

Report of the Trustees and
Unaudited Financial Statements
for the Year Ended 31 March 2025
for
Care After Combat

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

Care After Combat

Contents of the Financial Statements
for the Year Ended 31 March 2025

	Page
Report of the Trustees	1 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7
Balance Sheet	8 to 9
Cash Flow Statement	10
Notes to the Cash Flow Statement	11
Notes to the Financial Statements	12 to 21
Detailed Statement of Financial Activities	22 to 23

Care After Combat
Report of the Trustees
for the Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

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 His 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 prevent 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 criminal justice system. The transition can be incredibly difficult and for some lead to mental health distress, lack of support and 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

Care After Combat
Report of the Trustees
for the Year Ended 31 March 2025

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

Over this last year Care after Combat has maintained and built on the financial security achieved in the previous reporting period. Care after Combat's continued expansion of scale and reach continues to ensure the longevity of support provided by the charity, in the medium and long term.

01 April 2023 an England only service called Op NOVA, an 'end to end' pathway for veterans in the justice system, was commissioned by NHS England. Care after Combat 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 Care after Combat as sub-contractor. This collaborative bid was successful, and Phase 1 (pre-prison and post-prison focus) was commenced on 01 April 2023. Care after Combats involvement in Phase 1 was limited. Op NOVA Phase 2 (focus on in-prison element) commenced 01 April 2024 to provide a 'through the gate' aspect to Phase 1. Care after Combat provide the in-prison element of the Op NOVA provision of support. The in-prison work is delivered in person as well as remotely via a wellbeing activity pack named Stand Easy. All veterans referred in prison are entitled to access in person support coupled with remote levels of support.

In June 2023 a specific veteran support service into HMP Fosse Way (new build prison) was commenced via a sub-contract to Serco as the private prison provider for Fosse Way. This was agreed as an initial 3-year contract. This specific service has continued to be delivered. Fosse Way consistently reports positive outcomes across all service delivery. Discussions are currently underway regarding a possible follow-on contract.

01 November 2024 a specific veteran support service into HMP Ashfield was commenced via a sub-contract to Serco as the private prison provider for HMP Ashfield. This has been agreed as a 10-year contract running until 31 October 2034.

Thrive Together is the second phase of the two-year Veterans Places, People and Pathways (V3P) Programme. Thrive Together commenced on 01 April 2024. Defence Medical Welfare Services (DMWS) are the portfolio leads for the Midlands and Northeast and Yorkshire. Care after Combat applied for and were successful in securing a fixed term contract to deliver training raising awareness of issues related to veterans in the justice system. The contract for the Midlands and Northeast and Yorkshire commenced 01 January 2025 and will run until 30 June 2026.

Project Phoenix, Care after Combat's voluntary mentor service continued to be delivered across England and Wales, funded by charitable means and with grant funding over the 12 -month period from Lloyds Patriotic Fund, Veterans' Foundation and Nottinghamshire County Council Local Communities Fund.

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

This reporting period 01 April 2024 - 31 March 2025 has seen continued increase in numbers of veterans being directly and actively supported by Care after Combat.

Statistics for the close of this reporting period (31 March 2025) across all Care after Combat delivery in England and Wales: -

- Veteran referrals in the justice system between 01 April 2024 and 31 March 2025 - 1482
- Total number of Stand Easy Packs sent between 01 April 2024 and 31 March 2025 - 13297
- Total number of written responses* from veterans receiving Stand Easy Pack between 01 April 2024 and 31 March 2025 - 416

*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.

Number of calls received via the Care after Combat Helpline between 01 April 2024 and 31 March 2025: - 148

Active engagement of Volunteer Mentors continues, recruited by, trained, managed, supervised and reported on by the Volunteer Co- Ordinator's. 2 people job share 1 whole time equivalent.

A full calendar of fundraising events was planned and for this reporting period together with external fundraisers and donors, a sufficient amount was generated and used to support Project Phoenix core operating costs.

Care After Combat
Report of the Trustees
for the Year Ended 31 March 2025

OBJECTIVES AND ACTIVITIES

Members of the public kindly donate to the proceeding from events that they have organised themselves, such as walks, small festivals and taking part in running races etc, through Enthuse and other online fundraising sites.

