



# Operation Sabre Trustees' Annual Report 2024/25





## Message from the President

I am pleased to present the Trustees' Annual Report for Operation Sabre for the year ending 31 March 2025.

The past year has once again demonstrated the strength, resilience, and compassion that define Operation Sabre. Through sustained humanitarian effort, strong international partnerships, and an unwavering commitment to public safety and human dignity, the charity has continued to deliver meaningful and practical support to vulnerable individuals and communities, particularly in Romania. This work has been achieved despite ongoing economic pressures and logistical challenges, and reflects the determination, professionalism, and shared values of everyone involved.

Operation Sabre remains a wholly volunteer-led charity, and I wish to place on record my sincere thanks to our volunteers, who have generously given their time, skills, and energy throughout the year. Many have attended and delivered fundraising talks and presentations across the Shropshire and Mid-Wales, represented the charity at community events, and travelled overseas in their own time to support humanitarian activity. Their commitment lies at the very heart of our impact.

I would also like to thank my fellow trustees for their professionalism, integrity, and careful stewardship throughout the year. Their collective experience and oversight continue to ensure that Operation Sabre operates ethically, transparently, and in full alignment with its charitable purposes and public benefit obligations.

Finally, I extend my sincere gratitude to our donors, supporters, partner organisations, and the wider community whose generosity and trust make our work possible. Together, we continue to demonstrate the power of voluntary action, international cooperation, and humanitarian values to deliver lasting and meaningful public benefit.

*Steve Worrall*

**Stephen G Worrall BEM, PhD, MBA**  
President



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## 1. Reference and Administrative Details

**Charity name:** Operation Sabre

**Charity registration number:** 1163222 as registered with the Charity Commission for England and Wales

**Principal address:**

C/O Millwright Barn  
Stoney Stretton  
Shrewsbury  
Shropshire  
SY5 9PZ

Operation Sabre is a UK registered charity established to deliver humanitarian aid, support emergency services, and promote community resilience through practical assistance, partnership working, and the application of humanitarian values. The charity operates both within the United Kingdom and internationally, with a particular focus on supporting vulnerable communities and emergency service organisations in Romania.

**Trustees during the period:**

The charity was governed throughout the year by a Board of Trustees as recorded on the Charity Commission register. Trustees collectively bring extensive experience in emergency services leadership, humanitarian response, logistics, safeguarding, governance, risk management, and community engagement.

The trustees are responsible for setting the charity's strategic direction, ensuring that activities remain aligned with its charitable purposes, safeguarding beneficiaries and volunteers, overseeing financial management, and ensuring compliance with charity law and regulatory requirements.

**Financial Arrangements:**

Operation Sabre banks with Lloyds Bank, Shrewsbury. Details of the charity's income and expenditure for the year ended 31 March 2025 are included within the financial accounts appended (Appendix A) to this report.

## 2. Structure, Governance and Management

Operation Sabre is governed by a Board of Trustees who hold collective responsibility for the charity's strategic leadership, governance, and financial oversight. The trustees ensure that the charity operates in accordance with its governing document, the Charities Act 2011, and relevant guidance issued by the Charity Commission for England and Wales.

Trustees met regularly during the year to review operational activity, financial performance, safeguarding matters, risk management, and forward planning. Decisions were taken collectively and recorded appropriately, with due consideration given to proportionality, risk, sustainability, and the delivery of demonstrable public benefit.

The trustees draw upon their professional expertise where relevant, while maintaining a clear distinction between governance responsibilities and operational delivery. This approach supports effective oversight while ensuring that the charity remains volunteer-led, accountable, and values-driven.

No trustee received any remuneration for acting as a trustee during the reporting period. Reasonable out-of-pocket expenses, such as travel and accommodation incurred wholly and exclusively in furtherance of the charity's charitable activities, including overseas humanitarian missions, were reimbursed in accordance with the charity's expenses policy.

### 3. Objectives and Public Benefit

The charitable objectives of Operation Sabre are focused on the relief of need, the advancement of public safety, and the promotion of community resilience and wellbeing. In particular, the charity seeks to:

- Relieve poverty, distress, and hardship through the provision of humanitarian aid and practical assistance.
- Support emergency services and civil protection organisations through the donation of equipment, safety improvements, and partnership working.
- Promote community resilience, dignity, safety, and wellbeing through humanitarian action, cooperation, and shared values.

#### Public Benefit

The trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit throughout the reporting period. Public benefit considerations are embedded within trustee decision-making, activity planning, delivery, and review processes.

Operation Sabre's work delivers clear and identifiable public benefit to vulnerable individuals, emergency services organisations, and wider communities. Further detail on how public benefit is identified, delivered, and reviewed is set out in Appendix B – Public Benefit Statement (CC16 Alignment).





