

**Report of the Trustees and**  
**Unaudited Financial Statements**  
**for the Period**  
**1 November 2022 to 31 March 2024**  
  
**for**  
**Care After Combat**

Wright Vigar Limited  
Chartered Accountants & Business Advisers  
Morton House  
12 Appletongate  
Newark  
Nottinghamshire  
NG24 1JY

**Care After Combat**

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**for the Period 1 November 2022 to 31 March 2024**

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**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**Structure, Governance and Management**

**Governing document**

The charity is controlled by its governing document, its memorandum, and articles of association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In the event of winding up the liability of the members is limited to a sum not exceeding £10 each.

**Recruitment and appointment of new trustees**

In accordance with the governing document and Charity Commission guidance the trustees are responsible for the appointing of new trustees to the Board. New trustees are appointed further to the recommendations from routine skills audits on the basis where they have the necessary skills to contribute to the charity's management and development. When new trustees are appointed, they are introduced to the work of the trustees and provided with the relevant information in accordance with Charity Commission guidelines that they need to fulfil their roles, with professional training to be provided if the individual requires it.

**Induction and training of new trustees**

Trustees' responsibilities are explained to them before they accept appointment and they are given a copy of the Charity Commission's "The essential trustee: what you need to know, what you need to do", which they are encouraged to read. Each trustee then provides documentation to enable them to be independently checked under UK anti money laundering legislation.

**Organisational structure**

The Management Committee (at time of writing - December 2024) is made up of eight Trustees:

D Rogers: Trustee and Chair

B Bhakri: Trustee and Treasurer

B Mair: Trustee

Prof D Fathers: Trustee

C Dodden: Trustee

J Metcalfe: Trustee (appointed August 2023)

A O'Donnell: Trustee (appointed September 2024)

J Poole: Trustee (appointed September 2024)

Resigned since last Trustee Report:

M Aldridge: Trustee (resigned April 2024)

The Management Committee (Board of Trustees) meet quarterly. There are currently no sub-committees.

The Senior Management Team for the period was made up of:

A Kirk: Chief Executive Officer (CEO)

P Norman: Operations Lead

Dr J Jones: Clinical & Research Lead

The charity employed E Williams as Operations Lead and Executive Officer shortly after the period end.

The Trustees make all strategic decisions and support the CEO and staff to carry out these decisions. The Board appoints the CEO and a board member will attend interviews of senior management. All other staff appointments are made internally. The board also approves all major suppliers based on staff recommendations and price comparisons.

The day to day running of the organisation is delegated to the CEO and senior management. However, any invoice or payment exceeding £10,000 must be approved by a trustee and expense claims or invoices from any trustee or the CEO requires authority from two other Trustees before it can be paid.

Based on limited staff numbers there is no requirement for a formal structure for pay scales at Care After Combat. The organisation is relatively new and still growing so salaries are set in line with market forces and local averages.

The charity has a trading subsidiary, Care After Combat Trading Limited. The company undertakes trading activities to raise monies for the charity to use against its objectives.

**Risk Management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. A live risk register is maintained by the CEO and is a standing agenda item at every trustee meeting.

There are adequate financial controls in place, with the Senior Management Team meeting monthly to review the financial performance and update forecasts, including the cashflow forecast. The meetings are also attended by the Treasurer, who provides guidance and is assured on the robustness of the charity's finances.

**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

Care after Combat was formed in July 2014. The charity was registered with The Charity Commission on 25 November 2014 and became operational in 2015.

**Objectives**

From headquarters based in Newark, Nottinghamshire, Care After Combat's charitable objectives are:

To promote, for the benefit of former members of Her Majesty's Armed Forces and their families, the provision of support and mentorship to those within the criminal justice system, preparing them for release in an attempt to support their rehabilitation and avoid re-offending.

**Aims**

At Care after Combat, we are dedicated to providing unwavering support to former British Armed Forces personnel in the justice system and their families.

Our mission is to ensure that these veterans receive the care, guidance and respect they deserve.

Many veterans face significant challenges when reintegrating into civilian life, especially if they become involved with the justice system. The transition can be incredibly difficult, leading to issues such as mental health problems, lack of support and social isolation.

At Care after Combat, we address these issues head-on through personalised mentorship and comprehensive support services.