Public benefit

We have referred to the guidance contained in the Charity Commissioner's general guidance on public benefit when reviewing our aims and objectives and in planning 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 Volunteer Mentors and Volunteer Ambassadors. There are currently 45 Volunteer Mentors and 8 Volunteer Ambassadors. Volunteers in both groups are reflective of the armed forces experience, other relative experience and lived experience of the justice system. All out-of-pocket expenses are reimbursed, where claimed, but all time is given freely by all volunteers.

Trustee Support

Care after Combat has a board of 9 Trustees that give their time freely for board duties. All out-of-pocket expenses can be claimed although however to date none have been claimed.

FINANCIAL REVIEW

Financial Review

The charities net assets at 31st March 2025 were £439,325 compared to £287,880 at 31st March 2024.

Our total income for 01 April 2024 - 31 March 2025 was £973,327 (2024: £967,449).

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

Total expenditure of £821,882 2024: £834,921)

In the period, the charity expended £24,005 on fixed assets (2024: £42,285).

Principal funding sources

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

Op NOVA - Fully NHSE funded

Thrive Together - AFCFT centrally funded programme.

HMP Fosse Way (specialist programme) Fully Serco funded

HMP Ashfield (specialist programme) Fully Serco funded

Grant funding awarded/continued during period 01 April 2024 - 31 March 2025

- AFCFT 'Reaching and Supporting Armed Forces Communities' grant - £15.1k
- Nottinghamshire County Council Local Communities Fund - salary contribution towards RC(Central) / VM Coordinator post - £9,606 per annum for four years commencing April 2022.
- Veterans' Foundation - £21.3k salary contribution for Regional Coordinator Wales
- Lloyds Patriotic Fund - Partnership Small Grant - £25k

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 the authority of the Trustees and upon the wind up of the organisation.

This accounting period opened up with Reserves policy set at £135,000. It was revised upwards to £145,000 following review by the Trustees on 06 November 2024. This increase is reflective of the growth of the charity over the past years.

At the year end 31 March 2025 the charity had unrestricted reserves of £439,325 (2024: £287,880) which sat above the reserve policy figure of £145,000. £66,189 (£50,107) of unrestricted reserves are made up of tangible fixed assets and investments with the unrestricted free reserves being £373,136 (2024: £237,773). This 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.

Care After Combat

Report of the Trustees **for the Year Ended 31 March 2025**

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 objectives through managed growth and access of additional income streams.

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.

Organisational structure

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 had a trading subsidiary, Care After Combat Trading Limited which is now dormant.

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.

Key management remuneration

Arrangements for setting pay and remuneration of key management personal is managed by benchmarking salaries against similar roles in other organisations taking into account national minimum wage, salary decisions are made by senior management and agreed with the board of Trustees.

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.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

09152620 (England and Wales)

Registered Charity number

1159342

Registered office

Beacon Innovation Centre
Cafferata Way
Newark
Nottinghamshire
NG24 2TN

Care After Combat

Report of the Trustees
for the Year Ended 31 March 2025

Trustees

D Rogers: Chair
C Dodden: Deputy Chair
B Bhakri: Treasurer
Prof D Fathers
J Metcalfe
A O'Donnell (appointed September 2024)
J Poole (appointed September 2024)
A Kaul (appointed May 2025)
P Hubbard (appointed March 2025)

Resigned since last Trustee Report:

M Aldridge (resigned April 2024)
B. Mair (resigned August 2024)

Patrons:

Sir A Pulford

The Management Committee (Board of Trustees) meet quarterly. There were no sub-committees for this reporting period.

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

A Kirk: Chief Executive Officer CEO (resigned March 2025)
A Barnett: Executive Officer (resigned September 2025)
Dr J Jones: Chief Executive Officer (CEO) (appointed March 2025)
Evonne Williamson: Operations Lead (appointed 02 April 2024)
Phil Loader: Deputy Operations Lead
Justin Ruskin: Business Manager (appointed September 2025)
J. Cunningham: Finance Manager

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 23 December 2025 and signed on its behalf by:

Charlotte E Dodden

[Charlotte E Dodden \(Dec 23, 2025 09:24:13 GMT\)](#)

Charlotte Ellen Dodden - 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 year ended 31 March 2025.

