of savings are driving our veterans to the edge.

In every sense, the rise of destitution in an almost Dickensian manner, is with us. Systems of support which are well-intentioned seem to be leaving the ex-servicemen and women who are our clients singularly disenfranchised. Processes for financial support in particular simply do not relate to life in Britain today and the gulf between resource and need is ever widening.

So how big is the problem we are facing? Over 60% of the veterans who seek our help come because of enduring and debilitating destitution. What is worse is that 50% of them are working. Poverty, the real elephant in the room, is largely being ignored and increasing numbers of clients are being 'dumped' on us because the military charity they have approached either is incapable or, even worse, has no intention of getting involved in the enduring nature of the individual's problems. It is a daily occurrence in Ops to hear new clients say, "I rang *** for help and they just gave me your telephone number."

Addiction is alive and well among our clients – we've spent over £500k in recent times providing critical interventions. Lives have been saved. We are not rich so, as is standard practice, we try to recover some of our expenditure from the immensely wealthy charities in our sector. We managed to get back just 5% of our £500k outlay. Thank goodness for the wonderful and continuous support of the Uren Foundation. This stalwart funding continues to be life-changing for us.

How do we cope? A wellbeing approach is the key. We can't remove the societal context from the equation, but what we can do is aim to enable our clients to deal as well as they can with adversity. This is a completely innovative approach because it acknowledges and embraces complexity and moves at speed.

Despite our success this approach isn't in tune with the great funding organisations. In short, we have a true working model. It is very frustrating to watch a sector that, for the most part, only functions reactively when we know - and have *proven* - that prevention is crucial. Our staff, both in the Ops Team and at New Belvedere House, understand the critical nature of this approach. There is a lot of talk about veterans and the Armed Forces Covenant, but it seems to be singularly out of synch with the societal context of our clients' lives.

Finally, I must make two critical points. Vast sums exist in the sector, yet we are seeing clients in real poverty, unable to find support for basic needs or treatment for vital recovery blockers like addiction. Somehow this has to change because poverty isn't going to disappear anytime soon.

We see a support scenario for veterans that looks archaically 'top-down' when the actual needs hierarchy which should be 'bottom-up'. That must change if the flow of veterans seeking our help, in utter desperation, is to be stemmed.

.....

Wing Commander Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) Hon Prof of Social Work UEA
Chief Executive

27th April 2023

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2022

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2022. The Trustees have adopted the provisions of the 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).

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
For example, one of the key findings in the independent Pro Bono Economics Report (2018) on Veterans Aid is that the potential economic value of the successful outcomes in the client sample of 166 veterans is equivalent to £965k per annum. This figure is derived by multiplying the number of successful outcomes in each of the intervention areas by the relevant value estimate in the Unit Cost Database. We are negotiating further research with PBE that is planned to be formally launched in summer 2023.

- **Substance misuse.**
  During the reporting year 72 clients were placed in substance misuse programmes across the country, compared to 62 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach.**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2022 the Charity placed 121 clients into some form of sustainable accommodation (2021: 97), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Transformative and life-saving services were delivered without interruption during the past year, allowing the Charity to effectively tackle clients' multiple problems, some of which had been exacerbated by the pandemic and cost of living crisis.

  Media and PR activities remained focused on promoting the Charity's leading role in keeping ex-service personnel and their families off the streets, protecting the wellbeing of those already in the Charity's care and putting ever-growing emphasis on prevention.

  The post-pandemic economic outlook sharpened competition in the sector at a time when preserving public trust was critically important. Our ability to operate at a time when many others could not, stood us in good stead and the 2018 Pro Bono Economics report (The Costs and Benefits of VA's support for veterans) remains a particularly valuable third-party endorsement; it validates the Charity's unique W2WB© model and endorses its 90% success rate.

- **Raising awareness and appreciation of the Charity's capability** (continued)
Our tailored (and ever developing) database continues to support our transparent, competence-based and cost-effective methodology - for instance, thanks to segments that were built-in last year, we could confirm that 61% of clients contacted the Charity because of poverty and that 50% of those were in some form of employment.

  Visitors welcomed at VA's HQ included the Shadow Minister for Veterans and Defence People, Rachel Hopkins MP; the Conservative MP for Bolsover, Mark Fletcher; the Independent Veterans Advisor to the Government, David Richmond; the Argentinian Ambassador, HE Javier Figueroa; serving members of the Coldstream Guards; representatives of the homeless charity One Dublin; the Chief Executive of Vasey RSL Care (Australia), Janna Voloshin and a group of colleagues from the Danish Veterancenter (part of the Danish Ministry of Defence).

  Briefings to these local and international counterparts focused on illustrating our expertise in providing integrated and long-lasting solutions to socially excluded ex-servicemen and women. The CEO also contributed to a series of Parliamentary consultations (notably to Lord Coaker and Lord Sharpe of Epsom) that were well received inside the 'Westminster Bubble'.

  The most valuable and prestigious endorsement received this year resulted from VA's membership of the World Veterans Federation (WVF) which the Charity joined in 2019. In the late spring, WVF President Mr Dan-Viggo Bertgun paid an unexpected visit to our HQ & Ops Centre in Victoria where he met staff and learned first-hand about VA's ground-breaking model. A trip to Oslo followed and soon afterwards VA's CEO accepted appointments as a Vice-President of the WVF and Acting Chair of its Standing Committee on European Affairs. The final piece of VA's remarkable and rapid success within this international organisation was the award of its special Rehabilitation Prize, officially presented at the recent World Veterans Federation Congress in Belgrade. These multi-layered endorsements, from an organisation that represents 60 million veterans worldwide and consists of over 172 veterans' organisations from 121 countries, is a global affirmation of VA's tried and tested prevention model.

  Additional affirmation of the Welfare to Wellbeing© (W2WB) model's success came in the form of further academic recognition for the man who introduced it when an Honorary Professorship in Social Work, at the University of East Anglia's prestigious School of Social Work, was awarded to our CEO. His ground-breaking PhD and subsequent successful work transforming the lives of homeless veterans, was hailed as echoing UEA's commitment to 'Do different'. This appointment acknowledges his significant role in raising the profile of veterans' wellbeing issues in the academic community and further enhances VA's reputation as a frontline charity delivering uniquely effective care.

- **Raising awareness and appreciation of the Charity's capability** (continued)
  An unusually high profile in the digital and printed media came about when VA and its nearest US counterpart, the National Coalition for Homeless Veterans (NCHV) were jointly selected to be exclusive beneficiaries of a unique transatlantic funding collaboration between two of the world's top comic book creators. Award-winning
  illustrator Gary Frank and bestselling writer Geoff Johns produced a highly collectible Veterans Edition of their mythical military superhero, Junkyard Joe. The publication attracted substantial interest and excitement among comic book aficionados while raising the profile of VA and the NCHV. All proceeds of the limited-edition sale will be shared between VA and the NCHV in honour of Gary's grandparents and Geoff's grandfather, all of whom were veterans.

  Facebook and Instagram remain effective tools in raising awareness, recording increases of 186% and 72% respectively. The largest growth, similar to previous year however, was recorded in the LinkedIn community (an international online platform used for professional networking and workplace development), where the number of followers increased from 1,754 to 3,000 and some of the posts reached 442,000 members.

WHAT WE ACHIEVED – IMPACT IN 2022

Veterans Aid

INTERACTIONS

2,059 CLIENT INTERACTIONS

930 CALLS TAKEN BY OPS TEAM

21-87 CLIENT AGE RANGE
AVERAGE AGE 46 YEARS

538 CLIENTS AND THEIR FAMILIES ADVISED AND SUPPORTED

276 NEW CLIENTS

93 % MALE
7% FEMALE

WHERE WE OPERATE

94% ENGLAND

2% SCOTLAND, WALES, NI

4% OVERSEAS (12 COUNTRIES)

ACCOMMODATION

121 APPROPRIATELY HOMED

79 SAVED FROM HOMELESSNESS

193 AVERAGE NUMBER OF NIGHTS SPENT AT NBH

68 NUMBER OF VETERANS ACCOMMODATED AT NBH

WHAT WE ACHIEVED – IMPACT IN 2022

Veterans Aid

WELFARE TO WELLBEING©

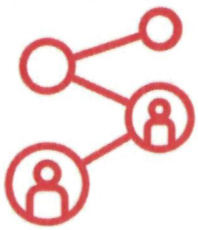
153
COUNSELLING SESSIONS FUNDED

72
VETERANS AND SPOUSES SUPPORTED INTO DETOX/REHAB TREATMENT

EMPLOYMENT AND TRAINING

62
INTO WORK OR ON TO TRAINING COURSES

REFERRALS



MILITARY CHARITY – 52%
NON-MILITARY CHARITY – 21%
WORD OF MOUTH – 20%
INTERNET – 5%
POLICE REFERRAL – 1%
OTHER – 1%

Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive, thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. In particular, the CEO has a very strong working relationship with the Deputy Chair, Dr Paul Dyer, who is responsible for governance.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the Chief Executive, to whom report Chief of Staff, Head of Financial Services, NBH Manager and Head of Fundraising.

Strategic plan

In 2019 the Board agreed that during the next 5 years the Charity should marshal its resources, focus on ability to provide tangibles that benefit clients and cultivate VA's successful Welfare to Wellbeing© methodology. The model is exportable, and we should continue seizing this historic opportunity to allow others to follow our example and to make lives better and fulfilled in similar situations across the globe.
The Board had reiterated at the last Board Meeting that there will be no changes to the business strategic plan. The W2WB© that allowed the Charity to respond remarkably well to the pandemic, is entirely agile and viable. The model also supported our recent expansion in other areas, namely health, criminal justice system and housing.

As referred to earlier on in this report, we can confirm that the last item set out by the Strategic Committee 'to continue to build the brand and model as exemplars for the wider veteran community' was achieved this year via high-profile endorsements and awards; most importantly the Rehabilitation Prize presented to the Charity at the World Veterans Federation Congress in Belgrade. The model is now formally recommended by the WVF and the CEO was asked to draft a wellbeing strategy in his new advisory role. We have become the global lead for the veteran community.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives.

Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives.

Recruitment, induction and training of trustees (continued)
Equally, Trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Review of activities
Lockdowns and COVID19-imposed constraints no longer dominated the headlines, but the Charity remained alert and responsive to published guidelines and updates, while remaining fully operational.

Veterans Aid stayed focused on its daily operations, tackling the complex and multiple problems of its clients, 52% of whom reached out for help because of two or more of the following issues – poverty, unemployment, relationship breakdown, poor health or substance misuse.

Thanks to VA's formal partnership with St Botolph-without-Bishopsgate, two important events were hosted within the gates of the City of London – a Carol Service and a 90th Anniversary Service of Thanksgiving. Those occasions offered an opportunity to pay tribute to the Charity's staff and supporters and honour its rich history of providing uninterrupted sanctuary and relief to destitute veterans.

A range of contacts and enquiries were answered from UK and overseas agencies including research, partnership, media, volunteering and fundraising, totalling 393 (2021:317); 64% of those were seeking advice in relation to helping people out of poverty and prevention of homelessness.

Nurturing existing working relationships and building new connections remains important to VA, including cross-industry engagements with corporate organisations. We hosted several volunteers at the HQ/Operations Centre, most notably from Capita, whose visitors met our staff and learned about our frontline homeless services.

The Criminal Justice System initiative that was launched last year through partnerships with the City of London Police, British Transport Police and the Metropolitan Police, grew steadily, aided by the poster campaign 'Approach, Engage and Advise'. Through timely referrals by police officers this partnership saves a great deal of time in finding solutions and answering crisis-calls from veterans at risk. The value of this scheme is particularly important in relation to identification of former service personnel via the Charity's co-ordinated and rapid response system.

We maintained our links and visibility within academic institutions by on-site visits and presentations that were delivered at the University of East Anglia and the Institute of Psychiatry, Psychology and Neuroscience at King's College London. As part of his lecture programme to these institutions the CEO challenges assumptions about life after military service and educates the next generation of social policy makers about the multidimensional nature of poverty.

Review of activities (continued)
The Charity was selected as the Master's Charity for 2022/23 by the Merchant Taylors' Company, one of the Great Twelve Livery Companies. Our immediate and practical support services, focused on solutions and long-lasting transformations, have attracted interest from a community that is dedicated to fellowship, education and philanthropy. We are honoured to be associated with a fraternity with origins dating back to the early 1300's and whose works stretch across education, philanthropy, and fraternity.

The Fundraising scheme that the Charity belonged to was unexpectedly terminated but an alternative and equally safe platform - Give as you Live - was quickly identified. This is a digital fundraising solution, free of charge and registered with the Fundraising Regulator. It generates donations through online shopping and allows supporters to participate in raising funds for their charity of choice. Our Media and Comms team have been promoting this online solution across our social media platforms.

Performance
The range of services which are provided by our substance misuse worker, military psychiatrist, social workers, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House can accommodate up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant.

Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and, where appropriate, military clubs. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation).

New Belvedere House, our flagship residential accommodation facility, continues to deal outstandingly well under difficult conditions, with the quality of care provided remaining consistently high. The emergency plans and procedures that had been formed and aligned with the successful modernisation of the facility, enabled us to operate effectively throughout the pandemic. The experience of working with infectious diseases, and with the health and safety standards that the organisation is committed to, allowed us to incorporate COVID-19 protection measures at speed and in accordance with Government and NHS advice. Specifically, our policies are underpinned and reviewed in line with the Infection Prevention and Control (IPC) principles for Adult Social Care Settings in England.

Since the previous financial year, we recorded no outbreaks at our premises (NB 'outbreak' refers to two cases linked in time and place); however one positive case of COVID-19 was identified at NBH. Safety protocols - that include self-isolation, deep cleaning, handwashing, wearing of face-masks, testing and vaccination - are observed in full. Advice and support continue to be sought from the London Coronavirus Response Cell (North East London Team), NHS England COVID-19 Team and NHS Tower Hamlets CCG.

Performance (continued)
We are particularly grateful for the training and guidance provided by the LBTH Covid-19 Hub team (Integrated Commissioning, CCG and Council) who, irrespective of our non-commission status, included our staff in free webinars. Following one of the online training sessions, (Public Health Infection Prevention and Control & Outbreak Management training), a visit was arranged at NBH. A senior representative from the LBTH Health, Adults & Community Services attended NBH to learn about the ongoing safety measures and support services offered to our residents. As ever, the Charity stays proactive in seeking meaningful collaborations and staying close to our working partners.

The HQ and Ops Centre has been operating as normal, within the parameters of the Charity's ongoing commitment to protecting the health and wellbeing of clients and staff in the post-pandemic environment. Safety protocols remain unchanged but are reviewed regularly and are in keeping with the latest guidance from the Government and the NHS.

Our local links with health agencies in the boroughs of Westminster and Tower Hamlets offer direct access to on-demand vaccines. Another key partner who offered immense support in accessing the vaccines and subsequent boosters was the GLA whom the Charity actively supports in helping Armed Forces communities in London.

Income and investment
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and are addressed as such within this report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Investments
Veterans Aid investments stand at £916k (2021: £1,119k), with a further £64k (2021: £71k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Income and investments (continued)
Analysis (continued)
Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's net assets are unrestricted, as detailed in note 14 to the Accounts.

- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

- Permanent Endowment. The proceeds of the sale of the Hollenden House site in 2005 are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands.

Income and expenditure balance
The annual income of the charity is £1,614k (2021: £1,822k), excluding unrealised gains/(losses) on investments and premises. The intent is that expenditure should match this figure, with an aim to break even in its annual operation but this year it was not to be. In the year to September 2022, the unrestricted funds showed a deficit of £236k (2021: surplus of £223k) and the restricted funds showed a deficit of £56k (2021: deficit of £108k), the latter arising principally due to depreciation charged on the freehold buildings at New Belvedere House in Stepney. Combined, the funds showed a deficit for the year of £292k (2021: surplus of £116k).

Income Policy
General
The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, grants, donations and legacies it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income
The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy
Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Charity against the long-term effects of inflation.

Investment Policy (continued)

- The guideline is to achieve a balanced return to preserve and enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered appropriate.

Reserves Policy

The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

The actual value of unrestricted reserves of the Charity at 30 September 2022 is £1,080k (2021: £1,316k) which represents an estimated six months operating costs. For this purpose, operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern

The trustees have considered the post-pandemic consequences and other events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the charity's ability to continue as a going concern.

Remuneration Policy

The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer, Deputy Chair and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising

To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow the provisions of the Charities Act 2016 (Protection and Social Investment), other relevant legislation, and local government by-laws.

Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR, responds promptly to complaints or requests to cease interaction. There have been no complaints received during the financial year. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. The Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principle that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.
In cases where donations are made at a time when the donor was not able to make an informed decision, donations will be returned.
Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR.

Fundraising (continued)
All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

- The data is encrypted and stored on the VA Cloud,
- Daily online and offline back-ups are arranged,
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely).
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitor and immediately flag up potential and harmful activities 24/7.

Risk management

Risk
The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. Over two years ago, to take risk management to the next level and mitigate vulnerability in a more intelligent way, we have employed an online-based agency that is flexible and available 24/7. It provides tailored and needs-centred advice to the Administration team, who can rely on expert consultants. This practical and customised support guides us through ad-hoc / minor issues as well as helping us to maintain best practice policies. In addition, we have deliberately focused on Governance to ensure a progressive reduction of risk.

In essence, we have concentrated on 7 main areas:

Damage to reputation
A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team that is supported by a professional and experienced Media and Communications Advisor. The Charity is prepared to draft a swift and measured response, as demonstrated last year when the Sunday Times published an article on Sackler's family philanthropy from which we receive funds for detox. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result, we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such as the Greater London Authority, Westminster Council and London Borough of Tower Hamlets.

Risk Management (continued)

Damage to reputation (continued)
Of particular relevance here has been the runaway success of our work with Politics Home which provides timely access to policy makers and key influencers.

Our Board Member for governance was very keen for us to enhance our reputation as a strong delivery-agency with organisations which were distinctively relevant to our future as opposed to courting popularity. We have chosen to work with agencies which have a common goal for the benefit of the Charity. If necessary, we seek professional legal services to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action being taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activity.

Health & Safety and HR & Employment Law
A decision to contract a market-leading consulting platform that offers comprehensive advice services covering the areas of facilities management, health and safety, human resources and employment legislation has proved to be of invaluable help since the COVID-19 outbreak. This interactive system continues to shape our post-pandemic and infection control policies and work plans that are being constantly monitored. Additionally, with every major update from the Government we seek guidance from an independent health and safety professional. As mentioned earlier in this report, key members of staff responsible for oversight of Health and Safety matters regularly attend training and workshops, particularly those arranged by the LBTH Public Health Team. As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor.

Cyber security & Data Protection
Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated and proactive controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data. It is self-evident that cyber security is directly linked to this issue and as a result we have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets.