The achievement of these aims will provide support and guidance to former armed forces personnel in line with the objectives of the charity.

**Key Performance Indicators (KPI's)**

The main performance indicators for measuring success are:

- number of veterans in the justice system receiving active support
- number of engagements with veterans through well-being packs
- overall fall in re-offending levels

**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**OBJECTIVES AND ACTIVITIES**

**Significant activities**

The objects include, but are not limited to, providing peer mentorship and group support within the justice system for the wellbeing of former British Armed Forces personnel and their families.

**CEO Report**

**Achievements and Performance**

This period has been transformational in terms of services provided by Care after Combat, and in terms of the charity's reach and scale of operations. The financial stability and security achieved by the end of the period has fostered greater certainty which has, in turn, meant assured longevity of Care after Combat support, in the medium-long term, to veterans in the justice system.

The principle of the 'end to end' pathway of care for veterans in the justice system, as proved during the ReGroup Pathfinder service commissioned by NHS England and previously reported on, resulted in the creation of a national (England only) service called Op NOVA, also commissioned by NHS England. Care after Combat (CaC) submitted a collaborative bid with Forces Employment Charity (FEC) for the 5 years (+2) contract to deliver Op NOVA with FEC as lead contractor and CaC as sub-contractor. This collaborative bid was successful, and Phase 1 (pre-prison and post-prison focus) was commenced on 01 April 2023. CaC involvement in Phase 1 was limited with the anticipation of Phase 2 (focus on in-prison element) to follow from 01 April 2024 onwards. A number of CaC staff were mobilised from 01 April 2023 to provide a 'through the gate' aspect to Phase 1, laying the foundations for the 2024 expansion to create the full pathway of care.

In parallel to this, because of the delayed roll-out of Op NOVA phase 2, NHS England continued to fund CaC between 01 April 2023 and 31 March 2024 delivering a bespoke service combining elements that had previously been delivered under both ReGroup and Veteran Care Through Custody (VCTC) - a collaborative service delivered in partnership with Nottinghamshire Healthcare NHS Foundation Trust across five prisons in the East Midlands. This effectively bridged the gap between planned service end for ReGroup and the anticipated Phase 2 Op NOVA, enabling continued support to the existing ReGroup veteran beneficiaries, and beyond.

June 2023 saw the commencement of a specific veteran support service into HMP Fosse Way (new build prison) via a sub-contract to Serco as the private prison provider for Fosse Way. This is an initial 3-year contract with discussions yet to be had regarding possible follow-on contract.

A generous 12-month grant from the Armed Forces Covenant Fund Trust (AFCFT) allowed a continuation of the Bowman service (NHS funding ceasing 31 March 2023), with the main focus being the recruitment of new Volunteer Mentors and the continued and expanded delivery of the Stand-Easy wellbeing activity pack to an ever-increasing number of veterans wanting the service.

The two-year Veterans Places, People and Pathways (V3P) Programme in Northeast England and Yorkshire came to an end on 31 December 2023. Having been a strong contributor to this highly collaborative network-generating programme, CaC was invited in March 2024 to be part of the consultation phase for a follow-on programme (also funded by the AFCFT) due to commence 01 April 2024 onwards. The Portfolio Lead (and conduit for AFCFT funding) was initially Sporting Force charity who were subsequently replaced by Defence Medical Welfare Services (DMWS).

Project Phoenix continued to be delivered across England and Wales, funded by charitable means and with grant funding across the 17-month period from Army Benevolent Fund, Greenwich Hospital, RAF Benevolent Fund, Lloyds Patriotic Fund, Veterans' Foundation and Nottinghamshire County Council Local Communities Fund.

Care after Combat now offers veteran support services across all 123 prisons of England and Wales, and in the community.

This reporting period has seen a yet another significant increase in the numbers of veterans in the justice system directly and actively supported by Care after Combat; by 31 March 2024, the total numbers were over eleven times that of March 2020 (1100+ veterans vice 99) and, once again, nearly double that of the previous Year End report (31 October 2022 - circa 600).

