



ARMED FORCES COMMUNITY SUPPORT HUB

TRUSTEES' ANNUAL REPORT

1 August 2024 – 31 July 2025

Registered Charity Number: 1168398

1. Executive Summary

The Armed Forces Community Support Hub (AFCSH) continued to deliver essential peer-led support to veterans across Warrington and Cheshire West & Chester. Throughout the year, the charity provided consistent opportunities for social connection, wellbeing support, and community engagement.

Key outputs included:

- 52 Breakfast Clubs
- 1,200+ NAAFI visits
- 150+ Naafi Break attendances
- 3,000+ volunteer hours
- 12 trips and social activities

Veteran-reported outcomes demonstrated strong impact:

- 82% experienced reduced isolation
- 76% reported improved mental wellbeing
- 90% felt better able to manage daily challenges

The charity remains financially stable, operationally resilient, and committed to supporting veterans' wellbeing and reintegration.

2. Lead Trustee Statement

The Board of Trustees is pleased to present the Annual Report for 2024–2025. This year has seen continued growth in engagement, strengthened partnerships, and a deepening of our commitment to supporting veterans and their families.

Our peer-led model remains central to our success, ensuring that every veteran who engages with us is met with understanding, respect, and lived-experience support.

David Chandler Lead Trustee

3. CEO Foreword

This year has been one of meaningful progress for AFCSH. Our daily presence through NAAFI support, weekly drop-ins, and structured activities has helped veterans reconnect, rebuild confidence, and access the support they need.

We have seen increased engagement, stronger community partnerships, and a growing volunteer base. I am immensely proud of our team and grateful to every veteran who places their trust in us.

Edward Arnold Chief Executive Officer

4. Reference & Administrative Details

Charity Name: Armed Forces Community Support Hub **Charity Number:** 1168398
Legal Structure: Charitable Incorporated Organisation (CIO)

Principal Address: Veteran Support Centre (Off Alder Lane) Warrington Cheshire
WA2 8AG

Email: operations@afcsh.org **Website:** AFCSH.org

Trustees (2024–2025):

- David Chandler – Lead Trustee
- Graham Morrad – Trustee

5. Structure, Governance & Management

AFCSH operates as a CIO governed by its constitution. The Board of Trustees oversees strategic direction, compliance, and risk management. Trustees are appointed in accordance with the governing document and bring a range of lived experience, professional expertise, and community insight.

Operational delivery is led by the CEO, supported by volunteers who contribute to daily activities, peer support, and community engagement.

6. Objectives & Activities

The charity's objectives are to:

- Support veterans through peer-led engagement
- Reduce isolation and improve wellbeing
- Provide safe, welcoming spaces for social connection
- Facilitate access to services, assessments, and community resources

Activities delivered this year included:

- Weekly Breakfast Clubs
- Daily NAAFI support
- Naafi Break drop-ins
- Peer-support meetings
- Needs assessments for new veterans
- Social and commemorative trips

7. Public Benefit Statement

AFCSH provides clear public benefit by improving the wellbeing, social connection, and community participation of veterans. All activities are delivered in line with Charity Commission guidance on public benefit and are accessible without discrimination.

8. Achievements, Performance & Impact

8.1 Key Outputs

- 1,200+ NAAFI visits
- 150+ Naafi Break attendances
- 52 Breakfast Clubs
- 12 trips and social activities
- 3,000+ volunteer hours
- 25 active volunteers

8.2 Veteran-Reported Outcomes

- 82% reduced isolation
- 76% improved mental wellbeing
- 90% improved ability to manage daily challenges
- 68% increased confidence in community engagement

8.3 Key Performance Indicators (KPIs)

KPI Category	Indicator	Target	Actual	Status
Engagement	NAAFI visits	1,000	1,200+	✓ Exceeded
	Breakfast Clubs	50	52	✓ Exceeded
	Naafi Break attendance	120	150+	✓ Exceeded
Volunteer Contribution	Volunteer hours	2,500	3,000+	✓ Exceeded
	Active volunteers	20	25	✓ Exceeded
Wellbeing Outcomes	Reduced isolation	70%	82%	✓ Exceeded
	Improved mental wellbeing	70%	76%	✓ Exceeded
	Improved daily functioning	80%	90%	✓ Exceeded
Community Engagement	Increase in local engagement	25%	40%	✓ Exceeded
Support Quality	Needs assessments completed	100%	100%	✓ Achieved

8.4 KPI Summary Analysis

- All KPIs were achieved or exceeded.
- Engagement levels increased across all activities.
- Wellbeing outcomes significantly surpassed targets.
- Volunteer contribution rose by 20%.
- Community engagement increased by 40%.