Risk Management (continued)

Cyber security & Data Protection (continued)
Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Cyber security and data protection are being closely monitored by the internal working group led by the Deputy Chair that consists of the CEO and Chief of Staff who report to the Board in detail on the current position and future plans.

Last year we appointed the Cyber Security and Data Protection Advisor to support the Charity's efforts in maintaining high digital performance, meeting regulatory requirements, and preserving general security of our online systems. This engagement has allowed us to be in control and on top of fast-moving digital changes as well as enhancing the onsite and remote users experience. As part of this arrangement, an organisation-wide audit of VA's systems, networks, policies, working practices and equipment took place along with associated improvement works. As ever, we believe in pro-active measures that inspire tailored, relevant and cost-effective solutions that minimise risks to our operations, clients and staff.

In a world of competing demands, with the emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures.

Funding and donations
The sector's ability to raise funds through voluntary income continues to be hampered by the economic outlook and cost of living crisis. Veterans Aid has always relied on diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation. Our successful and credible brand brought us international recognition and Rehabilitation Prize at the recent World Veterans Congress in Belgrade.
We have invested in and expanded our database to meet the expectations of a growing number of funders who are asking for evidence-based reports and impact evaluations. As referred to earlier in the report, newly built segments allow us to draw comprehensive data reports that are consistent and in line with the W2WB© model. We have also activated a range of ground-breaking initiatives within the criminal justice system, housing, and NHS that support and are interlinked with our core operations. Our fundraising efforts continue to be centred around effectiveness, transparency and sustainability and we carefully choose partners who can support our independent work.

Fraud
The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

Risk Management (continued)

Fraud (continued)
Following a tendering process overseen by the Chief Executive and two Trustees, we reappointed Saffery Champness as our auditors, a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

The value-added aspect of this relationship is that we are allowed significant interactivity with our auditors throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to our reputation and a lack of public confidence if fraud were to take place.

Governance
Interaction between the Chief Executive and the board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation and demographics. The Deputy Chair is formally tasked with overseeing the Governance; last year the Deputy Chair and the CEO had 32 interactions.

Finance and accounting review
The Charity has net assets of £8,620,126 (2021: £8,912,615), of which £7,554,086 (2021: £7,644,982) are tangible fixed assets.

The charity has £56,870 of cash balances available at one month's notice or less (2021: £68,253). The majority of the cash balances are held in deposit accounts.

Funds
As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stood, was sold in September 2009. Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the charity, and it is now represented by the freehold land and buildings at New Belvedere House.

- Restricted funds (note 13)
  Total restricted funds are £5,027,953 (2021: £5,084,120). The decrease is mainly due to the depreciation of the freehold buildings of New Belvedere House.

- Unrestricted Funds
  Unrestricted funds represent an estimated six months operating costs of the charity.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

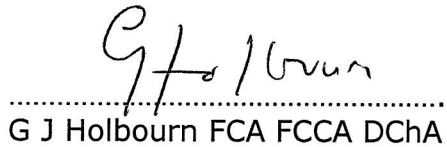
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of Trustees' responsibilities (continued)
This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Auditors
Following the tendering process which was referred to earlier in this report, Saffery Champness have been retained as our auditors, and are willing to continue in office next year.

Approved by the Trustees on 27th April 2023 and signed on their behalf by

A G Wallis MBE OL DL
Honorary Colonel for Beds & Herts ACF
Chair of Trustees
27th April 2023



G J Holbourn FCA FCCA DChA

Trustee
27th April 2023

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information (continued)
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption in preparing the Trustees' Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Auditor's responsibilities for the audit of the financial statements (continued)
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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

Cara Turtington (Senior Statutory Auditor)
For and on behalf of
Saffery Champness LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

27 April 2023

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account) FOR THE YEAR ENDED 30 SEPTEMBER 2022

	Note	Unrestricted Funds	Restricted – Revenue	Restricted – Property	Permanent Endowment	Total 2022	Total 2021
		£	£	£	£	£	£
Income and Endowments							
Donations & Legacies		620,459	-	-	-	620,459	823,979
Charitable activities							
Rents		539,192	-	-	-	539,192	563,615
Grants		148,548	268,767	-	-	417,315	405,123
Other trading activities		9,524	-	-	-	9,524	5,182
Investments	8	27,565	-	-	-	27,565	23,689
Total income		1,345,288	268,767	-	-	1,614,055	1,821,588
Expenditure							
Raising Funds		153,410	-	-	-	153,410	150,448
Charitable activities		1,392,988	216,775	108,159	-	1,717,922	1,657,080
Total expenditure	2	1,546,398	216,775	108,159	-	1,871,332	1,807,528
Net (losses)/gains on investments		(52,912)	-	-	-	(52,912)	101,588
Net (expenditure)/income		(254,022)	51,992	(108,159)	-	(310,189)	115,648
Actuarial gain/(loss) on defined benefit pension scheme	26	17,700	-	-	-	17,700	(119)
Net movement in funds		(236,322)	51,992	(108,159)	-	(292,489)	115,529
Total funds brought forward		1,316,442	650	5,083,470	2,512,053	8,912,615	8,797,086
Total funds carried forward	14	1,080,120	52,642	4,975,311	2,512,053	8,620,126	8,912,615

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 32 to 48 form part of these financial statements.

The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore, total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Tangible fixed assets	**7**		7,554,086		7,644,982
Investments	**8**		979,446		1,190,212
			8,533,532		8,835,194
Current assets					
Stock	**9**	7,000		7,140	
Debtors	**10**	123,430		108,542	
Cash at bank and in hand		56,870		68,253	
		187,300		183,935	
Current liabilities					
Creditors: Amounts falling due in less than one year	**11**	(95,778)		(78,747)	
Net current assets			91,522		105,188
Less: Pension deficit provision	**26**		(4,928)		(27,767)
Net assets			8,620,126		8,912,615
Funds					
Property Funds:					
Permanent Endowment	**12**		2,512,053		2,512,053
Restricted funds	**13**		4,975,311		5,083,470
Revenue Funds:					
Restricted funds	**14**		52,642		650
General funds			1,080,120		1,316,442
Total funds	**14**		8,620,126		8,912,615

The notes on pages 32 to 48 form part of these financial statements.

The financial statements on pages 29 to 48 were approved by the trustees on 27 April 2023 and signed on their behalf by

G J Holbourn
Trustee
Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2022

	Note	2022 £	2021 £
Net cash (used in)/provided by operating activities	**22**	**(144,027)**	**88,986**
Cash flows from investing activities			
Dividends and interest from investments		27,565	23,689
Purchase of property, plant and equipment	**7**	(52,775)	(42,189)
Proceeds from sale of investments		341,574	189,862
Purchase of investments	**8**	(190,826)	(366,498)
Net cash provided by/(used in) investing activities		**125,538**	**(195,136)**
Net (decrease)/increase in cash & cash equivalents		(18,489)	(106,150)
Cash and cash equivalents at the beginning of the year		139,279	245,429
Cash and cash equivalents at end of the year	**23,24**	**120,790**	**139,279**

The notes on pages 32 to 48 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

These accounts have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)' and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is the probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives–

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1 Accounting policies (continued)

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings and Equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2018 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next valuation being due in September 2023.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise.

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme and The Pensions Trust Growth Plan, a defined benefit multi-employer scheme. The pension costs charged in the SOFA are determined as follows:

(i) The costs relating to the defined contribution scheme are charged to the SOFA when they are incurred.

(ii) The Pensions Trust Growth Plan is an occupational defined benefit scheme. The current service costs are charged to the SOFA within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. The scheme liabilities are measured on an actual basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet (see Note 26).

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property gifted to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House.

1 **Accounting policies** (continued)

1.13 Restricted funds

Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds

Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

Trustees can designate a portion of the unrestricted funds to reflect their intention to invest strategically in future plans.

The balance in the General Fund at 30 September 2022 represents an estimated six months operating costs (see Note 14).

1.15 Revaluations

Investments are revalued to market value as at 30 September 2022 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.17 Critical estimate and judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements in applying the Charity's accounting policies

There are no critical accounting judgements in 2022 or 2021.

Critical accounting estimates and assumptions

(i) Defined benefit pension schemes

The Charity has an obligation to pay pension benefits to certain employees and former employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, asset valuations and discount rate on corporate bonds. Management estimates these factors in determining the net pension liability in the Balance Sheet. The assumptions reflect the historical experience and current trends. The valuation is particularly sensitive to the impact of the discount rate on the schemes' liabilities. See note 26 for the disclosures relating to the defined benefit scheme.

1.18 Comparative statements

Under charity accounting requirements, comparative statements for the preceding year are required for a number of the notes to the accounts, specifically notes 2, 12, 13, 14 and 15, and these are shown below the information for 2022 in each note.

2 Resources expended

2022	Direct Expenses		Support Costs		Total 2022
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	11,392	101,081	32,150	144,623
Investment management costs	-	6,544	-	-	6,544
Cost of goods sold	-	-	-	2,243	2,243
Charitable Activities					
Accommodation and support for homeless veterans	316,295	214,061	113,362	161,235	804,953
Rehabilitation and emergency care for homeless veterans	-	251,423	497,513	164,033	912,969
	316,295	**483,420**	**711,956**	**359,661**	**1,871,332**

2021	Direct Expenses		Support Costs		Total 2021
	Staff	Other	Staff	Other	
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	7,755	100,135	34,972	142,862
Investment management costs	-	5,330	-	-	5,330
Cost of goods sold	-	-	-	2,256	2,256
Charitable Activities					
Accommodation and support for homeless veterans	313,748	230,201	107,988	171,073	823,010
Rehabilitation and emergency care for homeless veterans	-	231,268	436,427	166,375	834,070
	313,748	**474,554**	**644,550**	**374,676**	**1,807,528**

Total resources expended are stated after charging	2022 £	2021 £
Depreciation (see notes 1.8 and 7)	143,671	146,137
Auditors remuneration	19,175	17,480
Amounts payable under operating leases	102,485	102,839

Governance (included in Support Costs above)		
Audit fees	19,175	17,480
Trustee expenses	55	-
Staff Costs allocation	25,585	25,248
Office Costs allocation	7,412	8,248
Other	502	344
	52,729	**51,320**

3 Staff costs

	2022 £	2021 £
Wages and salaries	850,176	808,638
Social security	83,387	80,418
Pension costs	46,733	42,915
	980,296	931,971
Other staff costs	47,955	26,327
	1,028,251	958,298

One member of staff (2021: 1) was provided on full-time secondment. These donations in kind have been valued based on the costs of a staff member undertaking the same role. Salaries of £32,150 (2021: £31,700) and social security costs of £3,700 (2021 : £3,200) for this secondee are included in the above figures.

Average number of staff:

The average number of staff, based on average head count, during the year was	2022 Number	2021 Number
NBH staff and care workers	14	13
Administration	10	10

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	2	1
£90,000 to £99,999	1	1

During the year the pension contributions on behalf of these three (2021: two) members of staff amounted to £18,285 (2021 : £12,715)

	2022 £	2021 £
The total remuneration of key management personnel, who comprise the CEO and the New Belvedere House Manager was	171,957	174,310

4 Donations in Kind

	2022 £	2021 £
Donations in Kind	40,580	38,966
	40,580	38,966

In addition to the seconded member of staff (note 3), other organisations and individuals donated food and other items totalling £4,730 (2021: £4,066) during the year (note 13).

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £55 (2021: £nil) were reimbursed to 1 (2021: 0) trustees in respect of travel and accommodation expenses when attending meetings and fundraising events. Donations totalling £2,000 (2021: £8,000) were received from trustees during the year.

6 Corporation tax

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 Tangible fixed assets

	Freehold land and buildings £	Fittings and Equipment £	Total 2022 £
Cost			
At 1 October 2021	7,920,000	722,019	8,642,019
Additions	-	52,775	52,775
At 30 September 2022	7,920,000	774,794	8,694,794
Depreciation			
At 1 October 2021	324,477	672,560	997,037
Charge for the year	108,159	35,512	143,671
At 30 September 2022	432,636	708,072	1,140,708
Net Book value			
At 30 September 2021	7,595,523	49,459	7,644,982
At 30 September 2022	7,487,364	66,722	7,554,086

All fixed assets are used for charitable purposes.

In the year ended 30 September 2018 a professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was carried out by Michael Rogers LLP, Chartered Surveyors. This placed an open market value on the premises of £7,920,000 which is reflected in these accounts. The historical cost of the land and buildings is £9,273,653. See Note 1.8.

Capital commitments
The charity had the following capital commitments at 30 September 2022:

	2022 £	2021 £
Authorised, contracted but not provided for	Nil	Nil

8 Investments

	2022 £	2021 £
Quoted securities - UK	461,608	482,522
Quoted securities - Overseas	453,916	636,662
	915,524	1,119,184
Investment in subsidiary	2	2
Accrued interest on fixed-interest investments	82	-
Cash balances	63,838	71,026
Total	**979,446**	**1,190,212**

	Subsidiary £	Listed undertakings £	Total 2022 £	Total 2021 £
Quoted/unquoted securities:				
Market value at 1 October 2021	2	1,119,184	1,119,186	840,961
Additions at cost	-	190,826	190,826	366,498
Disposal at market value brought forward	-	(351,023)	(351,023)	(177,895)
Unrealised (losses)/gains	-	(43,463)	(43,463)	89,622
Market value at 30 September 2022	**2**	**915,524**	**915,526**	**1,119,186**
Historic cost of securities			699,077	828,846

	2022 £	2021 £
Investment income is made up of-		
Bank interest	60	32
Dividends	27,423	23,657
Accrued interest on fixed-interest investments	82	-
	27,565	23,689

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company has not commenced trading and remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2022 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2022 £	2021 £
Clothing stock	4,379	5,245
Christmas cards stock	843	362
Miscellaneous stock	1,778	1,533
	7,000	7,140

10 Debtors

	2022 £	2021 £
Rent and housing benefits	25,539	15,838
Prepayments	57,551	55,541
Other debtors	40,340	37,163
	123,430	108,542

11 Creditors falling due in less than one year

	2022 £	2021 £
Trade creditors	42,116	25,332
Accruals	23,426	17,026
Other creditors	30,236	36,389
	95,778	78,747

12 Permanent Endowment

This fund of £2,512,053 is represented by the value of the freehold land in Stepney occupied by New Belvedere House. There has been no movement in the fund since 1 October 2018.

13 Restricted funds

		At 1 October 2021 £	Income £	Expenditure £	At 30 September 2022 £
a	New Belvedere House Development fund	5,083,470	-	(108,159)	4,975,311
	Property Funds	5,083,470	-	(108,159)	4,975,311
b	Outreach workers (donation in kind)	-	35,850	(35,850)	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-
d	Grants for individuals	-	112,687	(112,687)	-
e	Substance Misuse	-	50,000	(50,000)	-
f	Clothing & footwear	650	-	(650)	-
g	Other Donations in kind	-	4,571	(4,571)	-
h	Employment Preparation & Training	-	65,000	(12,358)	52,642
i	Kettles	-	500	(500)	-
	Revenue Funds	650	268,767	(216,775)	52,642
		5,084,120	268,767	(324,934)	5,027,953

		At 1 October 2020 £	Income £	Expenditure £	At 30 September 2021 £
a	New Belvedere House Development fund	5,191,629	-	(108,159)	5,083,470
	Property Funds	5,191,629	-	(108,159)	5,083,470
b	Outreach workers (donation in kind)	-	34,900	(34,900)	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-
d	Grants for individuals	-	45,716	(45,716)	-
e	Substance Misuse	-	100,000	(100,000)	-
f	Clothing & footwear	-	4,500	(3,850)	650
g	Other Donations on kind		3,907	(3,907)	-
	Revenue Funds	-	189,182	(188,532)	650
		5,191,629	189,182	(296,691)	5,084,120

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans, and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19

Funds for operational expenses (Revenue Funds):

b. Support for the Outreach Worker posts has come from SSAFA (donations in kind £35,850)
c. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
d. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year
e. A grant from an anonymous charitable trust for the Substance Misuse programme
f. A grant from the Hedley Foundation for clothing & footwear
g. Donations in kind - food, clothing etc
h. Grants to help clients with training leading to employment
i. A grant from the G S Plaut Charitable Trust to purchase kettles for NBH residents

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2022 £
Tangible fixed assets	66,722	-	4,975,311	2,512,053	7,554,086
Investments	979,446	-	-	-	979,446
Pension deficit provision	(4,928)	-	-	-	(4,928)
Net current assets	38,880	52,642	-	-	91,522
	1,080,120	52,642	4,975,311	2,512,053	8,620,126

	Unrestricted funds	Restricted Revenue funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2021 £
Tangible fixed assets	49,459	-	5,083,470	2,512,053	7,644,982
Investments	1,190,212	-	-	-	1,190,212
Pension deficit provision	(27,767)	-	-		(27,767)
Net current assets	104,538	650	-	-	105,188
	1,316,442	650	5,083,470	2,512,053	8,912,615

15 Revaluation reserves

Included within the funds explained in notes 12 to 14 are revaluation reserves with the following values:

	2022 £	2021 £
Quoted securities	216,446	290,338
	216,446	290,338

The revaluation reserves form part of unrestricted funds in both years.

16 Commitment under operating leases

	Land and buildings	Other	Total 2022
	£	£	£
Due within one year	98,794	3,505	102,299
Between 2 and 5 years	321,079	12,572	333,651
	419,873	16,077	435,950

	Land and buildings	Other	Total 2021
	£	£	£
Due within one year	24,698	2,963	27,661
Between 2 and 5 years	-	1,222	1,222
	24,698	4,185	28,883

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease was renewed on 1 January 2022 for a five year period.

Photocopiers are leased from CF Corporate Finance (ending June 2027).

17 Related party transactions

The only related party transaction in 2022 was a donation totalling £2k (2021: £8k) from a trustee (see note 5).

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2022, the total of these guarantees was £50 (2021: £60).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable. See Note 13.

The effects of such a repayment cannot be quantified and the Trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the Trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2018: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is most appropriate for the charity to prepare its financial statements under the Charities SORP.

