



Forward Assist Limited

Report and Accounts

31st August 2025

Company Registration Number – 08190905

Charity Registration Number - 1150408

FORWARD ASSIST LIMITED

(Charitable Company Limited by Guarantee)

TRUSTEES' ANNUAL REPORT

The Trustees present their Report and Accounts for the year ended 31 August 2025, which also comprises the Directors' Report required by the Companies Act 2006.

1. Reference and Administrative Details

The legal name of the charity is: **Forward Assist Limited**

The charity's areas operation and UK charitable registration.

The charity is registered in England & Wales with the Charity Commission in England & Wales (CCEW) with charity number: 1150408 and company number: 08190905

The charity does not operate in any overseas jurisdictions.

The principal operating address, telephone number, email and web addresses of the charity are: -

Registered office: The John Willie Sams Centre, Dudley, Cramlington, Northumberland, NE23 7HS
Telephone 0191 250 4877

Email Address: steve@forward-assist.com

Web address: <https://www.forward-assist.com/>

The registered office of the charity for Companies Act purposes is the same as the operating address shown above.

By operation of law, all trustees are directors under the Companies Act 2006 and all directors are trustees under Charities legislation and have responsibilities, as such, under both company and charity legislation.

The trustees are all individuals.

The Trustees in office on the date the report was approved were: -

Trustees (who are also directors for the purposes of company law):

- B J Hegarty
- S Honor
- Sally Walker

The following persons served as Trustees during the year ended 31 August 2025 :-

The trustees who served as a trustee in the reporting period were as shown above or in the period between the year end and the approval of the accounts.

G T Edwards - resigned 24/03/2025

N Preston – resigned 12/12/2024

R Jiggins – resigned 03/11/2025

Independent Examiner: Shaun Jubb, Unit 2-4 Protection House, Albion Road, North Shields, NE30 2RH

Bankers: National Westminster Bank plc, 250 Bishopsgate, London, EC2M 4AA

Accountants: Hurren & Jubb Accountants Ltd, Unit 2-4 Protection House, NE30 2RH

2. Structure, Governance and Management

Forward Assist Limited is a charitable company limited by guarantee, incorporated in England and Wales and registered under the Companies Acts.

The governing document of the charity is the Memorandum and Articles of Association establishing the company under company legislation.

There are no restrictions in the governing documents on the operation of the Charity or on its investment powers other than those imposed by Charity Law.

Trustees are appointed in accordance with the Articles. The trustees are responsible for setting the strategic direction and policies of the charity. Day-to-day operations are managed by employed staff under the supervision of the trustees.

The trustees meet regularly to review performance, financial position and strategic objectives.

The trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission.

3. Objectives and Activities

OUR MISSION STATEMENT:

“We support military veterans struggling to adjust to civilian life; we want all veterans to live great lives, filled with passion, purpose, social connection, service and growth.”

In the UK, military veterans and their families account for 5% of the general population. There are an estimated 2.5 million veterans living in the United Kingdom. For some veterans a return to civilian life can be a joyous experience, however for others it can be an experience fraught with transitional difficulties that are multiple and complex in nature. Sadly, through omission and/or commission we are leaving behind too many of our veterans in the ‘no man’s land’ of civvy street. With so many veteran support organisations, groups, charities and providers operating in the same area it is no surprise to hear that veterans struggle to navigate, connect and engage with professional support in a timely manner. We aim to provide a safe place where all veterans can feel physically and psychologically supported, respected and welcome. Any veterans accessing our services will be signposted to the most appropriate

service so that they can receive timely, high quality, personalised, safe, effective and equitable support, irrespective of geography, gender, race, age, culture or sexual orientation.

Based in the North East of England, but with a geographical footprint across the UK. Forward Assist has moved the professional practice dial forward and developed unique services that foster Post Traumatic Growth. If needed Forward Assist, in collaboration with a host of multi-disciplinary partners can help you access bespoke support to address key issues such as unemployment, homelessness, involvement in the CJS, family breakdown and/or chronic social exclusion. The transition from military to civilian life can be a challenging journey for many UK military veterans. This shift often requires significant adjustments, including finding new career paths, adapting to civilian societal norms, and coping with the physical and psychological impacts of service. While traditional interventions often focus on addressing deficits and treating conditions such as post-traumatic stress disorder (PTSD), anxiety, or depression, strength-based interventions offer a compelling alternative. These approaches emphasise the innate strengths, skills, and resilience of veterans, fostering empowerment and long-term well-being. Forward Assist's Strength-based interventions focus on identifying and utilising the individual's existing assets, capabilities, and achievements. Rather than emphasising problems or deficits, this approach leverages the skills veterans developed during their military service, such as leadership, discipline, adaptability, teamwork, and problem-solving. By recognising these attributes, strength-based interventions seek to build confidence and motivation, encouraging veterans to apply their abilities in new contexts.