Statistics for the close of this reporting period (31 March 2024) across all Care after Combat delivery:

- Veterans in the justice system being actively supported as at 31 March 2024 - 1115
- Total number of veteran beneficiaries supported since charity inception - 2,153
- Number of Wellbeing Activity packs ('Stand Easy') sent - 26,522
- Number of written responses\* from veterans receiving 'Stand Easy' packs - 3,853

\*Each written response received into Care after Combat HQ is, in turn, responded to in writing, whether that is to pass a marked quiz sheet back, acknowledgement of a 'virtual forum' topic input by the veteran, or a general query that needs some level of response. Every 'Stand-Easy' pack contains a stamped addressed envelope to enable veterans to respond and interact free of charge.

**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**OBJECTIVES AND ACTIVITIES**

Engagement of our Volunteer Mentors (VMs) in veteran support activity increased this period, as did the overall number of VMs recruited. Consequently, the decision was taken to create a new post of VM Coordinator to act as focal point for all VM activity. Recruited to in October 2023, it remains early days for this new role but clear benefits in terms of simplified communications, tasking, reporting, training and recruiting are already being seen.

A full calendar of fundraising events was planned for this period and, together with external fundraisers and donors, a reasonable amount was generated and used to support Project Phoenix core operating costs. It was noted, however, that the cost-of-living impact to the general public over this period seemed to be reflected in lower-than-anticipated take up of some paid attendance events that were planned, two of which had to be cancelled due to lack of registrations.

Members of the public kindly donate the proceeds from events that they have organised themselves, such as walks, cycle rides and skydives, etc, through Enthuse and other online fundraising sites.

**Change in Accounting Periods**

This set of accounts is unique in the charity's history to date in that it covers 17 months in total - 01 November 2022 to 31 March 2024. With significant contracts secured with both NHS England and Serco, during this period it was appropriate to adjust Care after Combat's accounting period from 01 November to 31 October and move to 01 April to 31 March to tie with the more commonly used financial year.

Therefore, headline figures in this report should be viewed in the context of an extended 17-month reporting period. Henceforth, the 12-month cycle will resume with the next reportable accounts covering 01 April 2024 to 31 March 2025.

**Public benefit**

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set.

**Volunteers**

Care After Combat could not deliver its aims without the altruistic work of its Mentors (VMs) and Ambassadors, all of whom are volunteers. There are currently 55 VMs and 8 Ambassadors engaged from across all of England and Wales. All out of pocket expenses are reimbursed, where claimed, but time is given freely by all volunteers.

**Trustee Support**

Care After Combat has a board of eight Trustees that give their time freely for board duties. Although they have the right to also reclaim out of pocket expenses, they decline to do so.

**FINANCIAL REVIEW**

**Financial Review**

The Charity's net assets at 31 March 2024 were £256,260 compared to £155,352 in 2022.

Our total income of £935,829 was significantly more than the previous reporting period (£382,221). Contracts income presented a new income stream of £348,274 in the period as the charity was able to successfully bid for a range of NHS funded contracts. The charity also received grants totalling £501,901.

Details of grants received in the period are listed in note 2 of the accounts.

Total expenditure at £834,921 showed an increase on the prior period (£489,074). This 71% increase in costs was a consequential effect of the longer accounting period alongside additional grant and contract funded activities.

In the period, the charity expended £16,665 on fixed assets, mainly on office equipment (£14,961).

**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**FINANCIAL REVIEW**

**Principal funding sources**

Project Phoenix - funded via charitable means and by various grant funding as detailed below.

ReGroup & '12-month NHSE extension' - Fully NHSE funded.

Bowman - NHSE funded up to 31 March 2023, then AFCFT grant funded for 12 months from 01 April 2023.

Op NOVA - Fully NHSE funded.

V3P - AFCFT centrally funded programme.

HMP Fosse Way (specialist programme) - Fully Serco funded.

Grant funding awarded / continued during this period:

- RAF Benevolent Fund - £5k awarded November 2022 towards Project Phoenix core costs.
- Greenwich Hospital Trust - £32.5k awarded February 2023 towards Project Phoenix core costs.
- Army Benevolent Fund - £15k awarded February 2023 towards Project Phoenix core costs.
- AFCFT 'Reaching and Supporting Armed Forces Communities' grant - £99.5k for 12-month run-on of Bowman programme from 01 April 2024.
- Nottinghamshire County Council Local Communities Fund - salary contribution towards RC(Central) / VM Coordinator post - £12,808 per annum for four years commencing April 2022.
- Veterans' Foundation - £20k salary contribution awarded March 2023 for 12 months towards Deputy Operations Lead post.
- Lloyds Patriotic Fund - Partnership Small Grant - £15k per annum for 3 years commencing June 2024 received to support Project Phoenix operational costs in Wales.