In addition private registered providers of social housing are required by section 127 of the Housing and Regeneration Act 2008 to comply with a direction of the Regulator of Social Housing about the preparation of their accounts - The Accounting Direction for registered providers of social housing. The Trustees have considered the information that is required by the Direction that is not already in the accounts and have concluded that further disclosure would not be useful to the users of the accounts and therefore these accounts do not comply with the Accounting Direction for registered providers of social housing.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2022 £	2021 £
Revenue grants (credited to unrestricted funds)	60,941	65,941
	60,941	65,941

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2022 £	2021 £
Net (expenditure)/income	(310,189)	115,648
Depreciation charges	143,671	146,137
Investment income	(27,565)	(23,689)
Loss/(gain) on investments	52,912	(101,588)
Decrease/(increase) in stocks	140	(1,156)
Decrease/(increase) in debtors	(14,888)	(18,093)
Increase/(decrease) in creditors	17,031	(20,365)
Movement in pension scheme provision	(5,139)	(7,908)
Net cash (used in)/provided by operating activities	(144,027)	88,986

23 Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand and at bank	56,597	68,088
Cash with investment managers	63,920	71,026
Cash equivalents - vouchers	273	165
Total cash and cash equivalents	120,790	139,279

24 Analysis of changes in net debt

	At 1 October 2021	Cashflows	At 30 September 2022
Cash at bank and in hand	68,088	(11,491)	56,597
Cash with investment managers	71,026	(7,106)	63,920
Cash equivalents - vouchers	165	108	273
Total	139,279	(18,489)	120,790

25 Comparative statement of financial activities

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2021 £
Income and Endowments					
Donations & Legacies	823,979	-	-	-	823,979
Charitable activities					
Rents	563,615	-	-	-	563,615
Grants	215,941	189,182	-	-	405,123
Other trading activities	5,182	-	-	-	5,182
Investments	23,689	-	-	-	23,689
Total income	1,632,406	189,182	-	-	1,821,588
Expenditure					
Raising Funds	150,448	-	-	-	150,448
Charitable activities	1,360,389	188,532	108,159	-	1,657,080
Total expenditure	1,510,837	188,532	108,159	-	1,807,528
Net losses on investments	101,588	-	-	-	101,588
Net income/(expenditure)	223,157	650	(108,159)	-	115,648
Actuarial losses on defined benefit pension scheme	(119)	-	-	-	(119)
Net movement in funds	223,038	650	(108,159)	-	115,529
Total funds brought forward	1,093,404	-	5,191,629	2,512,053	8,797,086
Total funds carried forward	1,316,442	650	5,083,470	2,512,053	8,912,615

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid participates in The Pension Trust (TPT)'s Growth Plan, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2022 to 31 January 2025:	£3,312,000 per annum		(payable monthly)

Unless a concession has been agreed with TPT the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2019 to 30 September 2025:	£11,243,000 per annum		(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

26 Pension Plans (continued)

26.1.1 Present Values of Provision for Veterans Aid

	2022 £	2021 £
Present value of provision	4,928	27,767

26.1.2 Reconciliation of opening and closing provisions for Veterans Aid

	2022 £	2021 £
Provision at start of period	27,767	35,556
Unwinding of the discount factor (interest expense)	181	183
Deficit contribution paid	(5,139)	(7,908)
Remeasurements - impact of any change in assumptions	(288)	(64)
Remeasurements - amendments to the contribution schedule	(17,593)	-
Provision at end of period	4,928	27,767

26.1.3 Income and Expenditure Impact

The gain recognised in the Statement of Financial Activities for the year was £17,700 (2021: cost of £119) made up as follows:

	Period Ending 2022 £	Period Ending 2021 £
Interest expense	181	183
Remeasurements – impact of any change in assumptions	(288)	(64)
Remeasurements – amendments to the contribution schedule	(17,593)	-
Costs recognised in income and expenditure account	(17,700)	119

26.1.4 Assumptions

	2022 % per annum	2021 % per annum
Rate of discount	6	0.72

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Members paid contributions at rates between 5% and 30% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

As at the balance sheet date there were 3 (2021: 3) active members. Veterans Aid has closed the Plan to new entrants.

26 Pension Plans (continued)

26.2 Royal London

26.2.1 Veterans Aid now offers a plan with Royal London to its employees; at the balance sheet date there were 12 active members (2021: 12).

26.2.2 Members paid contributions at rates between 5% and 15% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 4544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2021

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2021

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron	The Dowager Viscountess Rothermere
Honorary Life President	Brigadier J F Rickett CBE FinstD

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees	A G Wallis MBE OL DL (Chairman) Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) Colonel Christopher MacKenzie-Beevor CBE LVO (Honorary Treasurer) Field Marshal The Lord Walker of Aldringham GCB, CMG, CBE, DL G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee) Air Chief Marshal Sir Stephen John Hillier GCB CBE DFC MA
Management	Wg Cdr Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) (Chief Executive, Member of the Business Strategy Committee) Natalia Dabrowska BA MSc CG (Affiliated) (Company Secretary and Head of Administration) Richard Greenhough BCom ACMA (Head of Financial Services) Pat O'Connor MBE (NBH Manager) Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)
Advisors	Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor) Robert Emmet FCA (Honorary Compliance Advisor) Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)
Legal Advisers	Spencer West LLP Longbow House 20 Chiswell Street London EC1Y 4TW
Auditors	Saffery Champness LLP Chartered Accountants 71 Queen Victoria Street London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds TSB 1 Butler Place London SW1H 0PR Clydesdale Bank PLC (trading as Virgin Money) 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 3rd April 2014.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY
FOR THE YEAR ENDED 30 SEPTEMBER 2021

In our 90th year it is absolutely right that we look back with pride at the incredible journey the charity has taken since it was first conceived. Countless lives have been saved and even more positively influenced by VA interventions. However, there is a reason why a rear-view mirror in a car is tiny by comparison to the size of the windscreen – the way ahead is far more important and exciting than where we have been.

Through the outstanding efforts of our Chief Executive and the teams in the Operations Centre and at New Belvedere House, we have proved yet again that 'good things come in small packages'. Some larger, more cumbersome organisations clearly struggled to deliver services during the pandemic whereas the strength and depth of VA's method of operations allowed it to be agile and responsive throughout the crisis. I am inordinately proud of the work put in by every person involved with the charity's work and want to underline our profound and ongoing gratitude to those who make it possible through fund-raising and philanthropy. The last 90 years have trained us for this moment . . .our time is now.

.....
Andrew Wallis MBE OL DL
Chairman

28th April 2022

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2021

And so we end another year, which has seen Veterans Aid as busy as ever. It is often thought that homelessness is about 'rough sleeping' i.e. those living on the streets; but if the pandemic has shown us anything it is that street dwelling is just the tip of the iceberg.

Nearly every client we became involved with last year exhibited a multitude of social problems, legacies of relationship breakdown, poor mental and physical health, drug abuse, lack of skills, unemployment, and poverty. Unsurprisingly the pandemic impacted hardest on the most vulnerable, worsening existing problems and creating new ones. The move to becoming an almost cashless society worked for many – but not those without a bank account and funds.

Veterans Aid continues to be successful because we tackle client's problems on multiple fronts. We've not abandoned the traditional approaches of providing immediate safety and reassurance, but we have put much more effort into building resilience, which is the key to breaking cycles of dependency and transforming lives. To this end we constantly broaden the range of services that we offer, increasing their quality and embracing innovation.

The pandemic was our Welfare to Wellbeing© model's moment in history. We remained successful because staff redoubled their emphasis on prevention and provision of practical, effective care. The ability to remain fully operational, and thrive, while facing ever more complex and dire problems remains the charity's finest achievement.

Targeted responses, whether in the form of timely advice or swift placement of individuals into detox and rehab, are crucial first steps in overcoming the personal barriers that so many veterans face. Sadly, these barriers are reinforced by continued inertia within the sector – and a tendency for (often wealthy) organisations to pass on our telephone number rather than spend time and money to actually support someone in crisis.

There is far more to the world of care for veterans than simply handing out grants. But the problems are compounded by larger structural problems, like having too little affordable housing, where it is actually needed. According to the Government in 2020 there are more than 600,000 empty dwellings in England, so we need to be very wary of knee-jerk cries to build new homes for veterans.

Roofs alone are not the answer; our experience is that it's better to invest in what actually works for the homeless or those in crisis – what allows them to sustain lives free from the need to rely on constant charitable support and giving.

However, pioneering funding is needed to build and sustain such efforts. In this, our 90th year, we've never needed innovative support more than we do now. As I write we have ground-breaking initiatives underway within the criminal justice system, housing, and NHS, all of which are specifically focused on prevention. No one is funding these efforts, but we know they are critical areas where bureaucracy and ineffective veteran projects make lives worse.

I know our work is unglamorous but supporting us can influence the whole sector. The breadth and depth of the underlying problems in the ex-service community remain troubling. By assisting us in this field, donors can definitely prevent homelessness, get actual homeless people into decent accommodation, give them the support they need to stay there, and help them to rebuild their lives.

.....
Wing Commander Dr Hugh Milroy OBE, BTh, MA, PhD DCL (h.c.)
Chief Executive

28th April 2022

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2021. The Trustees have adopted the provisions of the 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).

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
For example, one of the key findings in the independent Pro Bono Economics Report (2018) on Veterans Aid is that the potential economic value of the successful outcomes in the client sample of 166 veterans is equivalent to £965k per annum. This figure is derived by multiplying the number of successful outcomes in each of the intervention areas by the relevant value estimate in the Unit Cost Database.

- **Substance misuse.**
  During the reporting year 62 clients were placed in substance misuse programmes across the country, compared to 70 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach.**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2021 the Charity placed 97 clients into some form of sustainable accommodation (2020: 113), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Transformative and life-saving services were delivered without interruption during the past year, allowing the Charity to effectively tackle clients' multiple problems, some of which had been exacerbated by the pandemic.

  Media and PR activities remained focused on promoting the Charity's leading role in keeping ex-service personnel and their families off the streets, protecting the health of those already in the Charity's care and putting ever-growing emphasis on prevention.

  The arrival of COVID-19 intensified competition in the sector at a time when preserving public trust was critically important. Our ability to operate at a time when many others could not, stood us in good stead and the 2018 Pro Bono Economics report (The Costs and Benefits of VA's support for veterans) remains a particularly valuable third-party endorsement; it validates the Charity's unique W2WB© model and endorses its 90% success rate. Our tailored (and ever developing) database continues to support our transparent, competence-based and cost-effective methodology.

- **Raising awareness and appreciation of the Charity's capability** (continued) This year we modified and upgraded the database's functionality, and it will now allow us to pull out and merge different datasets. Newly added sections are linked to fresh initiatives with a specific focus on prevention in areas relating to the criminal justice system (CJS) and housing.

  With specific regard to external media activity, we continue to be proactive and sensitive to the COVID-19 affected market, responding to topical events (if and when appropriate) as they arise. Editorial content, generated in-house for external and internal publications, remains well-received and gives us the advantage of being in control of the VA brand.

  Our Politics Home item, published on the cusp of the 40th Anniversary of the South Atlantic Conflict, reflected on the universality of 'being a veteran' and how best to deliver support to these very diverse communities. It was timely and well received, generating significant interest among key readers inside the 'Westminster Bubble' (i.e. MPs, lobbyists, civil servants and researchers). The article featured an exclusive interview with Argentinian Ambassador HE Javier Figueroa in which he described his visits to VA and his endorsement of its work. The interview, which also showcased our cross-continental exchange of experiences, knowledge and dialogue, drew over 15,000 impressions which is well above average for the publication.

  Closer to home, our Welfare to Wellbeing© (W2WB©) model attracted a visit from members of the Veterans Advisory Board, who spent a day getting to know our Operations and New Belvedere House teams. The relationship continues and VA was asked for subsequent briefings on veterans' care systems and issues concerning ex-servicemen and women in need.

  A number of remote and face-to-face briefings were led by the CEO this year including a visit of James Sunderland MP, Chairman of the All Party Parliamentary Groups for the Armed Forces Covenant and Veterans, presentations to Blair Boyer the MP for New South Wales, Shadow Minister for Veteran's Affairs in South Australia and members of the Northern Ireland Veterans Commissioner's Office. The latter consisted of three separate consultations on well being support in the ex-military community.

  Our in-house Media and Communications team continues to deliver cost-effective and flexible media coverage for a range of offline and online initiatives. With the Charity's 90th Anniversary in mind, we revamped our website, enhancing the user experience for different stakeholders – clients, donors, volunteers, and supporters. Facebook and Twitter remain an effective tool in raising awareness and engagement, recording increases of 12% and 97% respectively. The largest growth, however, was recorded in the LinkedIn community (an international online platform used for professional networking and workplace development), where page engagement soared by 324%. The number of followers increased from 906 to 1,754 and some of the posts reached 160,000 members.

WHAT WE ACHIEVED – IMPACT IN 2021

ACCOMMODATION

97
APPROPRIATELY HOMED

72
SAVED FROM HOMELESSNESS

164
AVERAGE NUMBER OF NIGHTS SPENT AT NBH

66
NUMBER OF VETERANS ACCOMMODATED AT NBH

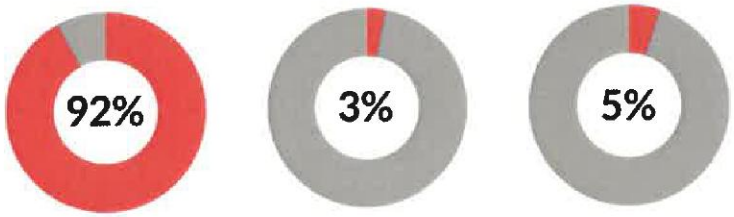
£68,000
ANNUAL TOTAL SPENT ON PURCHASING FURNITURE, CARPETS AND ESSENTIAL ITEMS FOR CLIENTS MOVING INTO LONG-TERM ACCOMMODATION

WEEKLY DATA – ACCOMMODATION

223
AVERAGE NIGHTS OF ACCOMMODATION SECURED EACH WEEK

6
AVERAGE NUMBER OF NIGHTS SPENT IN CRISIS ACCOMMODATION

WHERE WE OPERATE



ENGLAND

SCOTLAND, WALES, NI

OVERSEAS (12 COUNTRIES)

WHAT WE ACHIEVED – IMPACT IN 2021

INTERACTIONS

2,470 CLIENT INTERACTIONS

899 CALLS TAKEN BY OPS TEAM

23-77 CLIENT AGE RANGE

486 CLIENTS AND THEIR FAMILIES ADVISED AND SUPPORTED

216 NEW CLIENTS

92 % MALE
8% FEMALE

WELFARE TO WELLBEING©

180 COUNSELLING SESSIONS FUNDED

1,185 EMERGENCY FINANCIAL ASSISTANCE TRANSACTIONS

62 VETERANS AND SPOUSES SUPPORTED INTO DETOX/REHAB TREATMENT

EMPLOYMENT AND TRAINING

63 INTO WORK OR ONTO TRAINING COURSES

Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive, thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. In particular, the CEO has a very strong working relationship with the Deputy Chair, Dr Paul Dyer, who is responsible for governance.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the Chief Executive, to whom report the Company Secretary & Head of Administration, Head of Financial Services, NBH Manager and Head of Fundraising.

Strategic plan

In 2019 the Board agreed that during the next 5 years the Charity should marshal its resources, focus on ability to provide tangibles that benefit clients and cultivate VA's successful Welfare to Wellbeing© methodology. The model is exportable and we should continue seizing this historic opportunity to allow others to follow our example and to make lives better and fulfilled in similar situations across the globe. The Board had reiterated at the last Board Meeting that there will be no changes to the business strategic plan. The W2WB© that allowed the Charity to respond remarkably well to the pandemic, is entirely agile and viable. The model also supported our recent expansion in other areas, namely health, criminal justice system and housing.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives.

Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives. Equally, trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Review of activities

As Britain emerged from lockdowns and COVID-19 imposed restrictions, the Charity was fully operational while remaining vigilant and responsive to ever-changing alerts and requirements.

Veterans Aid remains open and interested in building and fostering collaborative programmes and initiatives. Of particular note is the Charity's attendance at the Pro Bono Economics event where a panel drawn from the world of policy, finance and third sector discussed homelessness prevention programmes and data-driven reports on the economic impact of rough sleeping. We are currently exploring new research routes and are pre-examining the database inputs ahead of the planned impact analysis. Another example of a thriving working relationship is that with St Botolph's-without-Bishopsgate, with whom the Charity successfully entered into a formal partnership arrangement that is mutually beneficial and solidifies Veterans Aid's presence in the City of London.

Veterans Aid's reputation as a know-how and advice hub in the post-COVID world grows steadily; this year we answered 317 (2020:127) enquiries from various local and international agencies including researchers, media outlets, businesses, volunteers and fundraisers. Sharing knowledge, advising, and learning from others remains an important aspect of VA's work. Overtures from the Corporate world have included names such as PA Consulting and Deloitte. The Mentoring Programme launched in partnership with CAPCO last year is going from strength to strength and acts as a natural and practical extension of VA's employment and training support service. As ever we look for meaningful exchanges across the sector and met with the Women's Institute (community-based organisation for women in the United Kingdom, Canada, South Africa and New Zealand), via Zoom call. A cross-country engagement was initiated with ONE, Óglaigh Náisiúnta na hÉireann (Organisation of National Ex-service Personnel), where the CEO was asked to brief the Chairperson, Colm Campbell, and CEO, Cormac Kirwan.

The Welfare to Wellbeing© model and its wider application among the socially excluded attracts interest from like-minded frontline organisations and the academic world. In September the CEO delivered a lecture to social work students at the University of East Anglia (UEA) - young people who are the next generation of social, care and charity professionals. The Institute of Psychiatry, Psychology and Neuroscience at the King's College London once again welcomed the CEO's annual speech, which invited students to reconsider assumptions about who Veterans are in modern Britain.

The Charity's holistic approach and ground-breaking methodology extends to New Belvedere House where, despite the added burden of the pandemic, we successfully completed two green projects in collaboration with Biotecture and Waterside UK. The sensory garden and living wall are designed to further enhance the wellbeing of residents.

Our solution-focused and life-saving services attract attention from unexpected quarters, such as the Yeoman Warders Club at the Tower of London, which selected Veterans Aid as one of its chosen charities.

Review of activities (continued)
The Amazon Smile scheme that the Charity belongs to continues to perform well – supporter numbers have increased again, from 4,855 to 5,267. The donations that the Charity receives through this programme have doubled, from £5,382 to £10,316. Accessing this revenue stream requires relatively little effort and helps to diversify our broad base of funding sources. Furthermore, the CEO was interviewed by Major General John T. Quintas at the Warrior Week Speaker Series on Amazon which is accessible world-wide.

Performance
The range of services which are provided by social workers, substance misuse worker, military psychiatrist, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House can accommodate up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant. (Since the start of the pandemic ten bedrooms have been kept empty to allow self-isolation for any residents displaying symptoms or testing positive for Covid-19).

Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and, where appropriate, military clubs. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation).

New Belvedere House, our flagship residential accommodation facility, continues to deal outstandingly well under difficult conditions, with the quality of care provided remaining consistently high. The emergency plans and procedures that had been formed and aligned with the successful modernisation of the facility, enabled us to operate in full swing throughout the pandemic. The experience of working with infectious diseases, and in line with the health and safety standards that the organisation is committed to, allowed us to incorporate COVID-19 protection measures at speed and in accordance with Government and NHS advice.