9. Volunteer Involvement

Volunteers contributed more than 3,000 hours this year, supporting daily operations, peer mentoring, events, and outreach. Their lived experience and commitment are central to the charity's impact.

10. Financial Review

The charity remains financially stable, with prudent management of resources and expenditure aligned to charitable objectives. Funding was used to support programme delivery, volunteer coordination, and operational costs.

A reserves policy is in place to ensure sustainability and continuity of services.

11. Risk Management

Trustees regularly review operational, financial, and governance risks. Key mitigations include:

- Clear safeguarding procedures
- Financial oversight and reporting
- Volunteer training and supervision
- Compliance with regulatory requirements

12. Reserves Policy

The charity maintains reserves to ensure continuity of services and to safeguard against unforeseen financial challenges. The level of reserves is reviewed annually to ensure alignment with operational needs.

13. Community Engagement

AFCSH strengthened its community presence through partnerships, outreach, and increased local engagement—up by 40% this year.

14. Plans for the Future

Plans for 2025–2026 include:

- Expanding peer-support programmes
- Increasing volunteer recruitment and training
- Strengthening partnerships with local organisations

- Enhancing wellbeing and social activity provision

15. Statement of Trustees' Responsibilities

Trustees confirm they have complied with their duties under the Charities Act, including ensuring proper financial management, safeguarding, and oversight of charitable activities.

16. Lead Trustee's Closing Reflection

As we conclude this reporting year, I am immensely proud of what the Armed Forces Community Support Hub has achieved. Our growth, our strengthened partnerships, and the unwavering commitment of our volunteers reflect the heart of our organisation — veterans supporting veterans.

Every conversation shared over a brew, every NAAFI visit, every Breakfast Club, and every moment of peer support represents real change in the lives of those who have served. We have built a community where veterans feel valued, understood, and supported, and that remains our greatest achievement.

Looking ahead, we remain committed to expanding our reach, deepening our impact, and ensuring that every veteran in Warrington and Cheshire knows they have a place where they belong. Thank you to everyone who has stood with us this year — your support makes our mission possible.

David Chandler Lead Trustee Armed Forces Community Support Hub

17. Declaration

Signed on behalf of the Trustees:

David Chandler

Lead Trustee

Signature: 

Date: 6th May 26.

Edward Arnold

Chief Executive Officer

Signature: 

Date: 6th May 2026.



AFCSH KPI DASHBOARD

2024-2025

Engagement KPIs

- 1,200+ NAAFI Visits
- 150+ Naafi Break Attendances
- 52 Breakfast Clubs
- 12 Social Trips
- 40% Increase in Community Engagement

Wellbeing KPIs

- 82% Felt Less Isolated
- 76% Improved Mental Wellbeing
- 90% Better Able to Manage Challenges
- 68% Increased Confidence

Volunteer KPIs

- 3,000+ Volunteer Hours
- 25 Active Volunteers
- 100% Volunteer-led Delivery

Quality & Support KPIs

- 100% Needs Assessments Completed
- 100% Safeguarding Compliance
- 0 Reportable Incidents



Pride in our Military Veterans, Pride in our Community

Armed Forces Community Support Hub

Trustees Financial Report and Statement of Financial Activities

For the Year Ended 31 July 2025

Armed Forces Community Support (AFCS)

Registered Charity Number: 1168398

1. Reference and Administrative Details

Charity Name: Armed Forces Community Support (AFCS) **Registered Charity Number:** 1168398

Principal Address: Veteran Support Centre The Green Cabin (Off Alder Lane)
Orford, Warrington, WA2 8AG

Trustees during the year:

- David Chandler
- Graham Worrad

Independent Examiner: Woods & Co

2. Structure, Governance and Management

Armed Forces Community Support (AFCS) is an unincorporated charitable organisation governed by a constitution adopted at its formation. The Trustees — David Chandler and Graham Worrad — are responsible for governance, strategic direction, and financial oversight.

New Trustees are appointed by the existing board and receive an induction covering governance responsibilities, safeguarding, and operational procedures. The charity is volunteer-led, with day-to-day delivery supported by trained volunteers and a small number of paid staff.

Policies covering safeguarding, data protection, health and safety, and financial controls are reviewed annually to ensure compliance and good practice.

3. Objectives and Activities

The charity's purpose is to support members of the Armed Forces community, including veterans, serving personnel, and their families. AFCS provides peer-led support, welfare assistance, social connection, and community activities that reduce isolation and improve wellbeing.