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 \(Dec 23, 2025 12:08:24 GMT\)](#)

Paul Colcomb FCCA

Wright Vigar Limited
Chartered Accountants & Business Advisers
Morton House
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23 December 2025

Care After Combat

Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 March 2025

				Year Ended 31.3.25	Period 1.11.22 to 31.3.24
		Unrestricted funds	Restricted funds	Total funds	Total funds as restated
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	142,082	112,828	254,910	616,988
Charitable activities	5				
Veteran Support Services		694,101	-	694,101	348,274
Other trading activities	3	17,170	-	17,170	1,291
Investment income	4	7,146	-	7,146	126
Other income		-	-	-	770
Total		<u>860,499</u>	<u>112,828</u>	<u>973,327</u>	<u>967,449</u>
EXPENDITURE ON					
Raising funds	6	39,871	1,386	41,257	8,847
Charitable activities	7				
Veteran Support Services		667,132	46,290	713,422	296,077
Project Phoenix		1,419	8,220	9,639	115,641
ReGroup Pathfinder		-	41,830	41,830	56,568
Bowman Remote Support Service		-	15,102	15,102	349,788
Other		632	-	632	8,000
Total		<u>709,054</u>	<u>112,828</u>	<u>821,882</u>	<u>834,921</u>
NET INCOME		151,445	-	151,445	132,528
RECONCILIATION OF FUNDS					
Total funds brought forward					
As previously reported		256,260	-	256,260	155,352
Prior year adjustment	13	31,620	-	31,620	-
As restated		<u>287,880</u>	-	<u>287,880</u>	<u>155,352</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>439,325</u></u>	<u><u>-</u></u>	<u><u>439,325</u></u>	<u><u>287,880</u></u>

The notes form part of these financial statements

Care After Combat

Balance Sheet 31 March 2025

		Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds as restated
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	14	66,188	-	66,188	50,106
Investments	15	1	-	1	1
		<hr/> 66,189	<hr/> -	<hr/> 66,189	<hr/> 50,107
CURRENT ASSETS					
Stocks	16	2,114	-	2,114	3,127
Debtors	17	72,750	-	72,750	144,739
Cash at bank and in hand		375,561	-	375,561	208,691
		<hr/> 450,425	<hr/> -	<hr/> 450,425	<hr/> 356,557
CREDITORS					
Amounts falling due within one year	18	(75,625)	-	(75,625)	(107,119)
NET CURRENT ASSETS		<hr/> 374,800	<hr/> -	<hr/> 374,800	<hr/> 249,438
TOTAL ASSETS LESS CURRENT LIABILITIES		440,989	-	440,989	299,545
CREDITORS					
Amounts falling due after more than one year	19	(1,664)	-	(1,664)	(11,665)
NET ASSETS		<hr/> 439,325	<hr/> -	<hr/> 439,325	<hr/> 287,880
FUNDS	22				
Unrestricted funds				439,325	287,880
TOTAL FUNDS				<hr/> 439,325	<hr/> 287,880

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

Care After Combat

Balance Sheet - continued

31 March 2025

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 23 December 2025 and were signed on its behalf by:

Charlotte E Dodden

[Charlotte E Dodden \(Dec 23, 2025 09:24:13 GMT\)](#)

Charlotte Ellen Dodden - Trustee

Bipon Bhakri

[Bipon Bhakri \(Dec 23, 2025 12:47:27 GMT+1\)](#)

Bipon Bhakri - Trustee

Care After Combat

Cash Flow Statement
for the Year Ended 31 March 2025

		Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated £
	Notes	£	
Cash flows from operating activities			
Cash generated from operations	1	181,474	131,430
Interest paid		(427)	(1,033)
Net cash provided by operating activities		<u>181,047</u>	<u>130,397</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(24,005)	(48,285)
Interest received		7,146	126
Net cash used in investing activities		<u>(16,859)</u>	<u>(48,159)</u>
Cash flows from financing activities			
Loan repayments in year		(10,002)	(14,168)
Loan repayment from subsidiary		12,684	-
Net cash provided by/(used in) financing activities		<u>2,682</u>	<u>(14,168)</u>
Change in cash and cash equivalents in the reporting period		<u>166,870</u>	<u>68,070</u>
Cash and cash equivalents at the beginning of the reporting period		<u>208,691</u>	<u>140,621</u>
Cash and cash equivalents at the end of the reporting period		<u><u>375,561</u></u>	<u><u>208,691</u></u>