Since the previous financial year, only one confirmed case of COVID-19 was identified at NBH. Safety protocols - that include self-isolation, deep cleaning, handwashing, wearing of facemasks, testing and vaccination - are observed in full. Advice and support continue to be sought from the London Coronavirus Response Cell (North East London Team), NHS England COVID-19 Team and NHS Tower Hamlets CCG.

Of particular note is the guidance provided by the Health, Adults & Community Services Department at the LBTH which has been very proactive in circulating Action Cards, consulting the Charity on COVID-specific risk assessments and sharing Outbreak Control Plans for Hostel Settings. The Faculty for Homeless and Inclusion Health, remains our close ally, regularly sharing its findings and research on the sector's best practices in providing integrated, inclusive, collaborative and poverty-informed services in post-pandemic times.

The HQ and Ops Centre has been operating as normal, within the parameters of the Charity's ongoing commitment to protecting the health and wellbeing of clients and

Performance (continued)
staff in the post-pandemic environment. Safety protocols remain unchanged but are reviewed regularly and are in keeping with the latest guidance from the Government and the NHS.

Our local links with health agencies in the boroughs of Westminster and Tower Hamlets offer direct access to on-demand vaccines and PCR testing. Another key partner who offered immense support in accessing the vaccines and subsequent boosters was the GLA whom the Charity actively supports in helping Armed Forces communities in London.

Income and investment
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and are addressed as such within this report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Investments
Veterans Aid investments stand at £1,119k (2020: £841k), with a further £71k (2020: £72k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's net assets are unrestricted, as detailed in note 14 to the Accounts.

- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

- Permanent Endowment. The proceeds of the sale of the Hollenden House site in 2005 are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands.

Income and expenditure balance

The annual income of the charity is £1,822k (2020: £1,852k), excluding unrealised gains/(losses) on investments and premises. The intent is that expenditure should match this figure, with an aim to break even in its annual operation. In the year to September 2021, the unrestricted funds showed a surplus of £223k (2020: surplus of £52k) and the restricted funds showed a deficit of £108k (2020: deficit of £111k), the latter arising principally due to depreciation charged on the freehold buildings at New Belvedere House in Stepney. Combined, the funds showed a surplus for the year of £116k (2020: deficit of £58k).

Income Policy

General

The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, grants, donations and legacies it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income

The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy

Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Trust against the long-term effects of inflation.

- The guideline is to achieve a balanced return to preserve and enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

Investment Policy (continued)
S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered appropriate.

Reserves Policy
The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

The actual value of unrestricted reserves of the Charity at 30 September 2021 is £1,316k (2020: £1,093k) which represents an estimated nine months operating costs. For this purpose, operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern
The trustees have considered the consequences of the COVID-19 pandemic and other events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the charity's ability to continue as a going concern.

Remuneration Policy
The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer, Deputy Chair and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising

To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow the provisions of the Charities Act 2016 (Protection and Social Investment), other relevant legislation, and local government by-laws.

Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR, responds promptly to complaints or requests to cease interaction. There have been no complaints received during the financial year. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. The Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principle that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.

In cases where donations are made at a time when the donor was not able to make an informed decision, donations will be returned.

Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR.

Fundraising (continued)
All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

- The data is encrypted and stored on the VA Cloud,
- Daily online and offline back-ups are arranged,
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely).
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitors and immediately flags up potential and harmful activities 24/7.

Risk management

Risk
The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. This year, to take risk management to the next level and mitigate vulnerability in a more intelligent way, we have employed an online-based agency that is flexible and available 24/7. It provides tailored and needs-centred advice to the Administration team, who can rely on expert consultants. This practical and customised support guides us through ad-hoc / minor issues as well as helping us to maintain best practice policies. In addition, we have deliberately focused on Governance to ensure a progressive reduction of risk.

In essence, we have concentrated on 7 main areas:

Damage to reputation
A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team that is supported by a professional and experienced Media and Communications Advisor. An example of our preparedness was the Charity's swift and measured response to the Sunday Times' article on Sackler's family philanthropy of which we receive funds for detox. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such as the Greater London Authority, Westminster Council and London Borough of Tower Hamlets.

Risk Management (continued)

Damage to reputation (continued)
Of particular relevance here has been the runaway success of our work with Politics Home which provides timely access to policy makers and key influencers.

Our Board Member for governance was very keen for us to enhance our reputation as a strong delivery-agency with organisations which were distinctively relevant to our future as opposed to courting popularity. We have chosen to work with agencies which have a common goal for the benefit of the Charity. If necessary, we seek legal aid to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action being taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activity.

Health & Safety and HR & Employment Law
A decision to contract a market-leading consulting platform that offers comprehensive advice services covering the areas of facilities management, health and safety, human resources and employment legislation has proved to be of invaluable help since the COVID-19 outbreak. This interactive system continues to shape our COVID-19 and post-pandemic policies and work plans that are being constantly monitored. Additionally, with every major update from the Government we seek guidance from an independent health and safety professional. As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor.

Cyber security & Data Protection
Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data. It is self-evident that cyber security is directly linked to this issue and as a result we have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets. Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Risk Management (continued)

Cyber security & Data Protection (continued)
Cyber security and data protection are being closely monitored by the internal working group that consists of the CEO, Honorary Compliance Advisor and Company Secretary who report to the Board in detail on the current position and future plans.

This year we appointed the Cyber Security and Data Protection Advisor who will support the Charity's efforts in maintaining high digital performance, meeting regulatory requirements, and preserving general security of our online systems. This engagement allows us to be in control and on top of fast-moving digital changes as well as enhancing the onsite and remote users experience. As part of this arrangement, an organisation-wide audit of VA's systems, networks, policies, working practices and equipment had been scheduled along with associated improvement works. As ever, we believe in pro-active measures that inspire tailored, relevant and cost-effective solutions that minimise risks to our operations, clients and staff.

In a world of competing demands, with the emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures.

Funding and donations
The COVID-19 pandemic continues to hamper the sector's ability to raise funds through voluntary income. Veterans Aid has always relied on diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation.

This year we have invested in and expanded our database to meet the expectations of a growing number of funders who are asking for evidence-based reports and impact evaluations. We have also activated a range of ground-breaking initiatives within the criminal justice system, housing, and NHS that support and are interlinked with our core operations. Our fundraising efforts continue to be centred around effectiveness, transparency and sustainability and we carefully choose partners who can support our independent work.

Fraud
The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

In addition, we have chosen our auditors, Saffery Champness, as a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

Risk Management (continued)

Fraud (continued)
The value-added aspect of this relationship is that we are allowed significant interactivity with our auditors throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to our reputation and a lack of public confidence if fraud were to take place.

Governance
Interaction between the Chief Executive and the board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation and demographics.

Finance and accounting review
The Charity has net assets of £8,912,615 (2020: £8,797,086), of which £7,644,982 (2020: £7,748,930) are tangible fixed assets.

The charity has £68,253 of cash balances available at one month's notice or less (2020: £172,962). The majority of the cash balances are held in deposit accounts.

Funds
As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stands, was sold in September 2009. Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the charity, and it is now represented by the freehold land and buildings at New Belvedere House.

- Restricted funds (note 13)
  Total restricted funds are £5,084,120 (2020: £5,191,629). The decrease is mainly due to the depreciation of the freehold buildings of New Belvedere House.

- Unrestricted Funds
  Unrestricted funds represent an estimated nine months operating costs of the charity.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Auditors
Saffery Champness have been our auditors for many years and in line with good governance we propose to undertake a tender process later this year.

Approved by the Trustees on 28th April 2022 and signed on their behalf by

A G Wallis MBE OL DL
Chair of Trustees

28th April 2022

G J Holbourn FCA FCCA DChA
Trustee

28th April 2022

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Other information (continued)
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption in preparing the Trustees' Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

Auditor's responsibilities for the audit of the financial statements (continued)
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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

Cara Turtington (Senior Statutory Auditor)
For and on behalf of
Saffery Champness LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

28 April 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account) FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2021 £	Total 2020 £
Income and Endowments							
Donations & Legacies		823,979	-	-	-	823,979	545,630
Charitable activities							
Rents		563,615	-	-	-	563,615	818,588
Grants		215,941	189,182	-	-	405,123	456,108
Other trading activities		5,182	-	-	-	5,182	9,157
Investments	8	23,689	-	-	-	23,689	22,511
Total income		1,632,406	189,182	-	-	1,821,588	1,851,994
Expenditure							
Raising Funds		150,448	-	-	-	150,448	138,190
Charitable activities		1,360,389	188,532	108,159	-	1,657,080	1,750,805
Total expenditure	2	1,510,837	188,532	108,159	-	1,807,528	1,888,995
Net gains/(losses) on investments	8	101,588	-	-	-	101,588	(20,695)
Net income/(expenditure)		223,157	650	(108,159)	-	115,648	(57,696)
Actuarial losses on defined benefit pension scheme	26	(119)	-	-	-	(119)	(680)
Net movement in funds		223,038	650	(108,159)	-	115,529	(58,376)
Total funds brought forward		1,093,404	-	5,191,629	2,512,053	8,797,086	8,855,462
Total funds carried forward	14	1,316,442	650	5,083,470	2,512,053	8,912,615	8,797,086

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 31 to 47 form part of these financial statements.

The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible fixed assets	**7**		7,644,982		7,748,930
Investments	**8**		1,190,212		913,429
			8,835,194		8,662,359
Current assets					
Stock	**9**	7,140		5,984	
Debtors	**10**	108,542		90,449	
Cash at bank and in hand		68,253		172,962	
		183,935		269,395	
Current liabilities					
Creditors: Amounts falling due in less than one year	**11**	(78,747)		(99,112)	
Net current assets			105,188		170,283
Less: Pension deficit provision	**26**		(27,767)		(35,556)
Net assets			8,912,615		8,797,086
Funds					
Property Funds:					
Permanent Endowment	**12**		2,512,053		2,512,053
Restricted funds	**13**		5,083,470		5,191,629
Revenue Funds:					
Restricted funds	**13**		650		-
General funds			1,316,442		1,093,404
Total funds	**14**		8,912,615		8,797,086

The notes on pages 31 to 47 form part of these financial statements.

Approved by the trustees on 28th April 2022 and signed on their behalf by

G J Holbourn
Trustee
Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £	2020 £
Net cash provided by operating activities	**22**	88,986	100,070
Cash flows from investing activities			
Dividends, interest and rents from investments		23,689	22,511
Purchase of property, plant and equipment		(42,189)	(12,177)
Proceeds from sale of investments		189,862	244,108
Purchase of investments		(366,498)	(256,391)
Net cash used in investing activities		**(195,136)**	**(1,949)**
Net (decrease)/increase in cash & cash equivalents		(106,150)	98,121
Cash and cash equivalents at the beginning of the year		245,429	147,308
Cash and cash equivalents at end of the year	**23,24**	**139,279**	**245,429**

The notes on pages 31 to 47 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

The accounts have been prepared under the historical cost convention, as modified for the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is the probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives-

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1 Accounting policies (continued)

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings and equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2018 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next valuation being due in September 2023.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise.

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme and The Pensions Trust Growth Plan, a defined benefit multi-employer scheme. The pension costs charged in the SOFA are determined as follows:

(i) The costs relating to the defined contribution scheme are charged to the SOFA when they are incurred.

(ii) The Pensions Trust Growth Plan is an occupational defined benefit scheme. The current service costs are charged to the SOFA within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. The scheme liabilities are measured on an actual basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet (see Note 26).

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property given to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House. This is a notional allocation representing a proportion of the property. No income is earned on the endowment.

1 Accounting policies (continued)

1.13 Restricted funds
Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds
Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

Trustees can designate a portion of the unrestricted funds to reflect their intention to invest strategically in future plans.

The balance in the General Fund at 30 September 2021 represents an estimated nine months operating costs (see Note 14).

1.15 Revaluations
Investments are revalued to market value as at 30 September 2021 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments
The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.17 Critical estimate and judgements and key sources of estimation uncertainty
In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements in applying the Charity's accounting policies
There are no critical accounting judgements in 2021 or 2020.

Critical accounting estimates and assumptions
(i) Defined benefit pension schemes

The Charity has an obligation to pay pension benefits to certain employees and former employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, asset valuations and discount rate on corporate bonds. Management estimates these factors in determining the net pension liability in the Balance Sheet. The assumptions reflect the historical experience and current trends. The valuation is particularly sensitive to the impact of the discount rate on the schemes' liabilities. See note 26 for the disclosures relating to the defined benefit scheme.

1.18 Comparative statements
Under charity accounting requirements comparative statements for the preceding year are required for a number of the notes to the accounts, specifically notes 2, 12, 13, 14 and 16, and these are shown below the information for 2021 in each note.

2 Resources expended

	Direct expenses		Support costs		Total
	Staff	Other	Staff	Other	2021
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	7,755	100,135	34,972	142,862
Investment management costs	-	5,330	-	-	5,330
Cost of goods sold	-	-	-	2,256	2,256
Charitable Activities					
Accommodation and support for homeless veterans	313,748	230,201	107,988	171,073	823,010
Rehabilitation and emergency care for homeless veterans	-	231,268	436,427	166,374	834,069
	313,748	474,554	644,550	374,675	1,807,527

	Direct expenses		Support costs		Total
	Staff	Other	Staff	Other	2020
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	9,541	94,619	27,243	131,403
Investment management costs	-	5,749	-	-	5,749
Cost of goods sold	-	-	-	1,038	1,038
Charitable Activities					
Accommodation and support for homeless veterans	320,489	199,925	113,426	184,874	818,714
Rehabilitation and emergency care for homeless veterans	-	339,604	456,346	136,141	932,091
	320,489	554,819	664,391	349,296	1,888,995

Total resources expended are stated after charging:

	2021	2020
	£	£
Depreciation (see note 1.8 and 7)	146,137	160,950
Auditors remuneration: For audit	17,480	16,320
Amounts payable under operating leases	102,839	104,599
Governance (included in Support Costs above)		
Audit fees	17,480	16,320
Trustee expenses	-	63
Staff Costs allocation	25,248	24,611
Office Costs allocation	8,248	5,980
Other	344	790
	51,320	47,764

3 Staff costs

	2021 £	2020 £
Wages and salaries	808,638	848,931
Social security	80,418	77,251
Pension costs	42,915	40,003
	931,971	966,185
Other staff costs	26,327	18,695
	958,298	984,880

One member of staff (2020: 1) was provided on full-time secondment. These donations in kind have been valued based on the costs of a staff member undertaking the same role. Salaries of £31,700 (2020 : £31,300) and social security costs of £3,200 (2020 : £3,150) for this secondee are included in the above figures.

Average number of staff:

The average number of staff, based on average head count, working during the year was	2021 Number	2020 Number
NBH staff and care workers	13	14
Administration	10	10

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	1	1
£90,000 to £99,999	1	1

During the year the pension contributions on behalf of these members of staff amounted to £12,715 (2020 : £12,270)

	2021 £	2020 £
The total remuneration of key management personnel, who comprise the CEO and the NBH Manager was	174,310	168,712

4 Donations in Kind

	2021 £	2020 £
Donations in Kind	38,966	55,274
	38,966	55,274

In addition to the seconded member of staff (note 3), other organisations and individuals donated food and other items totalling £4,066 (2020 : £20,824) during the year (note 13).

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £nil (2020: £63) were reimbursed to no (2020: 1) trustees in respect of travel and accommodation expenses when attending meetings and fundraising events. Donations of £8k (2020: £6k) were received from trustees during the year.

6 Corporation tax

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 Tangible fixed assets

	Freehold land and buildings £	Fittings and Equipment £	Total £
Cost			
At 1 October 2020	7,920,000	679,830	8,599,830
Additions	-	42,189	42,189
Transfers	-	-	-
Revaluations	-	-	-
At 30 September 2021	7,920,000	722,019	8,642,019
Depreciation			
At 1 October 2020	216,318	634,582	850,900
Charge for the year	108,159	37,978	146,137
Write-back on revaluation	-	-	-
At 30 September 2021	324,477	672,560	997,037
Net Book value			
At 30 September 2021	7,595,523	49,459	7,644,982
At 30 September 2020	7,703,682	45,248	7,748,930

All fixed assets are used for charitable purposes.

In the year ended 30 September 2018 a professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was carried out by Michael Rogers LLP, Chartered Surveyors. This placed an open market value on the premises of £7,920,000 which is reflected in these accounts. The historical cost of the land and buildings is £9,273,653. See Note 1.8.

Capital commitments
The charity had the following capital commitments at 30 September 2021:

	2021 £	2020 £
Authorised, contracted but not provided for	Nil	Nil

8 Investments

	2021 £	2020 £
Quoted securities - UK	482,522	426,610
Quoted securities - Overseas	636,662	414,349
	1,119,184	840,959
Investment in subsidiary	2	2
Accrued investment income	-	-
Cash balances	71,026	72,468
Total	1,190,212	913,429

	Subsidiary £	Listed undertakings £	Total 2021 £	Total 2020 £
Quoted/unquoted securities:				
Market value at 1 October 2020	2	840,959	840,961	849,376
Additions at cost	-	366,498	366,498	256,391
Disposal at market value brought forward	-	(177,895)	(177,895)	(256,454)
Unrealised gains/(losses)	-	89,622	89,622	(8,352)
Market value at 30 September 2021	2	1,119,184	1,119,186	840,961
Historic cost of securities			828,846	640,101

	2021 £	2020 £
Investment income is made up of-		
Bank interest	32	318
Dividends	23,657	22,193
Accrued interest on fixed-interest investments	-	-
	23,689	22,511

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company has not commenced trading and remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2021 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2021 £	2020 £
Clothing stock	5,245	5,984
Christmas cards stock	362	-
Miscellaneous stock	1,533	-
	7,140	5,984

10 Debtors

	2021 £	2020 £
Rent and housing benefits	15,838	18,918
Prepayments	55,541	42,133
Other debtors	37,163	29,398
	108,542	90,449

11 Creditors falling due in less than one year

	2021 £	2020 £
Trade creditors	25,332	28,733
Accruals	17,026	42,672
Other creditors	36,389	27,707
	78,747	99,112

12 Permanent Endowment

This fund of £2,512,053 is represented by the value of the freehold land in Stepney occupied by New Belvedere House. The land was not originally endowed and this represents a notional allocation of the charity's overall funds. There has been no movement in the fund since 1 October 2018.