## 4. Review of Activities and Achievements

*(April 2024 – March 2025)*

Throughout the reporting period, Operation Sabre delivered a sustained programme of humanitarian and charitable activity. Evidence of this work was regularly shared through written updates and photographic records published on the charity's Facebook page (<https://www.facebook.com/operationsabre>), supporting transparency, accountability, and public confidence.

### Humanitarian Aid and Overseas Activity

During the year, Operation Sabre coordinated and delivered multiple consignments of humanitarian aid to Romania. Aid included electric wheelchairs, clothing, footwear, toys, bedding, hygiene products, and essential household items for vulnerable families, children, and adults. Seasonal support was also provided, including Christmas gifts and winter clothing.

Trustees and volunteers were actively involved in sourcing, sorting, packing, transporting, and distributing aid. The majority of donated goods were generously provided by churches, social clubs, knitting groups, and community organisations across Shropshire and Mid-Wales.



One overseas visit was undertaken during 2024/25 to ensure accountability, strengthen partnerships, and support local organisations. Activities included minor building works, painting and decorating, the installation of outdoor sports and recreational facilities, and inclusive sporting activities with residents of the Capus de Campie Special Needs Home.

### Emergency Services Support

Operation Sabre continued to maintain strong and trusted working relationships with emergency services partners. A particular focus during the year was on fire safety and risk reduction, including the assessment and



improvement of fire alarms, smoke detectors, emergency lighting, and fire extinguishers within supported institutions.

### **Partnership Working**

The charity worked closely with Romanian emergency services, care homes, Red Cross organisations, and local community partners. These partnerships ensured that aid was targeted, ethical, culturally appropriate, and delivered in accordance with safeguarding requirements and identified local need.

### **Public Engagement and Transparency**

Operation Sabre used social media and other communication channels to provide regular updates on activity, acknowledge donors and volunteers, and demonstrate charitable impact. This approach supports public trust, accountability, and engagement.



## **5. Volunteers and Delivery Model**

Operation Sabre operates entirely as a volunteer-led charity and proudly declares that it has never employed any paid staff. All charitable activities are delivered by trustees and volunteers who give their time, skills, and expertise freely in support of the charity's objectives.

Volunteers support the charity by delivering fundraising talks and presentations across the United Kingdom, attending community events, sourcing and preparing humanitarian aid, and representing Operation Sabre to supporters and partner organisations.

Volunteers also give significant personal time to attend overseas visits to Romania, often using annual leave or unpaid leave. This



approach ensures that donated funds are directed as far as possible towards direct charitable benefit.

Further detail on the scale, nature, and estimated public value of volunteer contribution is provided in Appendix C – Volunteer Impact and Contribution Statement.

## 6. Financial Review



The trustees present the financial review for the year ended 31 March 2025, as detailed in the appended accounts (Appendix A).

### Income

Total income for the year amounted to **£21,518.77**, derived primarily from public donations, fundraising activities, regular giving, and Gift Aid reclaimed on eligible donations.

### Expenditure

All expenditure was incurred wholly in furtherance of the charity's objectives. Key areas included humanitarian aid procurement, transport and logistics, insurance, safety equipment, and essential governance and administrative costs.

### Reserves Policy

The trustees maintain a prudent reserves policy to ensure financial resilience and the ability to respond to unforeseen humanitarian need. Reserves are reviewed regularly and remain appropriate to the charity's size and risk profile.

## 7. Risk Management

The trustees have reviewed the principal risks facing Operation Sabre and consider the charity's risk profile to be appropriate for its size and activities.

Key risks include financial risk, operational risk associated with overseas aid delivery, safeguarding risk, and reputational risk. These risks are mitigated through trustee oversight, robust financial controls, safeguarding policies and procedures, regular risk assessments, trusted partnerships, and appropriate insurance cover.



## 8. Plans for the Future

Looking ahead, the trustees intend to build upon the charity's strong foundations and sustained impact. Planned priorities include:

- Continuing and, where feasible, expanding humanitarian aid deliveries
- Strengthening international emergency services and civil protection partnerships
- Broadening the charity's supporter base and diversifying funding streams
- Maintaining high standards of governance, safeguarding, transparency, and accountability

The trustees remain committed to ensuring that Operation Sabre operates sustainably, ethically, and in full alignment with its charitable purposes and public benefit obligations.



## 9. Trustee Declaration

The trustees declare that this Trustees' Annual Report has been prepared in accordance with the Charities Act 2011 and the Charity Commission's guidance on Trustees' Annual Reports and Public Benefit.

Approved by the Board of Trustees and signed on its behalf:

A handwritten signature in blue ink that reads "Steve Worrall".