The notes form part of these financial statements

Care After Combat

Notes to the Cash Flow Statement
for the Year Ended 31 March 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	151,445	132,528
Adjustments for:		
Depreciation charges	6,219	5,693
Loss on disposal of fixed assets	1,704	-
Interest received	(7,146)	(126)
Interest paid	427	1,033
Write off of loan to subsidiary	(1,068)	8,000
Decrease/(increase) in stocks	1,013	(3,127)
Decrease/(increase) in debtors	60,374	(100,992)
(Decrease)/increase in creditors	(31,494)	88,421
Net cash provided by operations	<u>181,474</u>	<u>131,430</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank and in hand	208,691	166,870	375,561
	<u>208,691</u>	<u>166,870</u>	<u>375,561</u>
Debt			
Debts falling due within 1 year	(10,000)	-	(10,000)
Debts falling due after 1 year	(11,665)	10,001	(1,664)
	<u>(21,665)</u>	<u>10,001</u>	<u>(11,664)</u>
Total	<u>187,026</u>	<u>176,871</u>	<u>363,897</u>

The notes form part of these financial statements

Notes to the Financial Statements
for the Year Ended 31 March 2025

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.

Donated assets are recognised in the accounts at market value.

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.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

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

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Donations	137,797	107,435
Gift aid	2,285	7,652
Grants	114,828	501,901
	<u>254,910</u>	<u>616,988</u>

Care After Combat

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

2. DONATIONS AND LEGACIES - continued

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

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
National Health Service (NHS)	-	244,023
NHS- Operation Bowman	-	23,210
The Veterans Fund	21,290	20,000
Sporting Force	-	32,500
Regroup	41,830	-
Lloyds Patriotic Fund	25,000	-
Armed Forces Covenant Fund Trust	15,102	99,961
NCC Local Communities Fund	9,606	16,010
Paragon Products	2,000	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>114,828</u>	<u>501,901</u>

The total government grants received from all government departments was £41,830 (2024: £283,243)

3. OTHER TRADING ACTIVITIES

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Fundraising events	17,110	1,291
Shop income	60	-
	<u>17,170</u>	<u>1,291</u>

4. INVESTMENT INCOME

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Deposit account interest	7,146	-
Interest receivable - trading	-	126
	<u>7,146</u>	<u>126</u>

Care After Combat

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

5. INCOME FROM CHARITABLE ACTIVITIES

		Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	Activity	£	£
Contract income	Veteran Support Services	694,101	348,274

Included within contracts is an amount of £663,015 from OP NOVA (2024: £324,634) and £35,814 from Serco (2024: £23,640).

6. RAISING FUNDS

Raising donations and legacies

		Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
		£	£
Marketing		18,854	1,881
Costs of fundraising		19,926	6,466
		<u>38,780</u>	<u>8,347</u>

Other trading activities

		Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
		£	£
Opening stock		3,127	-
Purchases		1,464	3,127
Closing stock		(2,114)	(3,127)
Bad debts		-	500
		<u>2,477</u>	<u>500</u>
Aggregate amounts		<u>41,257</u>	<u>8,847</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8) £	Support costs (see note 9) £	Totals £
Veteran Support Services	468,079	245,343	713,422
Project Phoenix	4,180	5,459	9,639
ReGroup Pathfinder	41,830	-	41,830
Bowman Remote Support Service	15,102	-	15,102
	<u>529,191</u>	<u>250,802</u>	<u>779,993</u>

Care After Combat

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Staff costs	510,831	578,435
Mentor costs	18,360	20,178
Project delivery costs	-	9,567
	<u>529,191</u>	<u>608,180</u>

9. SUPPORT COSTS

	Management £	Finance £	Other £	Governance costs £	Totals £
Veteran Support Services	220,936	573	7,923	15,911	245,343
Project Phoenix	4,481	-	-	978	5,459
	<u>225,417</u>	<u>573</u>	<u>7,923</u>	<u>16,889</u>	<u>250,802</u>

10. NET INCOME/(EXPENDITURE)

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

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Depreciation - owned assets	6,219	5,693
Other operating leases	27,516	31,400
Deficit on disposal of fixed assets	1,704	-
Fees payable to the independent examiner for the examination of the Charity's annual accounts	<u>2,500</u>	<u>1,100</u>

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the period ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the period ended 31 March 2024.