13 Restricted funds

		At 1 October 2020 £	Income £	Expenditure £	At 30 September 2021 £
a	New Belvedere House Development fund	5,191,629	-	(108,159)	5,083,470
	Property Funds	5,191,629	-	(108,159)	5,083,470
b	Outreach workers (donation in kind)	-	34,900	(34,900)	-
c	Not Forgotten Association (donation in kind)	-	159	(159)	-
d	Grants for individuals	-	45,716	(45,716)	-
e	Substance Misuse	-	100,000	(100,000)	-
f	Clothing & footwear	-	4,500	(3,850)	650
g	Other Donations in kind		3,907	(3,907)	
	Revenue Funds	-	189,182	(188,532)	650
		5,191,629	189,182	(296,691)	5,084,120

		At 1 October 2019 £	Income £	Expenditure £	At 30 September 2020 £
a	New Belvedere House Development fund	5,299,788	-	(108,159)	5,191,629
	Property Funds	5,299,788	-	(108,159)	5,191,629
b	Outreach workers (donation in kind)	-	34,450	(34,450)	-
c	Not Forgotten Association (donation in kind)	-	158	(158)	-
d	Grants for individuals	2,703	54,534	(57,237)	-
e	Substance Misuse		50,000	(50,000)	-
f	Other donations in kind		20,666	(20,666)	-
					-
	Revenue Funds	2,703	159,808	(162,511)	-
		5,302,491	159,808	(270,670)	5,191,629

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. Support for the Outreach Worker posts has come from SSAFA (donations in kind £34,900).
c. A donation in kind from the Not Forgotten Association of a TV licence for New Belvedere House
d. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.
e. A grant from an anonymous charitable trust for the Substance Misuse programme
f. A grant from the Hedley Foundation for clothing & footwear
g. Donations in kind - food, clothing etc.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted Revenue funds £	Restricted property funds £	Permanent Endowment £	2021 £
Tangible fixed assets	49,459	-	5,083,470	2,512,053	7,644,982
Investments	1,190,212	-	-	-	1,190,212
Pension deficit provision	(27,767)	-	-		(27,767)
Net current assets	14,538	650	-	-	105,188
	1,316,442	650	5,083,470	2,512,053	8,912,615

	Unrestricted funds £	Restricted property funds £	Permanent Endowment £	2020 £
Tangible fixed assets	45,248	5,191,629	2,512,053	7,748,930
Investments	913,429	-	-	913,429
Pension deficit provision	(35,556)	-		(35,556)
Net current assets	170,283	-	-	170,283
	1,093,404	5,191,629	2,512,053	8,797,086

15 Revaluation reserves

	2021 £	2020 £
Quoted securities	290,338	200,858
	290,338	200,858

The revaluation reserves form part of unrestricted funds in both years.

16 Commitment under operating leases

	Land and buildings	Other	Total 2021
	£	£	£
Due within one year	24,698	2,963	27,661
Between 2 and 5 years	-	1,222	1,222
	24,698	4,185	28,883

	Land and buildings	Other	Total 2020
	£	£	£
Due within one year	15,402	3,892	19,294
Between 2 and 5 years	-	4,033	4,033
	15,402	7,925	23,327

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease ended on 31 December 2021 and was subsequently renewed.

Photocopiers are leased from BNP Paribas (ending 15 March 2022) and CF Corporate Finance (ending 14 March 2023).

17 Related party transactions

There were no related party transactions in either 2021 or 2020, other than the donations totalling £8,000 from a trustee (note 5) (2020: £6,000 from one Trustee).

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2021, the total of these guarantees was £60 (2020: £60).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable.

The effects of such a repayment cannot be quantified and the trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2014: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is most appropriate for the charity to prepare its financial statements under the Charities SORP. Further details of the changes that would be required were the RSL SORP to be used are not included on the basis that they provide no additional useful information to the users of the financial statements. However, reference is made to the RSL SORP where the charity SORP is silent on any particular issue.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2021 £	2020 £
Revenue grants (credited to unrestricted funds)	65,941	130,379
	65,941	130,379

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2021 £	2020 £
Net (expenditure)/income	115,529	(57,696)
Depreciation charges	146,137	160,950
Investment income	(23,689)	(22,511)
Loss/(gain) on investments	(101,588)	20,695
Decrease/(increase) in stocks	(1,156)	867
Decrease/(increase) in debtors	(18,093)	309
Increase/(decrease) in creditors	(20,365)	5,133
Movement in pension scheme provision	(7,789)	(7,677)
Net cash provided by operating activities	88,986	100,070

23 Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand and at bank	68,088	172,737
Cash with investment managers	71,026	72,467
Cash equivalents - vouchers	165	225
Total cash and cash equivalents	139,279	245,429

24 Analysis of changes in net debt

	At 1 October 2020	Cashflows	At 30 September 2021
Cash at bank and in hand	172,737	(104,649)	68,088
Cash with investment managers	72,467	(1,441)	71,026
Cash equivalents - vouchers	225	(60)	165
Total	245,429	(106,150)	139,279

25 Comparative statement of financial activities

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2020 £
Income and Endowments					
Donations & Legacies	545,630	-	-	-	545,630
Charitable activities					
Rents	818,588	-	-	-	818,588
Grants	296,300	159,808	-	-	456,108
Other trading activities	9,157	-	-	-	9,157
Investments	22,511	-	-	-	22,511
Total income	1,692,186	159,808	-	-	1,851,994
Expenditure					
Raising Funds	138,190	-	-	-	138,190
Charitable activities	1,480,135	162,511	108,159	-	1,750,805
Total expenditure	1,618,325	162,511	108,159	-	1,888,995
Net losses on investments	(20,695)	-	-	-	(20,695)
Net income/(expenditure)	53,166	(2,703)	(108,159)	-	(57,696)
Actuarial losses on defined benefit pension scheme	(680)	-	-	-	(680)
Net movement in funds	52,486	(2,703)	(108,159)	-	(58,376)
Total funds brought forward	1,040,918	2,703	5,299,788	2,512,053	8,855,462
Total funds carried forward	1,093,404	-	5,191,629	2,512,053	8,797,086

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid participates in The Pension Trust (TPT)'s Growth Plan, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2019 to 30 September 2025:	£11,243,000 per annum		(payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with TPT the term to 30 September 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2016 to 30 September 2025:	£12,945,440 per annum		(payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 per annum		(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

26 Pension Plans

26.1.1 Reconciliation of opening and closing provisions for Veterans Aid

	2021	2020
	£	£
Provision at start of period	35,556	42,553
Unwinding of the discount factor (interest expense)	182	377
Deficit contribution paid by Veterans Aid during the year	(7,907)	(7,677)
Remeasurements - impact of any change in assumptions	(64)	303
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	27,767	35,556

The cost recognised in the Statement of Financial Activities for the year was £119 (2020: £680).

26.1.2 Assumptions

	30 September 2021	30 September 2020
	% per annum	% per annum
Rate of discount	0.72	0.58

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Members paid contributions at rates between 5% and 30% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

As at the balance sheet date there were 3 (2020: 3) active members of the Plan employed by Veterans Aid. Veterans Aid has closed the Plan to new entrants.

26.2 Royal London

26.2.1 Veterans Aid now offers a plan with Royal London to its employees; at the balance sheet date there were 12 active members (2020: 11) of this plan employed by Veterans Aid.

26.2.2 Members paid contributions at the rate of between 5% and 10% of gross salary during the accounting period. Veterans Aid matched the members contributions.

VETERANS AID

England & Wales - Charity number 1095308

Accounts

Company Number 04544532 (England and Wales)
Charity number 1095308 (England and Wales)

Veterans Aid

VA transforms lives every day

Annual Report and Financial Statements
For the year ended 30 September 2020

VETERANS AID

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2020

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VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Patron	The Dowager Viscountess Rothermere
Honorary Life President	Brigadier J F Rickett CBE FinstD

The Trustees who served during the financial year and to the date that the Report of the Trustees was signed were as follows:

Trustees	A G Wallis MBE OL DL (Chairman) Dr P Dyer BA (Hons) MA DUniv (Kent) FBIPP FIOD ACII (Deputy Chairman, Chairman of the Business Strategy Committee) R P Clinton BEM FCSI FCT (Honorary Treasurer), Member of the Business Strategy Committee (passed away on 6th May 2020) Colonel Christopher MacKenzie-Beevor CBE LVO (Honorary Treasurer, appointed on 7th May 2020) Field Marshal The Lord Walker of Aldringham GCB, CMG, CBE, DL G J Holbourn FCA FCCA DChA (Member of the Business Strategy Committee) Air Chief Marshal Sir Stephen John Hillier GCB CBE DFC MA
Management	Wg Cdr Dr Hugh Milroy OBE BTh MA PhD DCL (h.c.) (Chief Executive, Member of the Business Strategy Committee) Natalia Dabrowska BA PgDip (Company Secretary and Head of Administration) Richard Greenhough BCom ACMA (Head of Financial Services) Pat O'Connor MBE (NBH Manager) Dorothy Jones Dip Eng Law (Open) MCIM MCIOF (Head of Fundraising)
Advisors	Lt Col Ian Palmer, Professor of Military Psychiatry (Honorary Psychiatric Advisor) Robert Emmet FCA (Honorary Compliance Advisor) Amanda Lennon, Solicitor (England & Wales) FCIPD LLB (Hons) (Principal HR Advisor)
Legal Advisers	Dentons 1 Fleet Place London EC4M 7WS
Auditors	Saffery Champness LLP Chartered Accountants 71 Queen Victoria Street London EC4V 4BE

VETERANS AID

LEGAL AND ADMINISTRATIVE INFORMATION

Investment Managers & Stockbrokers	S & T Asset Management LLP 42-45 Market Street, Stockport, Cheshire SK6 7AA
Bankers	HSBC Bank 60 Queen Victoria Street London EC4N 4TR Lloyds TSB 1 Butler Place London SW1H 0PR Clydesdale Bank PLC 35 Regent Street London SW1Y 4ND
Registered Office	27 Victoria Square London SW1W 0RB
Company No	04544532
Charity No	1095308
Constitution	Veterans Aid is a registered charity and a company limited by guarantee, registered in England. It is governed by its Memorandum and Articles of Association which were revised and adopted by Special Resolution on 3rd April 2014.
Subsidiaries	Veterans Aid (Services) Ltd, company registration number 06096959, is a wholly-owned subsidiary, currently dormant. It has not traded during the year. Hollenden House, charity number 1095308-1, and New Belvedere House, charity number 1095308-2, are wholly owned subsidiary charities, currently dormant. Neither has traded during the year nor holds any assets at the year-end. Under a uniting direction issued by the Charity Commission dated 3rd June 2003, these subsidiary charities are not required to prepare a separate Annual Report and Financial Statements.
Registered Social Landlord	Veterans Aid is registered as a Social Landlord under the reference LH0674.

VETERANS AID

CHAIRMAN'S REPORT ON ACTIVITY
FOR THE YEAR ENDED 30 SEPTEMBER 2020

'It was the best of times, it was the worst of times!'
The opening lines of Charles Dickens' novel, *A Tale of Two Cities,* seems a very apt way to describe our experience in 2020, when the worst pandemic in living memory gave rise to the Charity's finest hour.

This global crisis developed rapidly and in a manner that saw some charities reducing or suspending their services. Thankfully Veterans Aid was not among them.

Our roots go back to 1932, but this was our moment. Our performance during the pandemic was inspirational, but it didn't happen by chance. As part of our risk management protocols, a major crisis was considered and planned for and a model developed to ensure we were able to continue operating. When the Chief Executive decided to implement the disaster plan, it worked smoothly and efficiently with all staff and clients being kept safe while our work continued. It was a textbook activation and was exemplary in its execution.

During a period when many organisaions struggled to deliver much needed support we actively assisted clients in 24 countries worldwide.

To say the charity is thriving is an understatement; reputationally and operationally we are in an excellent position. Whereas some charities might struggle to demonstrate 'public benefit', we have an outstanding and demonstrable record; one that has been audited externally and validated both nationally and internationally.

Our finances are in a good place and I think it is fair to say that the sustainable income stream, in the form of housing benefit, that we receive from Tower Hamlets for the services we provide, is something that few charities benefit from.

The pandemic came hard on the heels of the major refurbishment of New Belvedere House and the Board is now keen to see a period of consolidation. To our friends and supporters, we offer our sincere thanks as we do to our stalwart and steadfast staff who stepped up when others stepped back. The future is bright.

.....
Andrew Wallis MBE OL DL
Chairman

20th May 2021

CHIEF EXECUTIVE'S REPORT
FOR THE YEAR ENDED 30 SEPTEMBER 2020

As we see light at the end of the 'pandemic tunnel' it is worth reflecting on our exceptional and unflinching service to the ex-service community throughout the COVID crisis and the issues that we had to deal with. In every sense, this Report will show that for Veterans Aid, it has been business as usual.

It was a challenge, but it didn't defeat us; in fact, we thrived. This was because we had planned and prepared. Operating at a distance is something that we do on a daily basis, so our support platforms were ready and stable. Equally, dealing with infectious diseases was something that we have had to do so the transition in this case was as straightforward as it could be e.g. we had microwaves, frozen meals, cleaning materials ready and waiting. The most problematic part of our work initially was the fact that many of the agencies we would normally deal with simply seemed to cease operating. But at Veterans Aid we are well practiced in the field of innovation and that stood us in good stead. Our annual data is only slightly down on pre-COVID years - which is simply extraordinary. We were able to achieve this because we are small, agile and very focused on effective outcomes. But it wouldn't have happened without the astonishing help we received from so many new and surprising sources of support. Overwhelmingly, these were not from the military charity community.

The crisis has been long and tough for all, but it is only appropriate that I commend the team at Veterans Aid; ordinary people who achieved extraordinary things for veterans, when the world seemed to be spiralling out of control. Throughout the emergency, they fought to be the one constant in the lives of veterans who were in the direst of need. Veterans Aid's staff supported one another unflinchingly and now have a bond that only comes from fighting together, against the worst long-term catastrophe for generations. They didn't 'operate a call centre' – they provided a truly 'human' resource. They became involved in some desperate and tragic moments, offered a caring voice when there was no other, and always looked for innovative ways to help those who found themselves powerless and afraid.

This selfless and noble commitment to others has been humbling to witness. Their willingness to care for those who could not care for themselves was demonstrated daily, regardless of the odds. Hopefully, the worst is behind us now but the nation and the ex-service community can be justifiably proud of their group efforts. I am honoured to have been with them at this time.

Going forward, I am sure that we will see rises in unemployment, debt, addiction, evictions and social exclusion. This will inevitably have an impact within the veteran community, especially those employed in economically sensitive sectors such as hospitality.

Our ability to deal with clients holistically with the direct aim of empowering them to live sustainable and fulfilling lives will be more important than ever.

My hope for the future is that the military charity sector will focus more on addressing poverty directly. Post-pandemic policies and procedures must not result in exacerbating financial problems for poverty stricken and vulnerable veterans. As ever, this Charity is ready and willing to play its part. I hope others feel the same way.

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Wing Commander Dr Hugh Milroy OBE, BTh, MA, PhD DCL (h.c.)
Chief Executive

20th May 2021

The Trustees present their Annual Report on the affairs of Veterans Aid, together with the Financial Statements and Auditor's Report for the year ended 30 September 2020. The Trustees have adopted the provisions of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic Ireland (FRS 102).

Principal objects and activities
The objects of Veterans Aid, as stated in its Memorandum of Association, continue to be to offer support to vulnerable Veterans (ex-British Armed Forces or Merchant Service) who, through homelessness or other adverse circumstances, are in need and who require supported accommodation and skilled help in order to be able to achieve a settled way of life and their future well-being in society.

Aim of Veterans Aid
To help its clients achieve their own maximum potential to live and develop in the community by swift intervention and addressing their needs holistically.

Mission of Veterans Aid
The Charity's mission is to:

- respond effectively to vulnerable Veterans by using best practice and providing quality care;
- make innovative approaches to the problem of homelessness among Veterans;
- recognise the dignity of each person whom we seek to help; and
- develop our staff team to their utmost potential.

Overall statement of public benefit
In setting the objects and activities of the charity, the Trustees have given careful consideration to the Charity Commission's general guidelines concerning public benefit. In particular the Charity has focused on ensuring that levels of recidivism among those who graduate from its facilities are minimised and that, through a policy of swift intervention, the numbers who require longer-term assistance are reduced before they become hardened street-dwellers. The Charity continues to place great emphasis on preventative work. The public benefits of VA's work are multiple and demonstrable. They can be classed as direct (i.e. where the charity prevents or addresses homelessness, social isolation and its consequences for clients) and indirect (i.e. where interventions to restore an individual to health and independence result in a family being reunited and domestic support networks being restored).

Below the line metrics such as 'Savings to society' can be calculated through referencing the lifetime distribution of care and support costs – to the NHS, the Criminal Justice System, and the Department for Work and Pensions, as well as other charities and social enterprises – associated with social isolation.

Overall statement of public benefit (continued)
For example, one of the key findings in the independent Pro Bono Economics Report (2018) on Veterans Aid is that the potential economic value of the successful outcomes in the client sample of 166 veterans rises to £965k per annum. This figure is derived by multiplying the number of successful outcomes in each of the intervention areas by the relevant value estimate in the Unit Cost Database.

- **Substance misuse.**
  During the reporting year 70 clients were placed in substance misuse programmes across the country, compared to 66 the previous year. This was frequently done at short notice in marked contrast to the norm within the current care system. The policy of swift intervention recognises that with substance misuse, there is often a window of opportunity for those with addictions and that failure to seize this opportunity and robustly address the addictions will ultimately lead to failure and further financial burdens society-wide.

- **Holistic approach.**
  Most clients who approach the Charity have dual or triple-diagnosis problems that overlap and add complexity to the intervention strategies. Few charities or Government agencies are structured to deal with such problems in a holistic manner. The Charity, by contrast, offers a powerhouse of diverse in-house expertise (social workers, substance misuse counsellor, military psychiatrist) that is augmented by access to an even wider network of external specialists (barristers, solicitors, academics etc.) who can be called upon to work in concert and minimise the prospect of VA "graduates" failing. This external network operates on a national basis and embraces all manner of agencies and support services. In 2020 the Charity placed 113 clients into some form of sustainable accommodation (2019: 177), very few of whom returned to their previous existence.

- **Raising awareness and appreciation of the Charity's capability**
  Lockdown did not halt the Charity's ability to provide the transformative and life-saving services, that had been delivered, without interruption, since the beginning of the outbreak. As in the previous year, much of its media and PR activity was dedicated to highlighting the Charity's role in keeping ex-service personnel and their families off the streets and protecting the health of those already in the Charity's care.

  Veterans Aid operates in an increasingly competitive environment; one in which it is critically important to maintain public trust. Research shows that public expectations go well beyond mere compliance with charity law. Consequently the Pro Bono Economics study (The Costs and Benefit) remains a particularly valuable third-party endorsement; one that validates the Charity's unique W2WB© model and endorses its 90% success rate. Our tailored (and ever developing) database continues to support our transparent, competence-based and cost-effective methodology.