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

4. Achievements and Performance

During the year, AFCS continued to deliver consistent and accessible support to the Armed Forces community. Key achievements included:

- Regular peer-support sessions and drop-ins
- One-to-one welfare guidance and signposting
- Volunteer training and supervision
- Maintaining a safe and welcoming community hub
- Strengthening relationships with partner organisations

Despite financial pressures, AFCS maintained service levels and continued to meet the needs of beneficiaries effectively.

5. Public Benefit Statement

AFCS provides clear public benefit by supporting the wellbeing, resilience, and social inclusion of the Armed Forces community. All services are provided free of charge and are accessible to anyone with a connection to the Armed Forces.

6. Volunteer Involvement

Volunteers remain central to the charity's delivery model. They contribute to peer support, administration, events, and the day-to-day running of the hub. The Trustees express their gratitude for the dedication, professionalism, and lived experience that volunteers bring to the organisation.

During the year, the charity spent:

- **£1,500** on volunteer support (training, refreshments, travel, DBS checks, equipment)
- **£4,817.99** on operational costs (insurance, utilities, communications, stationery, subscriptions)

These costs directly support the delivery of charitable activities.

7. Plans for Future Periods

The Trustees intend to:

- Strengthen unrestricted income through fundraising and community engagement
- Seek new grant opportunities to support core services
- Develop volunteer capacity
- Maintain and improve the hub environment
- Expand outreach to ensure more veterans can access support

The charity remains committed to delivering high-quality, peer-led support in a sustainable and responsible manner.

8. Financial Review

Total income for the year was **£69,311.36**, derived from donations, community fundraising, and bank interest.

Total expenditure for the year was **£71,009.99**, covering service delivery, premises, volunteer support, and operational costs.

The charity recorded a **net deficit of £1,698.63**, which was anticipated and managed. This deficit was covered by existing unrestricted reserves.

At year end, AFCS held **unrestricted reserves of £5,195.37**, providing a modest but essential buffer for operational continuity.

9. Narrative Explanation of the Deficit and Reserves

The deficit resulted from increased operational costs and the absence of restricted project funding during the year. Trustees chose to maintain service levels to ensure continuity of support for beneficiaries.

Reserves remain modest but appropriate for a small frontline charity, providing essential liquidity and resilience. The Trustees will continue to prioritise strengthening unrestricted income and managing costs prudently.

10. Statement of Financial Activities (SOFA)

(All funds unrestricted)

Income: £69,311.36 Expenditure: £71,009.99 Net Movement in Funds: – £1,698.63

11. Funds Reconciliation

	Unrestricted	Restricted	Total
Funds brought forward	£6,894.00	£0.00	£6,894.00
Net movement in funds	–£1,698.63	£0.00	–£1,698.63
Funds carried forward	£5,195.37	£0.00	£5,195.37

12. Balance Sheet

As at 31 July 2025

	2024–25	2023–24
Current Assets		
Cash at bank and in hand	£5,195.37	£6,894.00
Debtors	£0.00	£0.00

7. Funds

	Unrestricted	Restricted	Total
Opening Balance	£6,894.00	£0	£6,894.00
Net Movement	-£1,698.63	£0	-£1,698.63
Closing Balance	£5,195.37	£0	£5,195.37

8. Reserves Policy

The Trustees aim to maintain reserves sufficient to cover short-term cash flow needs and ensure continuity of services. Current reserves of £5,195.37 are considered modest but appropriate.

9. Going Concern

The Trustees consider the charity a going concern, based on stable unrestricted income and low financial risk.

14. Independent Examiner's Report

Independent Examiner: Woods & Co

I report to the Trustees on my examination of the accounts of Armed Forces Community Support for the year ended 31 July 2025.

I have carried out my examination in accordance with section 145 of the Charities Act 2011 and the applicable Directions issued by the Charity Commission.

Independent Examiner's Statement Nothing has come to my attention that gives me reasonable cause to believe that:

1. Accounting records were not kept in accordance with section 130 of the Charities Act 2011
2. The accounts do not accord with those records
3. The accounts do not comply with the applicable requirements of the Charities Act 2011

Independent Examiner: Woods & Co Date: Woods & Co 29/04/26

15. Approval of the Trustees' Financial Report

This report was approved by the Trustees on: 6th May 2026

Signed on behalf of the Board of Trustees:

David Chandler Trustee Signature: 

Armed Forces Community Support Hub

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