12. STAFF COSTS

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
	£	£
Wages and salaries	517,960	546,482
Social security costs	42,871	42,834
Other pension costs	12,427	14,333
	<u>573,258</u>	<u>603,649</u>

Care After Combat

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

12. STAFF COSTS - continued

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

	Year Ended 31.3.25	Period 1.11.22 to 31.3.24 as restated
Senior Management	5	3
Support Staff	14	13
	<u>19</u>	<u>16</u>

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

The total amount paid to Key Management Personnel in the period was £92,737 (2024:£157,641).

13. PRIOR YEAR ADJUSTMENT

A donated asset was omitted from the prior year accounts so an adjustment was made to recognise this in the correct period. This has resulted in the prior year funds increasing by £31,620.

14. TANGIBLE FIXED ASSETS

	Office equipment £	Motor vehicles £	Totals £
COST			
At 1 April 2024	48,404	33,324	81,728
Additions	-	24,005	24,005
Disposals	(700)	(1,704)	(2,404)
At 31 March 2025	<u>47,704</u>	<u>55,625</u>	<u>103,329</u>
DEPRECIATION			
At 1 April 2024	31,622	-	31,622
Charge for year	6,219	-	6,219
Eliminated on disposal	(700)	-	(700)
At 31 March 2025	<u>37,141</u>	<u>-</u>	<u>37,141</u>
NET BOOK VALUE			
At 31 March 2025	<u>10,563</u>	<u>55,625</u>	<u>66,188</u>
At 31 March 2024	<u>16,782</u>	<u>33,324</u>	<u>50,106</u>

15. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 April 2024 and 31 March 2025	<u>1</u>
NET BOOK VALUE	
At 31 March 2025	<u>1</u>
At 31 March 2024	<u>1</u>

There were no investment assets outside the UK.

Care After Combat

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

15. FIXED ASSET INVESTMENTS - continued

Subsidiary

Care After Combat Trading Limited

Registered Office: Beacon Innovation Centre, Cafferata Way, Newark, England, NG24 2TN
Nature of business: Merchandising

Class of share: % holding
Ordinary 100

	2025 £	2024 £
Aggregate capital and reserves	-	227
Loss for the period/year	(227)	(26,964)

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

16. STOCKS

	2025 £	2024 as restated £
Stocks	2,114	3,127

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 as restated £
Trade debtors	72,329	55,122
Amounts owed by group undertakings	-	11,615
Other debtors	421	5
Prepayments and accrued income	-	77,997
	72,750	144,739

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 as restated £
Bank loans and overdrafts (see note 20)	10,000	10,000
Trade creditors	16,983	18,473
Social security and other taxes	12,801	10,346
VAT	32,507	63,409
Other creditors	354	551
Accruals and deferred income	2,980	4,340
	75,625	107,119

Care After Combat

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024 as restated
	£	£
Bank loans (see note 20)	1,664	11,665

20. LOANS

An analysis of the maturity of loans is given below:

	2025	2024 as restated
	£	£
Amounts falling due within one year on demand:		
Bank loans	10,000	10,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	1,664	10,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	-	1,665

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

21. LEASING AGREEMENTS

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

	2025	2024 as restated
	£	£
Within one year	6,309	6,309
Between one and five years	6,126	12,435
	12,435	18,744

22. MOVEMENT IN FUNDS

	At 1.4.24 £	Prior year adjustment £	Net movement in funds £	At 31.3.25 £
Unrestricted funds				
Veteran Support Services	256,260	31,620	151,445	439,325
TOTAL FUNDS	256,260	31,620	151,445	439,325