Other funding Sources this period:

- National Lottery Community Fund - £10k received May 2023 - to assist with upgrade of IT & office equipment
- The Jones 1986 Charitable Trust - £7.2k awarded October 2023 in support of Care after Combat's 'Employability & Resilience' Conference held in March 2024.
- Donations & Fundraising - see detailed accounts

**Reserves policy**

The charity has a policy of keeping enough reserves to sustain the organisation for long enough to ensure the safeguarding of our veteran beneficiaries, should all external funding cease, for a period of three months.

The Trustees continually assess, via quarterly meetings, the Reserves Policy position and monitor the ongoing needs of the Charity. These funds will only be spent by authority of the Trustees and upon the wind up of the organisation.

This accounting period opened with Reserves policy set at £100k. It was revised upwards to £135k at Trustee Meeting & AGM held 01 August 2023. (Although outside of this accounting period, it is worth noting that the Reserves policy has again been revised upwards to £145k as agreed at Trustee meeting held 06 November 2024. These increases are reflective of the growth of the charity over the recent past).

At the year end the charity had unrestricted reserves of £256,260 (2022: £117,536) which sat above the reserve policy figure of £135,000. £18,487 of the unrestricted reserves are made up of tangible fixed assets and investments with the unrestricted free reserves being £237,773 (2022: £110,021). The level will continue to be reviewed by the trustees alongside the delivery requirements of its activities to ensure an appropriate level of reserves is maintained.

**FUTURE PLANS**

The trustees are looking to continue the progress of the charity in terms of increasing the outreach of the charity for the delivery of its objects through managed growth and access of additional income streams.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

09152620 (England and Wales)

**Registered Charity number**

1159342

**Report of the Trustees**  
**for the Period 1 November 2022 to 31 March 2024**

**Registered office**

Beacon Innovation Centre  
Cafferata Way  
Newark  
Nottinghamshire  
NG24 2TN

**Trustees**

D Rogers: Trustee and Chair  
B Bhakri: Trustee and Treasurer  
B Mair: Trustee  
Prof D Fathers: Trustee  
C Dodden: Trustee  
J Metcalfe: Trustee (appointed August 2023)  
A O'Donnell: Trustee (appointed September 2024)  
J Poole: Trustee (appointed September 2024)

Resigned since last Trustee Report:

M Aldridge: Trustee (resigned April 2024)

**Independent Examiner**

Paul Colcomb FCCA  
Wright Vigar Limited  
Chartered Accountants & Business Advisers  
Morton House  
12 Appletongate  
Newark  
Nottinghamshire  
NG24 1JY

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 18 December 2024 and signed on its behalf by:

*David Rogers*

David Rogers (Dec 18, 2024 20:53 GMT)

David Rogers - Trustee



**Independent Examiner's Report to the Trustees of  
Care After Combat**

**Independent examiner's report to the trustees of Care After Combat ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the period 1 November 2022 to 31 March 2024.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

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

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

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

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

*Paul Colcomb*  
Paul Colcomb (Dec 19, 2024 05:57 GMT)

Paul Colcomb FCCA

Wright Vigar Limited  
Chartered Accountants & Business Advisers  
Morton House  
12 Appletongate  
Newark  
Nottinghamshire  
NG24 1JY

18 December 2024

## Care After Combat

### Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Period 1 November 2022 to 31 March 2024