- **Raising awareness and appreciation of the Charity's capability** (continued) Regarding external media activity, we continue to be proactive and sensitive to the COVID-19 affected market, responding to topical events (if and when appropriate) as they arise. Editorial content generated in-house for external and internal publications remains well-received and gives us the advantage of being in control of the VA brand. In particular, accurate, humane interest stories continue to have a huge impact. Our Politics Home article, featuring former Royal Engineer Stanley, a vulnerable individual let down by statutory support services, performed far above the average for PH member articles. In fact, our pieces consistently outperform the average 500 views. As the only veteran charity belonging to Politics Home, we hold unparalleled access to those in Parliament. Our articles regularly appear on the website's homepage, as well as the Breakfast Briefing, which has over 6,000 subscribers in The Westminster Bubble, including MPs, lobbyists and researchers.

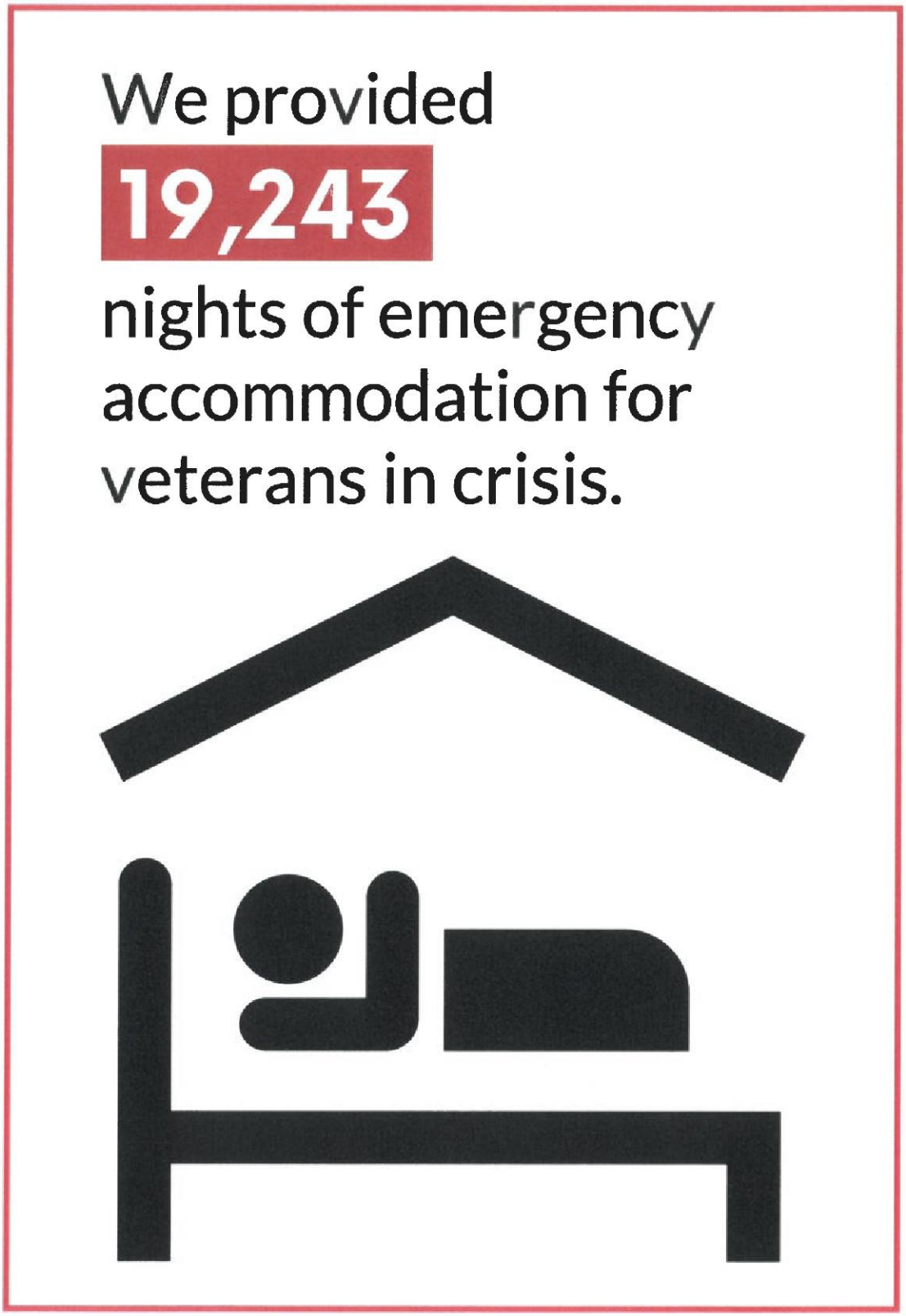
  Our Welfare to Wellbeing© (W2WB) model and work continue to attract domestic and international recognition. This year, the CEO led and attended remotely high-profile briefings with the Shadow Veterans Minister UK Sharon Hodgson MP, Independent Veterans Advisor David Richmond CBE, Northern Ireland Veterans Commissioner Danny Kinahan, Shadow Minister for Veterans' Affairs in South Australia Blair Boyer MP and Embassy of Israel (Civil Society Affairs Department). Separately, the policymakers from the Conservative Friends of the Armed Forces asked the charity to consult and share our experience on key issues concerning veterans and available support systems.

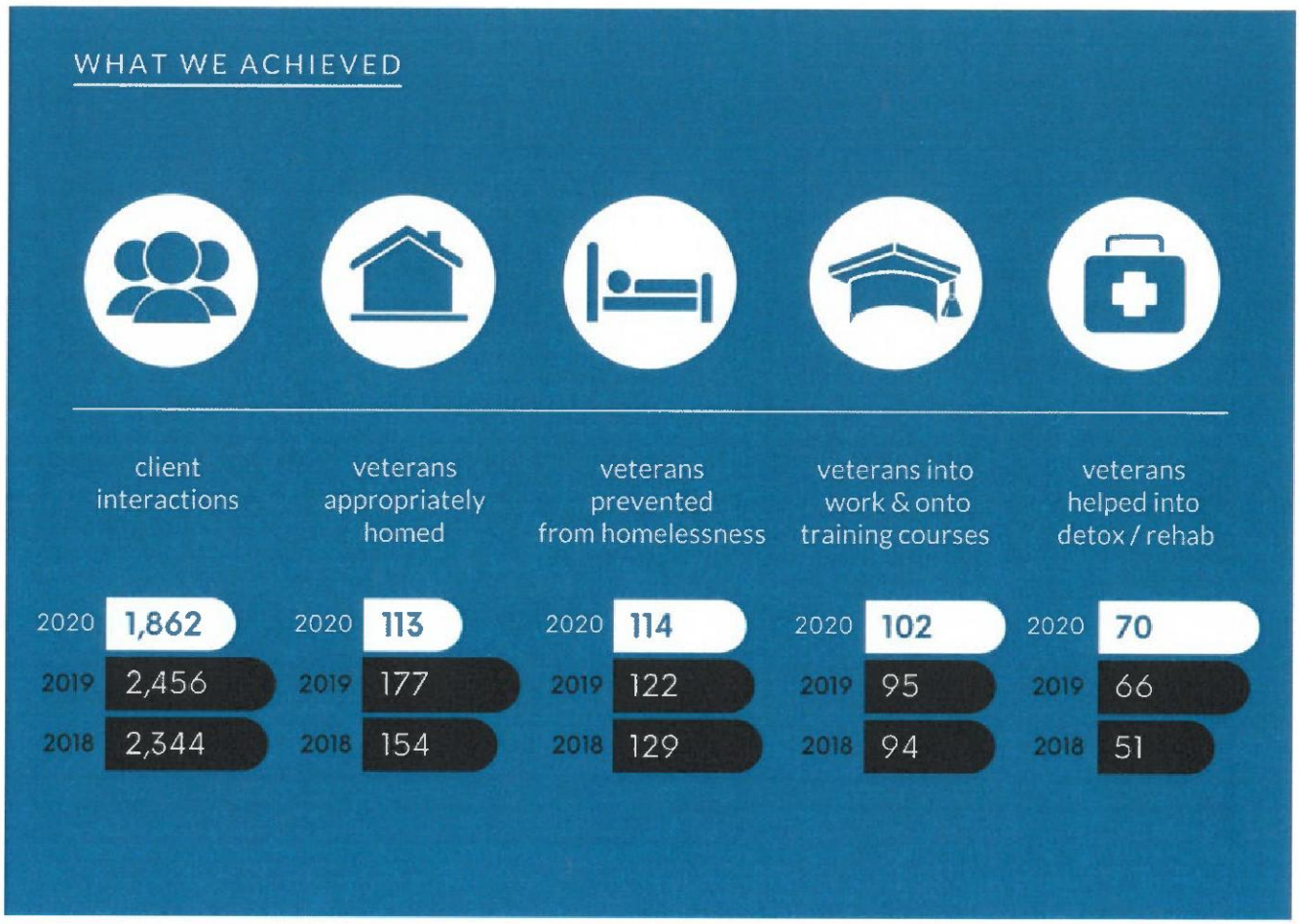
  Growing and expanding our world-wide network of valuable connections helps the charity to export the knowledge, that the broader care community for the ex-military and homeless can benefit from. As ever, we do not restrict promoting our methodology to a single sector and have joined and contributed to the World Economic Forum discussion, thanks to an invitation from the HSBC-run initiative based in Singapore.

  VA's strategic partnerships with key agencies in the LBTH are going from strength to strength. Thanks to our strong reputation and presence in the area, we are delighted to have established a direct access to the local test and vaccination centres, where our clients and staff are being supported to book their appointments swiftly and as required.

  In other local news – we have maintained and nurtured our close relationship with the Westminster City Council and their Armed Forces lead, who is kept up to date with our operations.

  Our in-house Media and Communications team continues to deliver cost-effective and flexible media coverage for a range of offline and online initiatives. Social media presence is measured by two key metrics - awareness and engagement - this year we recorded a considerable growth of VA's fanbase across all digital platforms. For example, the number of our Instagram followers increased by 111% alongside engagement that soared by 285%. Facebook traffic is up by 97% and the reactions, comments, shares and clicks reached 11k.


We provided
19,243
nights of emergency accommodation for veterans in crisis.


WHAT WE ACHIEVED
client interactions
2020 1,862
2019 2,456
2018 2,344
veterans appropriately homed
2020 113
2019 177
2018 154
veterans prevented from homelessness
2020 114
2019 122
2018 129
veterans into work & onto training courses
2020 102
2019 95
2018 94
veterans helped into detox / rehab
2020 70
2019 66
2018 51

WHERE WE'VE SUPPORTED UK VETERANS DURING THE PANDEMIC
AUSTRALIA
BOLIVIA
CAMBODIA
CYPRUS
DENMARK
FIJI
FRANCE
GERMANY
GHANA
HONG KONG
INDIA
NETHERLANDS
NORWAY
PHILIPPINES
PORTUGAL
ROMANIA
SVG
SERBIA
SOUTH AFRICA
SPAIN
SYRIA
UAE
UK
USA

Governance

The Trustees are committed to strong governance and the importance of a robust regime is something that the Chairman regularly emphasises. The Charity is fortunate in that various of its Trustees are engaged on an almost daily basis with the Chief Executive, thus providing both oversight and expertise. The Trustees are able to offer a wealth of experience from the military, business and third sectors and collectively constitute a well-balanced board. Its focus is on doing rather than knowing as this is an action-orientated charity. The CEO is able to seek advice and decision-making contributions daily should it be required. In particular, the CEO has a very strong working relationship with the Deputy Chair, Dr Paul Dyer, who is responsible for governance.

Organisational structure

The Charity is exclusively UK-based. Its Head Office and Operations Centre is situated in Victoria, and its New Belvedere House residential facility is in Stepney, both in London. Although its geographical footprint is in the capital, the Charity supports UK Veterans in London and across the country, as well as providing advice to those living abroad. Trustees determine the general policy of the Charity. The day-to-day management is delegated to the Chief Executive, to whom report the Company Secretary & Head of Administration, Head of Financial Services, NBH Manager and Head of Fundraising.

Strategic plan

The Board has agreed that during the next 5 years the Charity should marshal its resources, focus on ability to provide tangibles that benefit clients and cultivate VA's successful Welfare to Wellbeing© methodology. The model is exportable and we should continue seizing this historic opportunity to allow others to follow our example and to make lives better and fulfilled in similar situations across the globe. The pandemic has brought a plethora of challenges to the sector, but the well-timed modernisation of New Belvedere House is a success that we can build on. It was a key asset in dealing with the Covid-19 crisis. To remain relevant, we will continue delivering operations that are strictly based on need.

Recruitment, induction and training of trustees

Veterans Aid seeks to have a Board of Trustees that reflects the community it works in and whose members have the necessary skills and commitment to provide the good governance to achieve its objectives.

Trustees are provided with a handbook which outlines objectives, structure, responsibilities and governance, and which they are required to sign as having understood. Trustees are circulated with, and abide by, articles on good governance and updates on activities as appropriate. Appropriate training is provided where necessary to ensure that trustees are suitably skilled to support the Charity's objectives. Equally, trustees are actively encouraged to engage with the CEO on a regular basis to provide support when necessary and to increase understanding of the Charity's daily business.

Review of activities

Veterans Aid is one of the few agencies that remained fully operational throughout the start of the pandemic. The Faculty for Homeless and Inclusion Health - a multi-disciplinary network focused on health care for people experiencing homelessness - of which the Charity is a member, endorsed our efforts and model on multiple occasions in its newsletters:

'Veterans Aid continue to correct the narrative on homelessness and the military. Remaining fully operational throughout the pandemic, they point out that only 19 of the 1,400 people sheltered in London by the GLA claimed to have served. Their Impact Report also highlights (p14) the help they gave to a veteran single mother threatened with homelessness'.

'Old friend and ally, Hugh from Veterans Aid, validates many of these points about the need to do things differently, and again reminds us that old school night shelters are not a safe option'.

'This charity is based in London but has a national and international reach for ex-servicemen and women who have served in HM Armed Forces'.

The Charity remains proactive in building and cultivating partnerships, however some collaborative initiatives had to be rescheduled. Due to the health and safety protocols, that continue to be observed in full at the HQ and NBH, we were unable to host the Police Officers from the Police Now Graduate Scheme. In August, the Administration team attended (remotely) the Police Now Summer Academy Visitor Days. We are now looking forward to welcoming a new cohort of participants by the end of 2021.

Veterans Aid's reputation and position are consistently growing – this year we responded to 127 enquiries from individuals and organisations who sought our guidance, information or support; these related to several fields and projects concerning research, collaborations, volunteering, media, partnerships and fundraising. Advising other agencies and reaching out to key partners such as COBSEO, whose Chief Executive was kept informed of our operations, is something that the Charity engages in routinely.

The Charity's exchanges with the world of academia are of particular note and value – the CEO briefs at the University of East Anglia and the much-respected King's College Institute of Psychiatry, Psychology & Neuroscience. The Centre for Defence Management and Leadership and Ministry of Justice have contacted us to contribute to the discussion on their latest work.

The Amazon Smile programme, that the charity belongs to, has performed very well and the number of our supporters has grown exponentially from 2,955 to 4,855. The donations that the Charity receives through this scheme have also increased, from £624 to £5,382. Accessing this revenue stream requires relatively little energy and helps to diversify our broad base of funding sources.

Performance
The range of services, which are provided by social workers, a substance misuse worker, military psychiatrist, outreach specialists and highly trained key-working staff, is enhanced by a mix of skilled volunteers and full-time professionals.

New Belvedere House accommodates up to 66 residents, with rooms prepared for re-occupancy as soon as they become vacant; NB since the start of the pandemic ten (10) bedrooms have been kept empty to allow self-isolation, for any residents displaying symptoms or testing positive.

Accommodation provision is augmented by the temporary use of hotels, B&Bs, small lodgings and military clubs, where appropriate. Based on an average aggregate the Charity looks after 60-70 clients and their families each night. (NB - not all clients require accommodation).

New Belvedere House, our flagship residential accommodation, dealt outstandingly well under crisis conditions, with the quality of care provided remaining extremely high. The emergency plans and procedures that had been formed and aligned with the successful modernisation of the facility, enabled us to operate in full swing throughout the pandemic. Additionally, the experience of working with infectious diseases and the health and safety standards that the organisation is committed to, allowed us to incorporate COVID-19 protection measures at speed and in line with the Government and NHS advice.

After nine months of no confirmed COVID-19 cases across two sites, a minor outbreak developed at the NBH that the management and staff controlled expertly and in accordance with the emergency protocols that included self-isolation, food provision, communications, cleaning, hands-washing and face-mask regimes. Advice and support were sought from the London Coronavirus Response Cell (North East London Team), NHS Tower Hamlets CCG and NHS England COVID-19 Team who were kept up to date with latest developments at the time.

HQ and Ops Centre staff had been brought back to Victoria offices in a staggered and controlled manner before the end of the first lockdown. The robust safety protocols that are periodically reviewed go beyond mere compliance, instead the wellbeing of our team and clients underpins every decision that is made to safeguard their health.

The charity is always keen on finding innovative ways to support its clients and staff, particularly at these unprecedented times. This year we welcomed an exclusive series of personalised recordings from a celebrity wellbeing guru Paul McKenna. The audio programme deals with anxiety, sleep deprivation, lack of confidence and motivation. It can be accessed remotely and privately at any time and has proved to be very popular amongst the team and clients.

Undoubtedly, COVID-19 poses extra considerations to any business but with the aid of the vaccines, on demand-PCR tests and comprehensive safety measures our critical frontline services have been and are being provided successfully and without break.

Performance (continued)
In fact, we have operated business as usual – expanded and invested in the team, successfully completed garden redesign at the NBH and launched a brand-new VA Clients Mentoring Programme through collaboration with CAPCO. The latter is a practical extension of our employment and training services and provides us with a unique opportunity to work alongside corporate professionals from a global management and technology consultancy firm.

Income and investment
The Board has considered its policy on income, investments, reserves and risk management.

As in most organisations, with Veterans Aid's operations, these subjects are interdependent and so are addressed within this one report, which seeks to fulfil the requirements and deals with:

- analysis of the subjects in question and formulation of related policy;
- management and control systems; and
- reviews.

Analysis
Income
Veterans Aid realises its income from rents and housing benefits, grants, donations, events, legacies and investment income. Sufficient income needs to be generated to cover the operating costs of the Charity which are: staff costs, property maintenance, utility charges, insurance, depreciation and other sundry costs.

Investments
Veterans Aid investments stand at £841k (2019: £849k), with a further £72k (2019: £90k) in accrued income and uncommitted cash deposits held in the portfolio. With an agreed investment policy and a continual dialogue with the Honorary Treasurer and Chief Executive, the Charity portfolio is managed on a discretionary management basis by S&T Asset Management LLP.

Liquid assets
The liquid assets of Veterans Aid are divided into:

- Unrestricted Funds. The bulk of the charity's net assets are unrestricted, as detailed in note 14 to the Accounts.
- Restricted Funds. A proportion of the Charity's tangible fixed assets are apportioned to the restricted funds, as detailed in note 13 to the accounts.