Care After Combat

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

22. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Veteran Support Services	860,499	(709,054)	151,445
Restricted funds			
ReGroup Pathfinder	41,830	(41,830)	-
Veterans Fund	21,290	(21,290)	-
Armed Forces Covenant Fund	15,102	(15,102)	-
Lloyd's Patriotic Fund	25,000	(25,000)	-
NCC Local Communities Fund	9,606	(9,606)	-
	<u>112,828</u>	<u>(112,828)</u>	<u>-</u>
TOTAL FUNDS	<u>973,327</u>	<u>(821,882)</u>	<u>151,445</u>

Comparatives for movement in funds

	At 1.11.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
Veteran Support Services	93,465	194,415	287,880
Bowman Remort Support Service	24,071	(24,071)	-
	<u>117,536</u>	<u>170,344</u>	<u>287,880</u>
Restricted funds			
ReGroup Pathfinder	10,911	(10,911)	-
Lloyd's Patriotic Fund	26,905	(26,905)	-
	<u>37,816</u>	<u>(37,816)</u>	<u>-</u>
TOTAL FUNDS	<u>155,352</u>	<u>132,528</u>	<u>287,880</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Veteran Support Services	757,610	(563,195)	194,415
Bowman Remort Support Service	23,211	(47,282)	(24,071)
	<u>780,821</u>	<u>(610,477)</u>	<u>170,344</u>
Restricted funds			
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>
TOTAL FUNDS	<u>967,449</u>	<u>(834,921)</u>	<u>132,528</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

22. MOVEMENT IN FUNDS - continued

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.

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.

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

Care After Combat

Detailed Statement of Financial Activities
for the Year Ended 31 March 2025

	Year Ended 31.3.25 £	Period 1.11.22 to 31.3.24 as restated £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	137,797	107,435
Gift aid	2,285	7,652
Grants	114,828	501,901
	<hr/> 254,910	<hr/> 616,988
Other trading activities		
Fundraising events	17,110	1,291
Shop income	60	-
	<hr/> 17,170	<hr/> 1,291
Investment income		
Deposit account interest	7,146	-
Interest receivable - trading	-	126
	<hr/> 7,146	<hr/> 126
Charitable activities		
Contract income	694,101	348,274
Other income		
Other income	-	770
	<hr/>	<hr/>
Total incoming resources	973,327	967,449
EXPENDITURE		
Raising donations and legacies		
Marketing	18,854	1,881
Costs of fundraising	19,926	6,466
	<hr/> 38,780	<hr/> 8,347
Other trading activities		
Opening stock	3,127	-
Purchases	1,464	3,127
Bad debts	-	500
Closing stock	(2,114)	(3,127)
	<hr/> 2,477	<hr/> 500
Charitable activities		
Wages	461,788	523,802
Social security	38,028	40,969
Pensions	11,015	13,664
Mentor costs	18,360	20,178
Project delivery costs	-	9,567
	<hr/> 529,191	<hr/> 608,180

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Care After Combat

Detailed Statement of Financial Activities
for the Year Ended 31 March 2025

	Year Ended 31.3.25 £	Period 1.11.22 to 31.3.24 as restated £
Charitable activities		
Other		
W/o irrecoverable loan	632	8,000
Support costs		
Management		
Wages	56,172	22,680
Social security	4,843	1,865
Pensions	1,412	669
Rent	27,516	31,400
Rates and water	(744)	-
Insurance	3,527	1,587
Telephone	12,386	15,758
Postage and stationery	25,193	26,979
Hire of office equipment	8,778	12,408
Sundries	9,752	7,294
Motor & travel	64,007	66,615
Subscriptions	1,050	749
Staff training	11,525	-
	<hr/> 225,417	<hr/> 188,004
Finance		
Bank charges	146	756
Bank interest	427	1,033
	<hr/> 573	<hr/> 1,789
Other		
Dep'n of plant & machinery	6,219	5,693
Loss on sale of tangible fixed assets	1,704	-
	<hr/> 7,923	<hr/> 5,693
Governance costs		
Accountancy fees	11,892	12,594
Legal fees	4,997	1,814
	<hr/> 16,889	<hr/> 14,408
Total resources expended	<hr/> 821,882	<hr/> 834,921
Net income	<hr/> <hr/> 151,445	<hr/> <hr/> 132,528

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