				Period 1.11.22 to 31.3.24 Total funds £	Year Ended 31.10.22 Total funds £
	Notes	Unrestricted funds £	Restricted funds £		
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	747,014	186,628	933,642	359,952
Other trading activities	3	1,291	-	1,291	22,269
Investment income	4	126	-	126	-
Other income		770	-	770	-
<b>Total</b>		<u>749,201</u>	<u>186,628</u>	<u>935,829</u>	<u>382,221</u>
<b>EXPENDITURE ON</b>					
Raising funds	5	8,847	-	8,847	6,826
<b>Charitable activities</b>	6				
Veteran Support Services		276,077	20,000	296,077	115,263
Project Phoenix		67,726	47,915	115,641	90,200
ReGroup Pathfinder		-	56,568	56,568	133,255
Bowman Remote Support Service		249,827	99,961	349,788	127,266
Veterans Places, People and Pathways Programme		-	-	-	16,264
Other		8,000	-	8,000	-
<b>Total</b>		<u>610,477</u>	<u>224,444</u>	<u>834,921</u>	<u>489,074</u>
<b>NET INCOME/(EXPENDITURE)</b>		138,724	(37,816)	100,908	(106,853)
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		117,536	37,816	155,352	262,205
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>256,260</u>	<u>-</u>	<u>256,260</u>	<u>155,352</u>

The notes form part of these financial statements

**Balance Sheet**  
**31 March 2024**

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2022 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	12	18,486	-	18,486	7,514
Investments	13	1	-	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		18,487	-	18,487	7,515
<b>CURRENT ASSETS</b>					
Stocks	14	3,127	-	3,127	-
Debtors	15	144,739	-	144,739	51,747
Cash at bank and in hand		208,691	-	208,691	140,621
		<hr/>	<hr/>	<hr/>	<hr/>
		356,557	-	356,557	192,368
<b>CREDITORS</b>					
Amounts falling due within one year	16	(107,119)	-	(107,119)	(18,698)
		<hr/>	<hr/>	<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		249,438	-	249,438	173,670
		<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		267,925	-	267,925	181,185
<b>CREDITORS</b>					
Amounts falling due after more than one year	17	(11,665)	-	(11,665)	(25,833)
		<hr/>	<hr/>	<hr/>	<hr/>
<b>NET ASSETS</b>		256,260	-	256,260	155,352
		<hr/>	<hr/>	<hr/>	<hr/>
<b>FUNDS</b>	20				
Unrestricted funds				256,260	117,536
Restricted funds				-	37,816
				<hr/>	<hr/>
<b>TOTAL FUNDS</b>				256,260	155,352
				<hr/>	<hr/>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the period ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the period ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

**Balance Sheet - continued**  
**31 March 2024**

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

The financial statements were approved by the Board of Trustees and authorised for issue on 18 December 2024 and were signed on its behalf by:

*David Rogers*

David Rogers (Dec 18, 2024 20:53 GMT)

David Rogers - Trustee



BIPON BHAKRI (Dec 18, 2024 21:04 GMT)

Bipon Bhakri - Trustee

**Care After Combat**

**Cash Flow Statement  
for the Period 1 November 2022 to 31 March 2024**

	Notes	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	99,810	(113,197)
Interest paid		(1,033)	(1,032)
Net cash provided by/(used in) operating activities		<u>98,777</u>	<u>(114,229)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(16,665)	(832)
Interest received		126	-
Net cash used in investing activities		<u>(16,539)</u>	<u>(832)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		(14,168)	(10,000)
Net cash used in financing activities		<u>(14,168)</u>	<u>(10,000)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>68,070</u>	<u>(125,061)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>140,621</u>	<u>265,682</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>208,691</u></u>	<u><u>140,621</u></u>

The notes form part of these financial statements

# Care After Combat

## **Notes to the Cash Flow Statement** **for the Period 1 November 2022 to 31 March 2024**

### **1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>	100,908	(106,853)
<b>Adjustments for:</b>		
Depreciation charges	5,693	3,540
Interest received	(126)	-
Interest paid	1,033	1,032
Write off of loan to subsidiary	8,000	-
Increase in stocks	(3,127)	-
Increase in debtors	(100,992)	(6,178)
Increase/(decrease) in creditors	88,421	(4,738)
<b>Net cash provided by/(used in) operations</b>	<u>99,810</u>	<u>(113,197)</u>

### **2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.11.22 £	Cash flow £	At 31.3.24 £
<b>Net cash</b>			
Cash at bank and in hand	140,621	68,070	208,691
	<u>140,621</u>	<u>68,070</u>	<u>208,691</u>
<b>Debt</b>			
Debts falling due within 1 year	(10,000)	-	(10,000)
Debts falling due after 1 year	(25,833)	14,168	(11,665)
	<u>(35,833)</u>	<u>14,168</u>	<u>(21,665)</u>
<b>Total</b>	<u>104,788</u>	<u>82,238</u>	<u>187,026</u>

**Notes to the Financial Statements  
for the Period 1 November 2022 to 31 March 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The charity is a company limited by guarantee and registered in England with Companies House. The registered office and place of business can be found in the 'Reference and Administration' section of the trustees report.