Analysis (continued)
Liquid Assets (continued)

- Permanent Endowment. The proceeds of the sale of the Hollenden House site are held under permanent endowment and are represented by the value of the freehold land on which New Belvedere House stands.

Income and expenditure balance
The annual income of the charity is £1,852k (2019: £1,890k), excluding unrealised (losses) / gains on premises and investments. The intent is that expenditure should match this figure, with an aim to break even in its annual operation. In the year to September 2020, the unrestricted funds showed a surplus of £52k (2019 : surplus of £116k) and the restricted funds showed a deficit of £111k (2019 : deficit of £114k), the latter arising principally due to depreciation charged on the freehold buildings at New Belvedere House in Stepney. Combined, the funds showed a deficit for the year of £58k (2019: surplus of £2k).

Income Policy
General
The overall policy regarding the income of the Charity is the generation - through the income it obtains via rent and housing benefit payments, and the grants, donations and legacies it receives - of enough revenue to enable it, in conjunction with its income from investments, to maintain its charitable work without interruption.

Investment income
The aim of the investments of the Charity is to produce the income necessary to narrow any gap between annual income and expenditure that may arise.

Investment Policy
Discretionary management - overall guidelines:

S&T Asset Management LLP has been given discretionary powers of management, with the following overall guidelines, over the portfolios of the Charity:

- 20% of the portfolio shall be invested in bank deposits, short-term money market instruments or investment grade fixed interest securities to enable the Trustees to have access to capital at short notice.

- 80% of the fund shall be invested in high quality international equities of the first rank to produce a growing income to protect the Trust against the long-term effects of inflation.

- The guideline is to achieve a balanced return to preserve and possibly enhance the capital value whilst ensuring a reasonable level of income, as amended by the Trustees from time to time.

- The equity content of the portfolio shall be in S & T's classification of medium to low risk.

Investment Policy (continued)

- There shall be no investments in any company the aims of which are contrary to the objectives of the Charity and the Trustees shall notify the managers of any specific exclusions which they might wish to apply from time to time.

S&T is required to submit an investment report for each meeting of the Board of Trustees, usually held in April and October of every year. Reports are made regularly to the Honorary Treasurer, who presents each report to the Board of Trustees, together with any recommendations for review that may be considered prudent.

Reserves Policy

The Charity needs to have in reserve sufficient capital to guard against an unforeseen reduction in income, taking account of its need to meet the continuing costs of operating the Charity's main roles in providing accommodation, rehabilitation and emergency care for homeless veterans. The historic consistency in both income streams and expenditure relating to that role, reflects the low risk which attaches to the Charity's income, much of it coming from rent and housing benefits and from its investments. The Trustees regularly review the Charity's reserves policy in relation to the current financial position and degree of risk.

The actual value of unrestricted reserves of the Charity at 30 September 2020 is £1,093k (2019: £1,041k) which represents an estimated seven months operating costs. For this purpose operating costs represent expenditure on both unrestricted and restricted funds.

Going Concern

The trustees have considered the consequences of COVID-19 and other events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the charity's ability to continue as a going concern.

The impact of COVID-19 on future performance and therefore on the measurement of some assets and liabilities or on liquidity might be significant and might therefore require disclosure in the financial statements, but the trustees have determined that they do not create a material uncertainty that casts significant doubt upon the Charity's ability to continue as growing concern.

Remuneration Policy

The remuneration of key management personnel is reviewed by the Remuneration Committee comprising the Honorary Treasurer, Deputy Chair and the Chairman. Their remuneration policy is set during the annual salary review for the whole team and it takes into account the following:

- Benchmarking with similar roles in the sector;
- The Charity's financial position;
- Changes to cost of living and inflation; and
- Changes in roles and responsibilities.

Fundraising

To help guarantee the availability of ongoing funds to solely pay for its work, Veterans Aid seeks to maintain broad and diverse sources of funding. We aim to raise cash income, both restricted and general, source support-in-kind and build strong local, national and international partnerships.

Our fundraising practices follow the provisions of the Charities Act 2016 (Protection and Social Investment), other relevant legislation, and local government by-laws.

Veterans Aid is a member of the Fundraising Regulator, which is an independent self-regulatory organisation. As a member, Veterans Aid is committed to the highest standards in fundraising. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice. The Code is underpinned by the fundraising promise which stipulates that all fundraising must be legal, open, honest and respectful to the public. We use the Fundraising Regulator badge to publicly show that we are following these standards.

We operate the Charity Commission's 'Know your Donor' principle and make reasonable and appropriate attempts to identify any individual or organisation that gives us financial support, especially where significant sums are being donated or the circumstances of the donation give cause for concern. Veterans Aid will not accept anonymous corporate donations. However, we may accept anonymous individual or trust donations where there has been a rigorous third-party due diligence process, to confirm that Veterans Aid's reputation is not potentially compromised. Should a supporter make themselves known to Veterans Aid, but wish to remain anonymous, we will honour these wishes, on the basis that the donation carries no reputational risk to the charity.

Veterans Aid respects the privacy and contact preferences of all supporters and, in line with the GDPR, responds promptly to complaints or requests to cease interaction. If any individual or organisation asks to be excluded from fundraising approaches, this is recorded on the database and acted upon immediately so that they are excluded from all forms of solicitation, or those forms from which they have asked to be excluded.

Our in-house fundraising team does not engage in cold-calling, wealth-screening or buying/selling sensitive data. As things stand, the Charity does not use other agencies in its fundraising activities.

Veterans Aid believes and maintains the principle that, wherever possible:

All gifts should be made without coercion and as a result of an informed decision.
All gifts should be made with full transparency and agreement regarding the use of the gift.
In cases where donations are made, without the fundraiser's knowledge, at a time when the donor was not able to make an informed decision, donations will be returned.
Donors will be acknowledged and recognised according to their wishes, as defined under the GDPR.

Fundraising (continued)
All relevant donor data is stored securely on our centralised fundraising database which is a web-integrated CRM (Customer Relationship Management) system. Use of this helps us to reduce duplication, minimise the risk of errors and provide an essential and accurate information hub for analysis and reporting.

We are committed to safe data handling practices and have robust security measures in place to protect this highly sensitive information, namely:

- The data is encrypted and stored on the VA Cloud,
- Daily online and offline back-ups are arranged,
- Access to the database is severely restricted (only members of fundraising staff are granted admission and the system cannot be accessed remotely).
- VA's network and PCs have firewalls, anti-virus and anti-malware software installed that monitors and immediately flags up potential and harmful activities 24/7.

Risk management

Risk
The diverse nature of our work naturally exposes us to many risks; some obvious and others less so. Our approach to risk over the last 10 years has been to go beyond a superficial reporting process and to concentrate on building strength and depth into our protective risk minimisation. In particular, the Board member for Governance is actively involved in this process. All standard workplace legislation is adhered to, but we are always seeking to go above and beyond statutory requirements. This year, to take risk management to the next level and mitigate vulnerability in a more intelligent way, we have employed an online-based agency that is flexible and available 24/7. It provides tailored and needs-centred advice to the Administration team, who can rely on expert consultants. This practical and customised support guides us through ad-hoc / minor issues as well as helping us to maintain best practice policies. In addition, we have deliberately focused on Governance to ensure a progressive reduction of risk.

In essence, we have concentrated on 7 main areas:

Damage to reputation
A badly handled PR crisis involving a charity can seriously tarnish its reputation. To mitigate this, we have developed a sophisticated and effective communications process that utilises the skills of a dedicated team. We utilise social media judiciously to optimum effect and have excellent working relationships with key media outlets to get our message across. As a result we are regarded as a transparent, credible and trustworthy organisation. Our reputation-enhancing efforts are allied with major and relevant working agencies, whose operations directly affect the lives of our clients, such as the GLA, Westminster Council and LBTH. Of particular relevance here has been the runaway success of our work with Politics Home which provides timely access to policy makers and key influencers.

Risk Management (continued)

Damage to reputation (continued)
Our Board Member for governance was very keen for us to enhance our reputation as a strong delivery-agency with organisations which were distinctively relevant to our future as opposed to courting popularity. We have chosen to work with agencies which have a common goal for the benefit of the Charity. If necessary, we seek legal aid to protect our name, clients and staff.

Robust insurance cover
Accidents can happen, and our charitable status is not enough to stop someone from making a claim against the charity.

An accident involving a member of the public at a fundraising event, or an employee injuring themselves at the charity's premises, could result in legal action taken against the organisation. We have therefore ensured that our annual insurance review is thorough, far-reaching, comprehensive and reflective of all our activity.

Health & Safety and HR & Employment Law
A decision to contract a market-leading consulting platform that offers comprehensive advice services covering the areas of facilities management, health and safety, human resources and employment legislation has proved to be of invaluable help since the outbreak of the pandemic. This interactive system continues to shape our COVID-19 specific policies and work plans. Additionally, with every major update from the Government we seek guidance from an independent health and safety professional. As far as personnel matters are concerned, the charity is privileged to have received expert pro-bono support from a leading UK employment lawyer, who acts as our Principal HR Advisor.

Cyber security & Data Protection
Data security is now a significant risk for all organisations. We understand the importance of taking appropriate steps to safeguard information assets and are committed to protecting sensitive and personal information of all the data subjects. While we do not hold huge volumes of sensitive information, we have adopted sophisticated controls.

Human error can of course be a great danger in respect of data loss but very few members of staff use portable data. It is self-evident that cyber security is directly linked to this issue and as a direct result we have placed great emphasis on cyber security to minimise our risks using external experts as required. Our approach to information security does not rely merely upon written policies. We maintain the confidentiality, integrity and availability of information through the protection of our technology resources and assets. Encryption, keeping back-ups and installing all the latest protective measures helps us manage these risks.

Cyber security and data protection are being closely monitored by the internal working group that consists of the CEO, Honorary Compliance Advisor and Company Secretary who report to the Board in detail on the current position and future plans.

Risk Management (continued)

Cyber security & Data Protection (continued)
In a world of competing demands, cultural emphasis on costs and savings, Veterans Aid sees data protection and cyber security expenditure as both justifiable and essential. We will continue investing and reviewing our activities to make sure we have adequate layers of protection and safeguarding procedures.

Funding and donations
The COVID-19 pandemic continues to hamper the sector's ability to raise funds through voluntary income. Veterans Aid has always insisted on diversified income streams; our viable business model is largely supported by the housing benefit system and topped-up by our sound reputation.

This year we have strengthened our fundraising team to better meet the demands of keeping the existing and attracting new sources of financial support. As always, we are actively pursuing innovative fundraising initiatives and are currently exploring opportunities around our intellectual property. Our fundraising efforts have always centred around effectiveness and sustainability rather than populism and we will continue to work independently with key partners.

Fraud
The Trustees and management are aware of the possibilities of fraud, both internally and externally. Strict controls are in place to ensure that no one individual is able to divert large sums via false invoicing or invoicing for works not undertaken, and there is a separation of responsibility between the incurring of expenditure and making payments. The Honorary Treasurer receives regular reports of all significant outgoings. Transparency is the key to our approach.

In addition, we have chosen our auditors, Saffery Champness, as a firm with a substantial reputation and knowledge of the charity sector, which enhances our credibility when prospective funders carry out due diligence.

The value-added aspect of this relationship is that we are allowed significant interactivity with them throughout the year thereby minimising risk. We have taken a deliberately controlled approach as we understand the impact not only of financial loss but also possible damage to reputation and a lack of public confidence if fraud were to take place.

Governance
Interaction between the Chief Executive and Specialist board is dynamic, responsive, and constant. It has proved to be a highly effective working model referencing internal and external issues. The former includes HR, organisational structure, charity culture, management issues, oversight of assets and financial strength. The latter references economic conditions, market competition, legislative changes, media, politics, reputation and demographics.

Finance and accounting review
The Charity has net assets of £8,797,086 (2019: £8,855,462), of which £7,748,930 (2019: £7,897,703) are tangible fixed assets.

Finance and accounting review (continued)
The charity has £172,962 of cash balances available at one month's notice or less (2019: £57,603). The majority of the cash balances are held in deposit accounts.

Funds
As detailed in notes 12 to 13 of the financial statements, the charity has reserves classified as follows:

- Permanent endowment (note 12)
  This represents the endowment of the former Hollenden House property in East Sussex. Hollenden House itself was sold in 2005, and the remaining proportion of the freehold land, on which Whitworth House stands, was sold in September 2009. Under the terms of the endowment, its primary purpose is for investment in real estate to be held and used by the charity, and it is now represented by the freehold land at New Belvedere House.

- Restricted funds (note 13)
  Total restricted funds are £5,191,629 (2019: £5,302,491). The decrease is mainly due to the depreciation of the freehold buildings of New Belvedere House.

- Unrestricted Funds
  Unrestricted funds are as follows:
  - General Fund – represents an estimated seven months operating costs of the charity.

Statement of Trustees' responsibilities
The Trustees (who are also the Directors of Veterans Aid for the purposes of company law) are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the company for that period.

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and accounting estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

Statement of Trustees' responsibilities (continued)
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was prepared under the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The trustees are closely involved and meet formally twice a year to review management accounts, fundraising forecasts and cashflow analyses. The trustees believe that the charity is a going concern and for this reason, the going concern basis of the preparation of the financial statements is considered valid.

Auditors
A resolution proposing the re-appointment of Saffery Champness LLP will be put to the Annual General Meeting in May 2021.

Approved by the Trustees on 20th May 2021 and signed on their behalf by

A G Wallis MBE OL DL
Chair of Trustees

G J Holbourn
Trustee

20th May 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Opinion

We have audited the financial statements of Veterans Aid for the year ended 30 September 2020 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

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

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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

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

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

Cara Turtington (Senior Statutory Auditor)
For and on behalf of
Saffery Champness LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

20 May 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

VETERANS AID

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account) FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2020 £	Total 2019 £
Income and Endowments							
Donations & Legacies		545,630	-	-	-	545,630	637,193
Charitable activities							
Rents		818,588	-	-	-	818,588	842,976
Grants		296,300	159,808	-	-	456,108	344,094
Other trading activities		9,157	-	-	-	9,157	41,233
Investments	8	22,511	-	-	-	22,511	24,561
Total income		1,692,186	159,808	-	-	1,851,994	1,890,057
Expenditure							
Raising Funds		138,190	-	-	-	138,190	143,702
Charitable activities		1,480,135	162,511	108,159	-	1,750,805	1,786,436
Total expenditure	2	1,618,325	162,511	108,159	-	1,888,995	1,930,138
Net (losses)/ gains on investments	8	(20,695)	-	-	-	(20,695)	41,965
Net income/ (expenditure)		53,166	(2,703)	(108,159)	-	(57,696)	1,884
Actuarial (losses)/ gains on defined benefit pension scheme	26	(680)	-	-	-	(680)	9,230
Net movement in funds		52,486	(2,703)	(108,159)	-	(58,376)	11,114
Total funds brought forward		1,040,918	2,703	5,299,788	2,512,053	8,855,462	8,844,348
Total funds carried forward	14	1,093,404	-	5,191,629	2,512,053	8,797,086	8,855,462

The statement of financial activities contains all gains and losses for the year. All activities relate to continuing operations. The notes on pages 30 to 45 form part of these financial statements.

The whole of the charity's permanent endowment is represented by freehold land and no transactions in the property have taken place. Therefore, total income and expenditure for the year also represents an income and expenditure account for the purposes of the Companies Act 2006.

VETERANS AID

BALANCE SHEET
AS AT 30 SEPTEMBER 2020

	Note	£	2020 £	£	2019 £
Fixed assets					
Tangible fixed assets	7		7,748,930		7,897,703
Investments	8		913,429		939,079
			8,662,359		8,836,782
Current assets					
Stock	9	5,984		6,851	
Debtors	10	90,449		90,758	
Cash at bank and in hand		172,962		57,603	
		269,395		155,212	
Current liabilities					
Creditors: Amounts falling due in less than one year	11	(99,112)		(93,979)	
Net current assets			170,283		61,233
Less: Pension deficit provision	26		(35,556)		(42,553)
Net assets			8,797,086		8,855,462
Funds					
Property Funds:					
Permanent Endowment	12		2,512,053		2,512,053
Restricted funds	13		5,191,629		5,299,788
Revenue Funds:					
Restricted funds	13		-		2,703
General funds			1,093,404		1,040,918
Total funds	14		8,797,086		8,855,462

The notes on pages 30 to 45 form part of these financial statements.

Approved by the trustees on 20th May 2021 and signed on their behalf by

G J Holbourn
Trustee
Company Number 4544532

VETERANS AID

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	2020 £	2019 £
Net cash provided by operating activities	**22**	100,070	126,947
Cash flows from investing activities			
Dividends, interest and rents from investments		22,511	25,691
Purchase of property, plant and equipment		(12,177)	(35,835)
Proceeds from sale of investments		244,108	231,208
Purchase of investments		(256,391)	(250,208)
Net cash used in investing activities		(1,949)	(29,144)
Net (decrease)/increase in cash & cash equivalents		98,122	97,803
Cash and cash equivalents at the beginning of the year		147,307	49,504
Cash and cash equivalents at end of the year	**23,24**	245,429	147,307

The notes on pages 30 to 45 form part of these financial statements.

1 Accounting policies

1.1 Accounting convention

The accounts have been prepared under the historical cost convention, as modified for the inclusion of fixed asset investments at market value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006 and the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income

All income is accounted for as soon as the charity has entitlement to the income and there is probability of receipt and the amount is quantifiable.

All incoming resources are recognised on a receivable basis and included in the financial statements gross, i.e. before taking account of any associated expenditure.

1.4 Allocation of costs

Premises and associated costs relating to the running of Head Office (which includes the London Relief Centre) are allocated between the various expenditure headings in the SOFA on the basis of the salaries of staff at head office and the estimated time spent by each member of head office staff under each heading.

1.5 Costs of raising funds

Expenses are included as costs of raising funds if they can be directly related to a source of the charity's income or are for publicity intended to raise the profile of the charity.

1.6 Charitable activities

The charity has identified two charitable activities through which it achieves its charitable objectives–

1.6.1 Accommodation and support for Veterans in crisis
The charity runs New Belvedere House for homeless Veterans in the East End of London and provides funding to assist the residents in turning their lives around.

1.6.2 Detox rehabilitation and emergency care for Veterans in crisis
The charity's London Relief Centre in Victoria, Central London, provides a drop-in centre where Veterans in Crisis are given counselling and provided with short-term overnight accommodation while their needs are assessed.

1.7 Governance costs

Governance costs include all costs of maintaining the charity as a legal entity including audit fees, costs of trustees' meetings, costs of complying with statutory requirements, and staff costs incurred in connection with meeting these requirements.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets, except freehold land, are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over fifty years straight-line
Fittings & equipment	over three years straight-line

No depreciation is charged on land.

Items purchased are capitalised where their cost is above £100 and they are expected to have an ongoing use in the charity's operations. Purchases costing less than this are charged to expenditure in the Statement of Financial Activities in the year of purchase.