**Name:** Stephen G Worrall

**Position:** Trustee / Chair

**Date:** 26 January 2026

## **Appendices**

**Appendix A – Financial Accounts 2024/25**

**Appendix B – Volunteer Impact and Contribution Statement**

**Appendix C – Public Benefit Statement (Charity Commission CC16 Alignment)**



## Appendix A – Financial Accounts 2024/25

### RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025

	2024/25	2023/24
RECEIPTS	£	£
Specialist Fire training	0.00	3,408.37
Donations	15,460.28	16,339.62
Fundraising - talks	2,432.27	3,369.59
Members subscriptions	340.00	240.00
Gift Aid	3,286.22	2,146.52
	21,518.77	25,504.10
PAYMENTS	£	£
Specialist Fire training May 2023	0.00	2,420.33
Humanitarian aid mission costs May 2023	0.00	952.19
Humanitarian trip expenses November 2024	3,766.35	3,186.97
- health & welfare, admin, corp	95.93	301.01
overheads		
Insurance	1,224.09	1,163.44
Handover ceremonies	105.46	25.00
Humanitarian aid Romania	7,021.96	3,694.97
Humanitarian capital spend	9,144.12	2,520.53
Humanitarian Aid Ukrainian Refugees	0.00	3,613.04
Fundraising – donation gift sacks & pens	40.00	1,436.12
Gift for hosts	179.39	116.04
Miscellaneous	90.00	45.00
	21,667.30	19,474.64
BANK BALANCE	£	£
Lloyds Opening balance as at 1 April	17,674.04	11,644.58
Plus receipts	21,518.77	
Less payments	-21,667.30	
Surplus/Deficit	-148.53	6,029.46
Bank balance as at 31 March	17,525.51	17,674.04
REPRESENTED BY		
Lloyds account balance at 31 March	17,525.51	17,674.04
	17,525.51	11,644.58

## **Appendix B – Volunteer Impact and Contribution Statement**

### **Volunteer-Led Delivery Model**

Operation Sabre operates entirely as a volunteer-led charity and is proud to declare that it has never employed any paid staff since its establishment. All charitable activities are delivered by trustees and volunteers who freely give their time, skills, professional expertise, and personal commitment in furtherance of the charity's objectives.

This delivery model is a deliberate and values-led choice by the trustees. It ensures that the maximum possible proportion of donated funds, goods, and resources are directed towards beneficiaries and charitable activity, rather than administrative overheads or staffing costs.

### **Nature of Volunteer Contribution**

Volunteers contribute to Operation Sabre across a wide range of activities, including but not limited to:

- Planning, coordinating, and delivering humanitarian aid missions.
- Sourcing, sorting, packing, and transporting donated goods.
- Undertaking safety assessments and installing life-saving equipment such as fire alarms, smoke detectors, emergency lighting, and fire extinguishers
- Delivering fundraising talks and presentations to community groups, churches, schools, clubs, and organisations across Shropshire and Mid-Wales
- Representing the charity at public and community events
- Maintaining partnerships with overseas emergency services, care institutions, and humanitarian organisations
- Supporting refurbishment and improvement projects within beneficiary institutions

Volunteers frequently give up evenings, weekends, and annual leave to support these activities. Overseas visits to Romania are undertaken in volunteers' own time, an approach that ensures that charitable funds are preserved for direct charitable benefit.

### **Valuation of Volunteer Contribution and Public Benefit**

The trustees recognise that volunteer time, skills, and personal sacrifices represent a significant and sustained public benefit. While volunteer time is not recorded as income within the charity's financial accounts, the trustees consider it important to acknowledge its scale and impact.

Since Operation Sabre members first undertook humanitarian visits to Romania in 2012, the trustees estimate that the cumulative value of volunteer time, professional expertise, foregone earnings exceeds £1 million.

This estimate is based on:

- The number of overseas missions undertaken since 2012.
- The average number of volunteers involved per mission.



- The duration of missions, including preparation, travel, and on-site activity.
- The professional and technical skills contributed, particularly in relation to emergency services safety and risk management.

The trustees believe this figure provides a conservative indication of the scale of public benefit delivered through volunteer commitment over more than a decade.

### **Impact on Public Benefit**

The contribution of volunteers directly enhances public benefit by:

- Increasing the volume and reach of humanitarian aid delivered.
- Improving safety standards within institutions supporting vulnerable people
- Strengthening emergency response capability through equipment and expertise
- Reducing operational costs and maximising the impact of donations
- Building long-term, trusted partnerships that support sustainable outcomes.

The trustees consider volunteer contribution to be fundamental to the charity's identity, effectiveness, and impact.

## **Appendix C – Public Benefit Statement (Charity Commission CC16 Alignment)**

This appendix sets out how Operation Sabre meets the Charity Commission’s public benefit requirements, in line with guidance contained in CC16: Public benefit – running a charity.