The main activities undertaken in relation to those purposes during the year.

Our charitable objectives remain unchanged and are:

1. To ensure that any former member of His Majesty's Armed Forces can access specialist advice and information, guidance and holistic support to reduce physical, psychological or social harm experienced by individuals because of military service and their assimilation back into the civilian community.
2. To promote social inclusion for the public benefit by preventing ex service personnel from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them in integrate into society.
3. To develop the capacity and skills of former service personnel both socially and economically so that they are able to support themselves and other disadvantaged communities in the UK in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.
4. To promote such other charitable purposes as may from time to time be determined.

4. Achievements and Performance

The main activities undertaken during the year to further the charity's purpose for the public benefit.

Supporting military veterans struggling to adjust to civilian life. The trustees have had regard to the Charity Commission's guidance on public benefit in managing the activities of the charity.

The main achievements and performance of the charity during the year.

The Board of Trustees would like to thank the Staff, Volunteers and Service Users of Forward Assist for their hard work and dedication across 2024-25. This period saw a significant period of transition at the Charity as the founder and CEO Tony Wright announced his retirement date of 30th November 2025. The planning for his retirement and the installation of a new CEO has taken precedence during the latter half

of the year. The trustees would like to put on record our thanks to our founder Tony Wright for his outstanding contributions as he approaches a well-earned retirement.

Forward Assist has made real progress in resetting our operational delivery and obtaining the funding required for sustainability and growth at the Charity.

The charity launched outdoor therapy foraging events, designed to promote wellbeing, slow living, and reconnection with nature. These fit well alongside existing horticulture therapy projects that continue at Seaton Delaval Hall. Alongside this, a new cohort of volunteers is being recruited to strengthen delivery capacity and widen community involvement. It is noteworthy that Lance Corporal, Sarah Bushbye MC who is only the third woman to win the Military Cross has agreed to join Forward Assist as a volunteer, coming full circle in her transition back into civilian life having previously engaged with our veteran retreat services in the past.

On the partnership front, we have engaged with key stakeholders including our local MP, Emma Foode, the Northumbria Police and Crime Commissioner, Susan Dungworth, and senior Probation Operational and Commercial Leads. These discussions are shaping the development of an intensive supervision pilot for veterans on Probation, which represents a major opportunity to influence practice and improve outcomes. Further collaborative work has been initiated with the North Tyneside Youth Justice Team, exploring funding opportunities and the creation of innovative reparation activities. A proposed initiative will see young people, under supervision, working alongside veterans to renovate the Salute Coffee Truck, combining skill-building, restorative practice, and intergenerational learning.

These developments demonstrate Forward Assist's continued role as a trusted partner in veteran support, criminal justice innovation, and community engagement.

The difference the charity's performance during the year has made to the beneficiaries of the charity.

As Trustees, we continue to be deeply impressed by the charity's ability to adapt and continue delivering essential services to those in need. We have added a new operational lead to our excellent dedicated team helping us to manage the transition of the CEO and continue our work entering a new dawn for Forward Assist.

Despite the unique challenges of the past year, we are incredibly proud of the charity's achievements and the impact it continues to make in relation to evidence based practice and practice-based evidence. The CEO's blogs have provided valuable insights into the real-life experiences of hidden populations within the military veteran community, further reinforcing the depth of understanding within our team.

The degree to which the achievements and performance during the year have benefited wider society.

Operationally, we have remained steadfast in our core mission: delivering exceptional support to veterans and their families through needs led and person-centred interventions and signposting. Like all charities, we continue to navigate an increasingly competitive and challenging fundraising landscape. To address this, we secured restricted funding for an operational lead, to help bring in funding and enhance our sustainability. Additionally, with a reduced staff team this financial year, we have relied heavily on volunteering and partnerships to achieve our objectives.

Structure, governance and management of the charity

The methods used to recruit and appoint new charity trustees.

Trustees may be identified and appointed by serving Trustees for their particular expertise, knowledge and qualifications.

During the year the charity continued to deliver support services and programme activities for beneficiaries. Activities included events, exchange programmes and support initiatives aligned with the charity's objectives.

Income for the year totalled £51,798 (2024: £32,973), including a restricted grant of £25,000 received to fund specific salary contribution for our operational lead.

Total expenditure amounted to £104,412 (2024: £134,569), reflecting continued programme delivery and staffing costs.

The charity reported a net deficit of £49,465 for the year (2024: deficit £91,596). The deficit reflects lower income levels relative to programme and staffing expenditure.

Restricted funds of £28,750 remain at the year end and will be applied to programme delivery in the next financial year.

5. Financial Review

At 31 August 2025 total funds were £32,039 (2024: £81,504), comprising:

- Unrestricted funds: £3,289
- Restricted funds: £28,750

Cash at bank at the year-end was £32,780 (2024: £76,854).