The presentational currency is pound sterling.

**Preparation of consolidated financial statements**

The financial statements contain information about Care After Combat as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

**Income**

Donations and grant income (including government grants) is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Contract income (including government contracts) is recognised on the exchange of service or goods. Services provided will be recognised over the term of the service or in line with the achievement of key performance conditions. Where the contract is for the provision of goods, income will be recognised on the exchange of the goods provided.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment	- 25% - 33.3% straight line
Motor vehicles	- 25% on reducing balance

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### 1. ACCOUNTING POLICIES - continued

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### **Donated goods, services and facilities**

Donated goods, services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably in accordance with the Charities SORP (FRS 102).

On receipt, donated goods, services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

##### **Government grants**

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model and the performance model.

Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

##### **Investments**

Investments in subsidiaries are valued at cost less provision for impairment.

#### 2. DONATIONS AND LEGACIES

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Contracts	348,274	-
Donations	75,815	75,461
Gift aid	7,652	973
Grants	501,901	283,518
	<u>933,642</u>	<u>359,952</u>

Included within contracts is an amount of £324,634 from OP NOVA and £23,640 from Serco.



## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### **2. DONATIONS AND LEGACIES - continued**

Grants received, included in the above, are as follows:

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
National Health Service (NHS)	244,023	197,982
NHS- Operation Bowman	23,210	-
The Veterans Fund	20,000	20,025
Sporting Force	32,500	-
Lloyds Patriotic Fund	-	26,905
Armed Forces Covenant Fund Trust	99,961	29,000
NCC Local Communities Fund	16,010	9,606
Paragon Products	3,200	-
Royal Air Force Benevolent Fund	5,000	-
Greenwich Hospital	32,496	-
Army Benevolent Fund- The Soldiers	15,000	-
Main Grants	10,000	-
Masonic Charitable Foundation	500	-
Other grants	1	-
	<u>501,901</u>	<u>283,518</u>

The total government grants received from all government departments was £283,243 (2022: £207,588).

#### **3. OTHER TRADING ACTIVITIES**

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Fundraising events	<u>1,291</u>	<u>22,269</u>

#### **4. INVESTMENT INCOME**

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Interest receivable - trading	<u>126</u>	<u>-</u>

#### **5. RAISING FUNDS**

##### **Raising donations and legacies**

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Marketing	1,881	1,429
Costs of fundraising	6,466	5,397
	<u>8,347</u>	<u>6,826</u>

## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### 5. RAISING FUNDS - continued

##### Other trading activities

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Purchases	3,127	-
Closing stock	(3,127)	-
Bad debts	500	-
	<u>500</u>	<u>-</u>
Aggregate amounts	<u>8,847</u>	<u>6,826</u>

#### 6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 7) £	Support costs (see note 8) £	Totals £
Veteran Support Services	162,546	133,531	296,077
Project Phoenix	94,978	20,663	115,641
ReGroup Pathfinder	52,318	4,250	56,568
Bowman Remote Support Service	298,338	51,450	349,788
	<u>608,180</u>	<u>209,894</u>	<u>818,074</u>

#### 7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Staff costs	578,435	261,631
Mentor costs	20,178	12,962
Project delivery costs	9,567	-
	<u>608,180</u>	<u>274,593</u>

#### 8. SUPPORT COSTS

	Management £	Finance £	Other £	Governance costs £	Totals £
Veteran Support Services	112,637	1,733	5,693	13,468	133,531
Project Phoenix	20,663	-	-	-	20,663
ReGroup Pathfinder	4,250	-	-	-	4,250
Bowman Remote Support Service	50,454	56	-	940	51,450
	<u>188,004</u>	<u>1,789</u>	<u>5,693</u>	<u>14,408</u>	<u>209,894</u>

**Care After Combat**

**Notes to the Financial Statements - continued**  
**for the Period 1 November 2022 to 31 March 2024**

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Depreciation - owned assets	5,693	3,540
Other operating leases	31,400	21,372
Fees payable to the independent examiner for the examination of the Charity's annual accounts	1,100	1,000
	<u>1,100</u>	<u>1,000</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the period ended 31 March 2024 nor for the year ended 31 October 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the period ended 31 March 2024 nor for the year ended 31 October 2022.