### **Identifiable Benefit**

Operation Sabre’s activities provide clear and identifiable benefits, including:

- Relief of poverty, distress, and hardship through the provision of humanitarian aid
- Improved safety and protection of life through the installation of fire safety and emergency equipment
- Enhanced wellbeing, dignity, and inclusion for vulnerable individuals
- Strengthened emergency service capability and preparedness.

These benefits are tangible, measurable, and evidenced through delivery records, photographic documentation, partner feedback, and sustained engagement with beneficiary organisations.

### **Identifiable Beneficiaries**

The charity’s beneficiaries are clearly identifiable and include:

- Vulnerable children, adults, and families experiencing poverty, disability, or social exclusion.
- Residents and staff of care homes and specialist institutions
- Emergency services and civil protection organisations
- Wider communities that benefit indirectly from improved safety and resilience

Access to charitable benefit is based on need and vulnerability, with no unreasonable restrictions placed on who can benefit.

### **Wider Public Benefit**

In addition to direct beneficiaries, Operation Sabre’s work delivers wider public benefit by:

- Reducing risk to life and property through improved safety standards
- Supporting social cohesion and inclusion within communities
- Promoting humanitarian values, volunteering, and civic responsibility
- Enhancing international cooperation and goodwill

The trustees consider these wider benefits to be significant and aligned with the charity’s purposes.

### **Private Benefit**



Any private benefit arising from the charity's activities is incidental and necessary to the delivery of charitable purposes. Volunteers and partner organisations do not receive personal financial gain from the charity's work. Trustees receive no remuneration for their role.

### **Trustee Oversight and Decision-Making**

The trustees actively consider public benefit when planning and reviewing activities. Decisions are guided by:

- The charity's stated objectives
- Identified need.
- Proportionality of cost and impact
- Safeguarding and risk considerations

The trustees are satisfied that Operation Sabre operates exclusively for public benefit and in accordance with Charity Commission guidance.



**OPERATION SABRE**

Registered Charity Number 1163222

**RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025**

	2024/25	2023/24
<b>RECEIPTS</b>	£	£
Specialist Fire training	0.00	5,400.28
Donations	15,460.28	16,133.50
Fundraising - talks	2,432.27	3,590.17
Members subscriptions	340.00	1,401.00
Gift Aid	3,286.22	2,146.52
	<u>21,518.77</u>	<u>28,671.47</u>
<b>PAYMENTS</b>	£	£
Specialist Fire training May 2023	0.00	1,211.11
Humanitarian aid mission costs May 2023	0.00	352.10
Humanitarian trip expenses November 2024	3,766.35	1,148.00
- health & welfare, admin, corp overheads	95.93	101.01
Insurance	1,224.09	1,140.87
Handover ceremonies	105.46	19.75
Humanitarian aid Romania	7,021.96	1,581.00
Humanitarian capital spend	9,144.12	7,021.00
Humanitarian Aid Ukrainian Refugees	0.00	3,447.30
Fundraising - donation gift sacks & pens	40.00	1,402.17
Gift for hosts	179.39	211.04
Miscellaneous	90.00	22.00
	<u>21,667.30</u>	<u>29,238.24</u>
<b>BANK BALANCE</b>	£	£
Lloyds Opening balance as at 1 April		17,674.04
Plus receipts	21,518.77	28,671.47
Less payments	<u>-21,667.30</u>	<u>-29,238.24</u>
Surplus/Deficit		-148.53
Bank balance as at 31 March		<u>17,525.51</u>
<b>REPRESENTED BY</b>		
Lloyds account balance at 31 March		17,525.51
		<u>17,525.51</u>

Examined and found correct in accordance with the books and vouchers presented to me.

Signed: *C. A. Kalinowski*

Date: 18/1/26

## Independent examiner's report on the accounts

### Section A

### Independent Examiner's Report

Report to the trustees/  
members of

Charity Name  
OPERATION SABRE

On accounts for the year  
ended

31 MARCH 2025

Charity no (if  
any)

1163222

Set out on pages

1 - 2

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended DD / MM / YYYY.

**Responsibilities and basis of report** As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5) (b) of the Act.

#### Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (~~other than that disclosed below~~) in connection with the examination which gives me cause to believe that in, any material respect:

- \* accounting records were not kept in accordance with section 130 of the Act or
- \* the accounts do not accord with the accounting records

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

\* Please delete the words in the brackets if they do not apply.

Signed: C.A. Kalinowski

Date: 18/01/26

Name: C A KALINOWSKI

Relevant professional  
qualification(s) or body  
(if any):

CIPFA (RETIRED)

Address: 19 SUTTON LANE

SHREWSBURY

SY3 7QQ

### Section B

### Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of

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IER

October 2018