A professional valuation of the freehold land and buildings was undertaken at 30th September 2018 and the accounts reflect this figure (see Note 7). It is intended that a valuation will take place every five years, the next being due in September 2023.

1.9 Investments

Fixed asset investments are valued at the current market value at the balance sheet date. Any unrealised gains or losses are credited/charged to the Statement of Financial Activities. Realised gains or losses on disposal of investments are included in the Statement of Financial Activities as they arise.

1.10 Stock

Stock comprises goods for resale and is valued at the lower of cost or net realisable value (see Note 9).

1.11 Pension costs

The Charity contributes to a defined contribution scheme and The Pensions Trust Growth Plan, a defined benefit multi-employer scheme. The pension costs charged in the SOFA are determined as follows:

(i) The costs relating to the defined contribution scheme are charged to the SOFA when they are incurred.

(ii) The Pensions Trust Growth Plan is an occupational defined benefit scheme. The current service costs are charged to the SOFA within staff costs. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. The scheme liabilities are measured on an actual basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.12 Permanent Endowment

The Permanent Endowment relates to the East Sussex property given to the charity. Part of this property, Hollenden House, was sold in 2005 and the proceeds invested; the remainder of the property, Whitworth House, was sold in 2009 and the funds placed on deposit. Following a review of the terms of the endowment, the trustees have determined that its primary purpose was for investment in real estate to be held by the charity, and that this is represented by the freehold land at New Belvedere House. No income is earned on the endowment.

1.13 Restricted funds

Restricted funds are those received which are earmarked for a specific purpose by the donors. Expenditure which meets the criteria specified is allocated directly to the fund. (see Note 13)

1.14 Unrestricted funds

Funds received or generated for the objects of the charity without a further specified purpose are treated as unrestricted funds.

Trustees can designate a portion of the unrestricted funds to reflect their intention to invest strategically in future plans.

The balance in the General Fund at 30 September 2020 represents an estimated seven months operating costs.

1.15 Revaluations

Investments are revalued to market value as at 30 September 2020 and the gain or loss is shown on the SOFA as a separate item not forming part of the incoming/(outgoing) resources as the trustees feel that including unrealised gains or losses would not show a true and fair view of the charity's activities during the year.

1.16 Financial instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.17 Critical estimate and judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements in applying the Charity's accounting policies

There are no critical accounting judgements in 2020 or 2019.

Critical accounting estimates and assumptions

(i) Defined benefit pension schemes

The Charity has an obligation to pay pension benefits to certain employees and former employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, asset valuations and discount rate on corporate bonds. Management estimates these factors in determining the net pension liability in the Balance Sheet. The assumptions reflect the historical experience and current trends. The valuation is particularly sensitive to the impact of the discount rate on the schemes' liabilities. See note 26 for the disclosures relating to the defined benefit scheme.

2 Resources expended

	Direct expenses		Support costs		Total
	Staff	Other	Staff	Other	2020
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	9,541	94,619	27,243	131,403
Investment management costs	-	5,749	-	-	5,749
Cost of goods sold	-	-	-	1,038	1,038
Charitable Activities					
Accommodation and support for homeless veterans	320,489	199,925	113,426	184,874	818,714
Rehabilitation and emergency care for homeless veterans	-	339,604	456,346	136,141	932,091
	320,489	554,819	664,391	349,296	1,888,995

	Direct expenses		Support costs		Total
	Staff	Other	Staff	Other	2019
	£	£	£	£	£
Raising Funds					
Fundraising costs	-	10,802	94,456	32,155	137,413
Investment management costs	-	4,718	-	-	4,718
Cost of goods sold	-	-	-	1,571	1,571
Charitable Activities					
Accommodation and support for homeless veterans	294,256	260,210	109,382	203,229	867,077
Rehabilitation and emergency care for homeless veterans	-	326,256	439,686	153,417	919,359
	294,256	601,986	643,524	390,372	1,930,138

Total resources expended are stated after charging:

	2020	2019
	£	£
Depreciation (see note 1.8 and 7)	160,950	167,008
Auditors remuneration	16,320	16,860
Amounts payable under operating leases	104,599	104,316
Governance (included in Support Costs above)		
Audit fees	16,320	16,860
Trustee expenses	63	298
Staff Costs allocation	24,611	22,524
Office Costs allocation	5,980	6,522
Other	790	875
	47,764	47,079

3 Staff costs

	2020 £	2019 £
Wages and salaries	848,931	809,654
Social security	77,251	66,638
Pension costs	40,003	36,370
Pension deficit contributions	-	-
	966,185	912,662
Other staff costs	18,695	25,118
	984,880	937,780

One member of staff (2019: 1) was provided on full-time secondment. This donation in kind has been valued based on the costs of a staff member undertaking the same role. Salaries of £31,300 (2019: £30,800) and social security costs of £3,150 (2019: £3,200) for this secondee are included in the above figures.

Average number of staff:

The average number of staff, based on average head count, working during the year was	2020 Number	2019 Number
NBH staff and care workers	14	13
Administration	10	11

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

£60,000 to £69,999	1	1
£90,000 to £99,999	1	1

During the year the pension contributions on behalf of these members of staff amounted to £12,270 (2019: £12,196).

	2020 £	2019 £
The total remuneration of key management personnel, who comprise the CEO and the NBH Manager, was	168,712	167,573

4 Donations in Kind

	2020 £	2019 £
Donations in Kind	55,274	34,994
	55,274	34,994

In addition to the seconded member of staff (note 3) 18 other organisations and individuals donated food and other items totalling £20,824 during the year (note 13).

5 Trustees

No trustees received any remuneration in the current or preceding year. Expenses totalling £63 (2019: £298) were reimbursed to 1 (2019: 4) trustees in respect of travel and accommodation expenses when attending meetings and fundraising events.

Donations totalling £6,000 (2019: £nil) were received from Trustees during the year.

6 Corporation tax

As a registered charity Veterans Aid is not subject to corporation tax on its wholly charitable activities.

7 Tangible fixed assets

	Freehold land and buildings £	Fittings and Equipment £	Total £
Cost			
At 1 October 2019	7,920,000	667,653	8,587,653
Additions	-	12,177	12,177
Transfers	-	-	-
Revaluations	-	-	-
At 30 September 2020	7,920,000	679,830	8,599,830
Depreciation			
At 1 October 2019	108,159	581,791	689,950
Charge for the year	108,159	52,791	160,950
Write-back on revaluation	-	-	-
At 30 September 2020	216,318	634,582	850,900
Net Book value			
At 30 September 2020	7,703,682	45,248	7,748,930
At 30 September 2019	7,811,841	85,862	7,897,703

All fixed assets are used for charitable purposes.

A professional valuation of the New Belvedere House/Old Rectory freehold premises in Stepney was undertaken at 30 September 2018 and the accounts reflect this figure. The historical cost of the building is £9,273,653. See Note 1.8.

Capital commitments
The charity had the following capital commitments at 30 September 2020:

	2020 £	2019 £
Authorised, contracted but not provided for	Nil	Nil

8 Investments

	2020 £	2019 £
Quoted securities – UK	426,610	500,050
Quoted securities – Overseas	414,349	349,324
	840,959	849,374
Investment in subsidiary	2	2
Cash balances	72,468	89,703
Total	913,429	939,079

8 Investments (continued)

	Subsidiary undertakings £	Listed investments £	Total 2020 £	Total 2019 £
Quoted/unquoted securities:				
Market value at 1 October 2019	2	849,374	849,376	788,410
Additions at cost	-	256,391	256,391	250,208
Disposal at market value brought forward	-	(256,454)	(256,454)	(221,462)
Unrealised (losses)/gains	-	(8,352)	(8,352)	32,220
Market value at 30 September 2020	2	840,959	840,961	849,376
Historic cost of securities			640,101	618,673

	2020 £	2019 £
Investment income is made up of-		
Bank interest	318	395
Dividends	22,193	24,166
	22,511	24,561

The investment in subsidiary represents the charitable company's holding in its wholly-owned subsidiary, Veterans Aid (Services) Ltd, company registration number 06096959. The subsidiary company remained dormant throughout the year; it's aggregate capital and reserves at 30 September 2020 were £2.

Veterans Aid also has two subsidiary charities, Hollenden House (charity number 1095308-1) and New Belvedere House (1095308-2) which have remained dormant throughout the year and have no assets. Under a uniting direction issued by the Charity Commission dated 3 June 2003, these subsidiary charities are not required to prepare separate accounts.

9 Stock

	2020 £	2019 £
Clothing stock	5,984	6,444
Christmas cards stock	-	407
	5,984	6,851

10 Debtors

	2020 £	2019 £
Rent and housing benefits	18,918	16,149
Prepayments	42,133	16,534
Other debtors	29,398	58,075
	90,449	90,758

11 Creditors falling due in less than one year

	2020 £	2019 £
Trade creditors	28,733	52,045
Accruals	42,672	27,106
Other creditors	27,707	14,828
	99,112	93,979

12 Permanent Endowment

This fund of £2,512,053 is represented by the value of the freehold land in Stepney occupied by New Belvedere House. There has been no movement in the fund since 1 October 2018.

13 Restricted funds

		At 1 October 2019 £	Income £	Expenditure £	At 30 September 2020 £
a	New Belvedere House Development fund	5,299,788	-	(108,159)	5,191,629
	Property Funds	5,299,788	-	(108,159)	5,191,629
b	Outreach workers (donation in kind)	-	34,450	(34,450)	-
c	Not Forgotten Association (donation in kind)	-	158	(158)	-
d	Grants for individuals	2,703	54,534	(57,237)	-
e	Substance Misuse	-	50,000	(50,000)	-
f	Other donations in kind	-	20,666	(20,666)	-
	Revenue Funds	2,703	159,808	(162,511)	-
		5,302,491	159,808	(270,670)	5,191,629

		At 1 October 2018 £	Income £	Expenditure £	At 30 September 2019 £
a	New Belvedere House Development fund	5,407,947	-	(108,159)	5,299,788
	Property Funds	5,407,947	-	(108,159)	5,299,788
b	Outreach workers (donation in kind)	-	40,228	(40,228)	-
c	Not Forgotten Association (donation in kind)	-	155	(155)	-
d	Grants for individuals	-	68,396	(65,693)	2,703
e	Substance Misuse	-	50,000	(50,000)	-
f	Other donations in kind	8,580	3,839	(12,419)	-
	Tax advice	-	14,000	(14,000)	
	Revenue Funds	8,580	176,618	(182,495)	2,703
		5,416,527	176,618	(290,654)	5,302,491

Funds for the purchase and development of New Belvedere House (Property Funds):

a. The New Belvedere House Development Fund represents monies raised for the purchase and refurbishment of New Belvedere House (NBH) between 1973 and 2018. NBH is an integral part of the charity's operations and long-term plans and it is therefore felt that it is appropriate to show its value as a single consolidated fund including the various phases of its purchase and development. In the event of NBH being sold, grants from the GLA (£155,865) and Housing Association (£400,000) may become repayable. See Note 19.

Funds for operational expenses (Revenue Funds):

b. Support for the Outreach Worker posts has come from SSAFA (donations in kind £34,450).

c. A donation in kind from the Not Forgotten Association.

d. Grants for individuals represents monies provided for assistance to individual clients and spent by Veterans Aid on their needs during the year.

e. A grant from an anonymous charitable trust for the Substance Misuse programme.

f. Donations in kind - food, clothing etc.

14 Analysis of net assets between funds

	Unrestricted funds £	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2020 £
Tangible fixed assets	45,248	5,191,629	2,512,053	7,748,930
Investments	913,429	-	-	913,429
Pension deficit provision	(35,556)	-	-	(35,556)
Net current assets	170,283	-	-	170,283
	1,093,404	5,191,629	2,512,053	8,797,086

	Unrestricted funds £	Grants for individuals	New Belvedere House Development Fund £	Hollenden Endowment Reserve £	2019 £
Tangible fixed assets	85,862	-	5,299,788	2,512,053	7,897,703
Investments	939,079	-	-	-	939,079
Pension deficit provision	(42,553)	-	-	-	(42,553)
Net current assets	58,530	2,703	-	-	61,233
	1,040,918	2,703	5,299,788	2,512,053	8,855,462

15 Revaluation reserves

	2020 £	2019 £
Quoted securities	200,858	230,701
	200,858	230,701

The revaluation reserves form part of unrestricted funds in both years.

16 Commitments under operating leases

	Land and buildings	Other	Total 2020
	£	£	£
Due within one year	15,402	3,892	19,294
Between 2 and 5 years	-	4,033	4,033
	15,402	7,925	23,327

	Land and buildings	Other	Total 2019
	£	£	£
Due within one year	98,794	5,580	104,374
Between 2 and 5 years	15,428	7,772	23,200
	114,222	13,352	127,574

The premises at 27 Victoria Square are leased at a cost of £24,698 (including irrecoverable VAT) per quarter. The lease ended on 26 November 2020 and was subsequently renewed.

Photocopiers are leased from BNP Paribas (ending 15 March 2022) and CF Corporate Finance (ending 14 March 2023).

CCTV equipment is leased from Tower Leasing (ending 24 December 2020).

17 Related party transactions

There were no related party transactions in either 2020 or 2019, other than the donations totalling £6,000 from a Trustee (note 5).

18 Legal status

The charity is a company limited by guarantee. In the event of a winding up each member has guaranteed to give a guarantee of not more than £10. At 30 September 2020, the total of these guarantees was £60 (2019: £60).

19 Contingent liabilities

Several grants have been received in prior years to be used on the construction and maintenance of the charity's New Belvedere House freehold premises, including one from the former Greater London Council (GLC). Full historical documentation of the terms of these grants does not exist. If the charity was to cease using these premises for charitable purposes there is a possibility these grants may become repayable.

The effects of such a repayment cannot be quantified and the trustees have no plans to change the use of these premises, and therefore they believe no further disclosure is needed in these financial statements.

20 Housing Corporation disclosure

The Charity is a Registered Provider of Social Housing, registered with the Homes and Communities Agency in England (registration number LH0674). In preparing these accounts the trustees have considered whether the charity ought to prepare its financial statements in accordance with Housing SORP 2014: Statement of Recommended Practice for registered social housing providers (RSL SORP). They consider the activities of the charity to be much wider than the provision of social housing and have considered the status of the occupants of New Belvedere House, who are beneficiaries of the charity rather than tenants with rights under the Landlord and Tenant Act. They have therefore concluded that it is appropriate for the charity to prepare its financial statements under the Charities SORP. Further details of the changes that would be required were the RSL SORP to be used are not included on the basis that they provide no additional useful information to the users of the financial statements. However, reference is made to the RSL SORP where the charity SORP is silent on any particular issue.

21 Income from government grants

The charity was in receipt of amounts from national and local government sources as follows:

	2020 £	2019 £
Revenue grants (credited to unrestricted funds)	130,379	167,476
	130,379	167,476

22 Reconciliation of net movement in funds to net cash flow from operating activities

Reconciliation of net movement in funds to net cash flow from operating activities	2020 £	2019 £
Net (expenditure)/income	(57,696)	1,884
Depreciation charges	160,950	167,008
Investment income	(22,511)	(24,561)
Loss/(gain) on investments	20,695	(41,965)
Decrease/(increase) in stocks	867	(3,295)
Decrease/(increase) in debtors	309	311,666
Increase/(decrease) in creditors	5,133	(275,928)
Movement in pension scheme provision	(7,677)	(7,862)
Net cash provided by operating activities	100,070	126,947

23 Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand and at bank	172,737	57,274
Cash with investment managers	72,467	89,703
Cash equivalents - vouchers	225	330
Total cash and cash equivalents	245,429	147,307

24 Analysis of changes in net debt

	At 1 October 2019	Cashflows	At 30 September 2020
Cash at bank and in hand	57,274	115,463	172,737
Cash with investment managers	89,703	(17,236)	72,467
Cash equivalents - vouchers	330	(105)	225
Total	147,307	98,122	245,429

25 Comparative statement of financial activities

	Unrestricted Funds £	Restricted – Revenue £	Restricted – Property £	Permanent Endowment £	Total 2019 £
Income and Endowments					
Donations & Legacies	637,193	-	-	-	637,193
Charitable activities					
Rents	842,976	-	-	-	842,976
Grants	167,476	176,618	-	-	344,094
Other trading activities	41,233	-	-	-	41,233
Investments	24,561	-	-	-	24,561
Total income	1,713,439	176,618	-	-	1,890,057
Expenditure					
Raising Funds	143,702	-	-	-	143,702
Charitable activities	1,495,782	182,495	108,159	-	1,786,436
Total expenditure	1,639,484	182,495	108,159	-	1,930,138
Net (losses)/ gains on investments	41,965	-	-	-	41,965
Net (expenditure)/ income	115,920	(5,877)	(108,159)	-	1,884
Actuarial losses on defined benefit pension scheme	9,230	-	-	-	9,230
Net movement in funds	125,150	(5,877)	(108,159)	-	11,114
Total funds brought forward	915,768	8,580	5,407,947	2,512,053	8,844,348
Total funds carried forward	1,040,918	2,703	5,299,788	2,512,053	8,855,462

26 Pension Plans

26.1 The Pensions Trust

Veterans Aid participates in The Pension Trust (TPT)'s Growth Plan, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2019 to 30 September 2025:	£11,243,000 annum	per	(payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with TPT the term to 30 September 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, TPT has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions			
From 1 April 2016 to 30 September 2025:	£12,945,440 annum	per	(payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 annum	per	(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Pension Plans (continued)

26.1.1 Reconciliation of opening and closing provisions for Veterans Aid

	2020	2019
	£	£
Provision at start of period	42,553	59,644
Unwinding of the discount factor (interest expense)	377	981
Deficit contribution paid by Veterans Aid during the year	(7,677)	(7,861)
Remeasurements - impact of any change in assumptions	303	863
Remeasurements - amendments to the contribution schedule	-	(11,074)
Provision at end of period	35,556	42,553

The income/(cost) recognised in the Statement of Financial Activities for the year was £680 (2019: (£9,230).

26.1.2 Assumptions

	30 September 2020	30 September 2019
	% per annum	% per annum
Rate of discount	0.58	0.98

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Members paid contributions at rates between 5% and 30% of gross salary during the accounting period. Veterans Aid matched the members contributions up to a maximum of 10%.

As at the balance sheet date there were 3 (2019: 3) active members of the Plan employed by Veterans Aid. Veterans Aid has closed the Plan to new entrants.

26.2 Royal London

26.2.1 Veterans Aid now offers a defined contribution plan with Royal London to its employees; at the balance sheet date there were 11 (2019: 10) active members of this plan employed by Veterans Aid. Under this scheme the charity incurs no further liabilities.

26.2.2 Members paid contributions at the rate of between 5% and 10% of gross salary during the accounting period. Veterans Aid matched the members contributions.