**11. STAFF COSTS**

	Period 1.11.22 to 31.3.24 £	Year Ended 31.10.22 £
Wages and salaries	546,482	321,628
Social security costs	42,834	23,571
Other pension costs	14,333	7,380
	<u>603,649</u>	<u>352,579</u>

The average monthly number of employees during the period was as follows:

	Period 1.11.22 to 31.3.24	Year Ended 31.10.22
Senior Management	3	3
Support Staff	13	11
	<u>16</u>	<u>14</u>

No employees received emoluments in excess of £60,000.

The total amount paid to Key Management Personnel in the period was £157,641 (2022:£108,996).

## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### 12. TANGIBLE FIXED ASSETS

	Office equipment £	Motor vehicles £	Totals £
<b>COST</b>			
At 1 November 2022	33,443	-	33,443
Additions	14,961	1,704	16,665
	<hr/>	<hr/>	<hr/>
At 31 March 2024	48,404	1,704	50,108
	<hr/>	<hr/>	<hr/>
<b>DEPRECIATION</b>			
At 1 November 2022	25,929	-	25,929
Charge for year	5,693	-	5,693
	<hr/>	<hr/>	<hr/>
At 31 March 2024	31,622	-	31,622
	<hr/>	<hr/>	<hr/>
<b>NET BOOK VALUE</b>			
At 31 March 2024	16,782	1,704	18,486
	<hr/>	<hr/>	<hr/>
At 31 October 2022	7,514	-	7,514
	<hr/>	<hr/>	<hr/>

#### 13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
<b>MARKET VALUE</b>	
At 1 November 2022 and 31 March 2024	1
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2024	1
	<hr/>
At 31 October 2022	1
	<hr/>

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

#### **Care After Combat Trading Limited**

Registered office:

Nature of business: Merchandising

Class of share:	%
Ordinary	holding
	100

	2024	2022
	£	£
Aggregate capital and reserves	227	27,191
Loss for the period/year	(26,964)	(7,457)
	<hr/>	<hr/>

The trading subsidiary ceased to trade on 31 March 2024 and any remaining assets were transferred to the charity.

**Care After Combat**

**Notes to the Financial Statements - continued**  
**for the Period 1 November 2022 to 31 March 2024**

<b>14. STOCKS</b>		
	2024	2022
	£	£
Stocks	3,127	-
	<u>          </u>	<u>          </u>
<b>15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	2024	2022
	£	£
Trade debtors	55,122	18,267
Amounts owed by group undertakings	11,615	33,305
Other debtors	5	-
Prepayments and accrued income	77,997	175
	<u>          </u>	<u>          </u>
	<u>144,739</u>	<u>51,747</u>
<b>16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	2024	2022
	£	£
Bank loans and overdrafts (see note 18)	10,000	10,000
Trade creditors	18,473	6,440
Social security and other taxes	10,346	-
VAT	63,409	-
Other creditors	551	958
Accruals and deferred income	4,340	1,300
	<u>          </u>	<u>          </u>
	<u>107,119</u>	<u>18,698</u>
<b>17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>		
	2024	2022
	£	£
Bank loans (see note 18)	11,665	25,833
	<u>          </u>	<u>          </u>
<b>18. LOANS</b>		
An analysis of the maturity of loans is given below:		
	2024	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	10,000	10,000
	<u>          </u>	<u>          </u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	10,000	10,000
	<u>          </u>	<u>          </u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	1,665	15,833
	<u>          </u>	<u>          </u>

The UK government has provided a partial guarantee over the bank loan.

## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### 19. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024 £	2022 £
Within one year	6,309	4,260
Between one and five years	12,435	-
	<u>18,744</u>	<u>4,260</u>

#### 20. MOVEMENT IN FUNDS

	At 1.11.22 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
Veteran Support Services	93,465	162,795	256,260
Bowman Remort Support Service	24,071	(24,071)	-
	<u>117,536</u>	<u>138,724</u>	<u>256,260</u>
<b>Restricted funds</b>			
ReGroup Pathfinder	10,911	(10,911)	-
Lloyd's Patriotic Fund	26,905	(26,905)	-
	<u>37,816</u>	<u>(37,816)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<u>155,352</u>	<u>100,908</u>	<u>256,260</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Veteran Support Services	725,990	(563,195)	162,795
Bowman Remort Support Service	23,211	(47,282)	(24,071)
	<u>749,201</u>	<u>(610,477)</u>	<u>138,724</u>
<b>Restricted funds</b>			
ReGroup Pathfinder	45,657	(56,568)	(10,911)
Veterans Fund	20,000	(20,000)	-
Armed Forces Covenant Fund	99,961	(99,961)	-
Lloyd's Patriotic Fund	-	(26,905)	(26,905)
NCC Local Communities Fund	16,010	(16,010)	-
Royal Air Force Benevolent Fund	5,000	(5,000)	-
	<u>186,628</u>	<u>(224,444)</u>	<u>(37,816)</u>
<b>TOTAL FUNDS</b>	<u>935,829</u>	<u>(834,921)</u>	<u>100,908</u>

## Care After Combat

### Notes to the Financial Statements - continued for the Period 1 November 2022 to 31 March 2024

#### 20. MOVEMENT IN FUNDS - continued

##### Comparatives for movement in funds

	At 1.11.21 £	Net movement in funds £	Transfers between funds £	At 31.10.22 £
<b>Unrestricted funds</b>				
Veteran Support Services	151,237	(70,898)	13,126	93,465
Bowman Remort Support Service	81,706	(57,635)	-	24,071
	<u>232,943</u>	<u>(128,533)</u>	<u>13,126</u>	<u>117,536</u>
<b>Restricted funds</b>				
Reconnect	3,946	-	(3,946)	-
ReGroup Pathfinder	15,816	(4,905)	-	10,911
National Lottery- Salesforce	9,500	(320)	(9,180)	-
Lloyd's Patriotic Fund	-	26,905	-	26,905
	<u>29,262</u>	<u>21,680</u>	<u>(13,126)</u>	<u>37,816</u>
<b>TOTAL FUNDS</b>	<u>262,205</u>	<u>(106,853)</u>	<u>-</u>	<u>155,352</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Veteran Support Services	118,204	(189,102)	(70,898)
Bowman Remort Support Service	69,631	(127,266)	(57,635)
	<u>187,835</u>	<u>(316,368)</u>	<u>(128,533)</u>
<b>Restricted funds</b>			
ReGroup Pathfinder	128,350	(133,255)	(4,905)
Veterans Foundation	20,025	(20,025)	-
National Lottery- Salesforce	-	(320)	(320)
Armed Forces Covenant Fund	9,500	(9,500)	-
Lloyd's Patriotic Fund	26,905	-	26,905
NCC Local Communities Fund	9,606	(9,606)	-
	<u>194,386</u>	<u>(172,706)</u>	<u>21,680</u>
<b>TOTAL FUNDS</b>	<u>382,221</u>	<u>(489,074)</u>	<u>(106,853)</u>

##### Unrestricted Funds

###### Bowman Remote Support Services

This fund represents a material contract that the charity operates for the NHS. The monies are not restricted as the trustees are able to decide how the monies are spent in the delivery of the service.

##### Restricted Funds

###### ReGroup Pathfinder

This fund is to cover the ReGroup project which is partially funded by NHSE.

###### Veterans Foundation

This is monies received towards the staff wage of a new deputy operations lead post.

###### Armed Forces Covenant Fund

This is monies received to support the production and delivery of Wellbeing Activity Packs.

###### Lloyds Patriotic Fund

This is monies received towards the expansion of the Phoenix project into the West Midlands.

**Care After Combat**

**Notes to the Financial Statements - continued**  
**for the Period 1 November 2022 to 31 March 2024**

**20. MOVEMENT IN FUNDS - continued**

NCC Local Communities Fund

This is monies received towards the staff wages of a new deputy operations lead post.

Royal Air Force Benevolent Fund

This is monies received toward project Phoenix.

**21. RELATED PARTY DISCLOSURES**

There were no related party transactions for the period ended 31 March 2024.