Our financial accounts are in order and our reserves are in keeping with our annually reviewed policies and procedures. The charity remains transparent, accountable, and responsible for its financial management. Our stakeholders are happy with the services they have funded and our regular reports update them on progress made in supporting military combat veterans. We continue to effectively fulfil our mission and charitable objectives and by consolidating the 'lived experience' of hidden and marginalised veterans have created dedicated services to directly meet their needs.

6. Reserves Policy

The trustees aim to maintain unrestricted reserves sufficient to cover approximately three months of operating expenditure.

At 31 August 2025 unrestricted reserves amounted to £3,289. The trustees recognise that this level is below their target level and have already taken steps to rebuild unrestricted reserves through fundraising initiatives and careful cost management. The board based on the communication with funders surrounding future income are positive that this situation will improve in 2026.

7. Going Concern

The trustees have reviewed the charity's financial position, forecasts and cash flow projections. On this basis, they consider it appropriate to prepare the financial statements on a going concern basis.

8. Statement of Trustees' Responsibilities

The trustees (who are also directors of Forward Assist Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records and for safeguarding the assets of the charity.

Approved by the trustees on 25/03/2026 and signed on their behalf by:

B J Hegarty
Trustee / Director

INDEPENDENT EXAMINER'S REPORT

To the Trustees of Forward Assist Limited

I report to the trustees on my examination of the accounts of Forward Assist Limited for the year ended 31 August 2025.

Responsibilities and basis of report

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

Having satisfied myself that the charity is not subject to audit and is eligible for independent examination, I report in respect of my examination carried out under section 145 of the Charities Act 2011.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that in any material respect:

1. accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the Companies Act 2006; or
4. the accounts have not been prepared in accordance with the Charities SORP (FRS 102).

Signed: _____

Name: Shaun Jubb

Date:

Relevant professional qualification: ACA

Address: Unit 2-4 Protection House, North Shields, NE30 2RH

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 August 2025

Income

	Unrestricted	Restricted	Total 2025	Total 2024
Donations and grants	26,588	25,000	51,588	14,240
Other trading income	210	–	210	18,733
Total Income	26,798	25,000	51,798	32,973

Expenditure

	Unrestricted	Total 2025	Total 2024
Charitable activities	104,412	104,412	134,569
Total Expenditure	104,412	104,412	134,569

Net Movement in Funds

Net expenditure for the year: £49,465

Total funds brought forward: £81,504

Total funds carried forward: £32,039

BALANCE SHEET

As at 31 August 2025

	2025 (£) 2024 (£)	
Tangible fixed assets	765	900
Cash at bank and in hand	32,780	76,854
Creditors (due within one year) (1,506)	–	
Net assets	32,039	81,504

Funds

	2025 (£) 2024 (£)	
Restricted funds	28,750	3,750
Unrestricted funds	3,289	77,754
Total funds	32,039	81,504

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the trustees on 25/03/2026 and signed on their behalf by:

B J Hegarty
Director
Company number: 08190905

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of Preparation

The financial statements have been prepared under the historical cost convention in accordance with:

- The Charities SORP (FRS 102)
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)
- The Companies Act 2006
- The Charities Act 2011

The charity constitutes a public benefit entity.

2. Accounting Policies

Income is recognised when the charity is entitled to the income, receipt is probable and the amount can be measured reliably.

Expenditure is recognised on an accrual's basis.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on a reducing balance basis at 15% per annum.

3. Staff Costs

The charity employed two members of staff during the year.

Total staff costs: £52,246 (2024: £43,761).

No employee received remuneration in excess of £60,000.

4. Trustee Remuneration and Related Party Transactions

No trustee received remuneration or benefits during the year (2024: £nil).

No trustee received reimbursement of expenses (2024: £nil).

There were no related party transactions requiring disclosure.

5. Restricted Funds

Restricted funds represent grant funding received for specific programme activities to be delivered in the following financial year.

Balance at 31 August 2025: £28,750.

Opening balance £3,750

Income £25,000

Closing balance £28,750

6. Tangible Fixed Assets

Cost

	Plant & Machinery	Motor vehicles	Total
At 1 September 2024	£29,791	£10,400	£40,191
Disposals	(£4,301)	–	(£4,301)
At 31 August 2025	£25,490	£10,400	£35,890

Depreciation and impairment

Depreciation is provided on a reducing balance basis at 15% per annum.

	Plant & Machinery	Motor vehicles	Total
At 1 September 2024	£28,891	£10,400	£39,291
Disposals	(£4,301)	–	(£4,301)
Depreciation charge	£135	–	£135
At 31 August 2025	£24,725	£10,400	£35,125

Net Book Value Total

At 31 August 2025 £765

At 31 August 2024 £900